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Special Libraries, January 1927

Special Libraries Association

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SPECIAL LIBRARIES

Vol. 18

January, 1927

No. 1



Library of First Wisconsin National Bank

Financial Number

Special Libraries Association

Founded 1909

A CLEARING HOUSE OF INFORMATION

Created to promote the interests of the commercial, industrial, technical, civic, municipal, legislative, welfare libraries, statistical bureaus and research organizations.
Also to serve special departments of public libraries and universities.

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Special Libraries Directory, 2nd edition, 1925.....	\$4.00
Handbook of Commercial Information Services, 1924.....	2 00
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Our Field

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Special Libraries

Vol. 18

January, 1927

No. 1

Why Budgets

By R. E. Wright, Assistant Vice President, First Wisconsin National Bank,
Milwaukee

THERE has been so much talk these days of budgets that sometimes I think the word has almost lost its flavor. We budget our income, we budget our business, our time—some even suggest we should budget our thinking. We take budgets for granted, certainly.

And why?

Why is it that the banks and large stores are spending considerable sums of money to establish departments which supply expert counsel on how to apportion our incomes to get the most possible value out of them? Why is it that little businesses which intend to become big businesses, are so eagerly working out plans of budgetary control for the coordination of all departments of their organizations? Why are clubs and lodges falling into line and budgeting even their small expenditures for a year in advance? In short, what's all this shoutin' about budgets for?

I came across a paragraph the other day which seems to me to give the answer so aptly that I want to quote it here:

ORDER

"What comfort, what strength, what economy there is in order—material order, intellectual order, moral order. To know where one is going and what one wishes—this is order; to keep one's word and one's engagements, again order; to have everything ready under one's hand, to be able to dispose of all one's forces and to have all one's means of whatever kind under command—still order; to discipline one's habits, one's effort, one's wishes; to organize one's life, to distribute one's time, to take the measure of one's duties and make one's rights respected; to employ one's capital and

resources, one's talent and one's chances profitably—all this belongs to and is included in the word order. Order is man's greatest need and his true well being."
—From the *Journal Intimè of Henri Amiel*, 1855.

Order, peace of mind, happiness, call it what you will, it is in the interest of this quality which is "man's greatest need and his true well being," that budgets have been worked out.

A budget enables us to know where we are going and how we plan to arrive there. It enables us to organize our lives, to distribute our time and our incomes, to employ our capital and resources profitably. It gives us inward liberty and free command over ourselves, it gives us power.

Psychologists and laymen agree, I believe, that the first step toward any sort of success is to have a goal. We humans are so constituted that we must have something to work toward, else we flounder aimlessly about like rudderless ships, getting nowhere, accomplishing nothing, often wrecked on the rocks of our own lack of purpose.

But "the world steps aside to let any man pass who knows where he is going."

In caveman days when a man wanted to go somewhere or get something he slung his favorite club over his shoulder, tucked his stone headed hatchet into his belt, and strode forth to his destination. Woe unto any of the dwellers in neighboring caves if they got in his way. His methods were direct and effective.

Later when the world had advanced to the flowery days of knighthood, the attainment of one's objective was usually a matter of assembling one's friends and paid retainers, bedecking them with much

gorgeous and cumbersome armor, mounting them on plunging chargers and leading them into a romantic battle.

Today, however, we flatter ourselves that we are more complex. What we mean is that our life is more complex. We cannot use the primitive method of the caveman nor don our shining armor and ride our milk-white charger, surmounting all obstacles, to the goal of our desire.

As our life becomes complex, so must our methods. If we like the castle in which our neighbor lives better than our own we do not sally forth with a gnarled stick in hand and demand that he turn his castle over, simply because we are bigger than he, or our stick has more knots in it or we are more determined than he.

Nowadays, if we covet our neighbor's house, which some people do, I'm afraid, in spite of the admonitions of the ninth commandment, we set about trying to buy it from him. If he is so fond of it that he cannot be tempted by our offers, we consult our banker and our architect and start our plans for building a house which will outshine the one we longed for and lost. If we have not enough money to carry out our plans at once, we organize our finances so that we can proceed at the earliest possible moment.

There's no goal we want to reach, it seems, that doesn't involve some financial transaction. Not that money alone will carry us wherever we want to go, but so often it seems to be the keystone on which the whole structure of our individual and community life is hung.

If we set our hearts on a college education for our children we start planning for it before the youngsters are out of swaddling clothes. Along with our planning we start saving.

Since this thing we are pleased to call money is such a vital factor in the working out of our mundane and even our spiritual well-being, it behooves us to husband it well so that we may get as far as possible along the road to whatever our goal may be.

This gets us back to the budget again. There's no denying the fact that a budget provides the surest way to regulate our finances and stretch them to cover the

greatest possible number of our desires. Most of us are not so situated financially that we can satisfy all our material wants. It is probably better so; but most people can satisfy their reasonable ambitions if they go at things systematically.

The use of a personal or household budget presupposes two steps, the keeping of a record of expenditures and a proportionate distribution of income based on a study of expenditures over a period of time. Items may be grouped under as many or as few headings as desired. The important thing is it to keep a complete record and to code all expenditures consistently. If an ice cream soda is a personal indulgence one month it must not be considered food the next. It matters little whether you consider a lecture or a concert a matter of education, amusement, or a personal indulgence, so long as you record the expenditure under the same category each time.

The record's the thing. The real value of any budget plan is that it provides a basis for apportioning income to assure the proper balance. With a complete picture of each month's expenditures classified under definite headings it is possible to plan what we must expect to do with our weekly or monthly stipend in order to develop into well rounded individuals, rather than financial inefficient who must constantly be robbing Peter to pay Paul, or going without lunches the last week of the month because we over-indulged our craving for the theater during the first part of the month.

By comparing our expenditures from month to month it is possible to determine what adjustments should be made. Possibly we will find that we might spend less for food and thus have more for furniture, or save on amusements through the year and have enough for one real trip in the summer. The figures in our gift column may reveal that we have been generous beyond our means. I venture to say that most people who do not keep accounts would be astounded to know how much they spend during a year on gifts and entertainments which seem trivial at the time.

In studying a record of expenditures over any period less than a year we must remember such items as taxes, insurance,

etc., which do not recur frequently. Many people lay aside one-twelfth of these items monthly which does away with the strain of paying unusually large amounts out of one month's income.

In discussions of income planning there is much talk of "standard" budgets for various incomes. To me these standard budgets do not seem practical because people's tastes and the circumstances which govern the spending of their incomes cannot be standardized. Situations in homes vary so greatly that a plan which works admirably for one family may not meet the demands of another. One family may prefer to live in a neighborhood where rents are high and to dispense with an automobile. Another will economize on rent to enjoy the luxury of a car. Some people will insist on expensive food and pay less for clothes, while a few will sacrifice everything but the barest necessities to save money for travel. In one family the desired object may be a home, in another, professional education for a talented son or daughter, or perhaps medical care for one who is an invalid. For these reasons it would seem that the most satisfactory way to plan a budget is, first, to take stock of those obligations and expenses which cannot be changed at present, and then to keep a record of all other expenditures for several months. An analysis of these records will help determine whether an adjustment of expenditures is possible.

Budget methods result in changing an inefficient organization into an efficient one. This is true whether we are speaking of a manufacturing business, a retail selling organization, the finances of a club, a municipality, an individual or even a library. I have personally observed the successful operation of budgets in each one of these kinds of institutions and can truthfully say that the budget is undoubtedly one of the greatest instruments for orderly and efficient results in every instance.

The housewife who just says "Charge it" and knows nothing of the increasing total of purchases so made, until the end of the month, is not going to be as thrifty as the one who has a fund or allowance for each principal object of expenditure. The thrifty one may find advantages in

the charge account but she knows as she goes, just what her purchases amount to.

The efficient librarian will register purchase orders for books as issued and will not wait until the invoice or statement is received from the publisher. She will be in position to know after each purchase order is sent, just what her available fund is.

Any society, club, or association will increase its length of life, its usefulness and its size through the adoption of the budget idea. A treasurer of such an organization can render no greater service than by insisting upon the adoption of a standard code of expenditures and a properly balanced budget providing for the maintenance of its logical activities through definite appropriations, based upon accurately estimated income. Armed with such an instrument, the organizers will suppress many hastily conceived but ill-advised projects and will accomplish its purposes through concentrated attacks on well-defined objectives.

Executives of business institutions, whether manufacturing, retailing, or otherwise, will find their duties simplified by budgetary control. The banker finds it easy to discuss loans with such an executive because such a one knows just how much credit he needs, when he will need it, and when he will be in position to pay off his loans. Barring the development of unusual business conditions, he can estimate his probable sales with reasonable precision. He knows what must be expended for raw materials to produce the estimated sales. He knows when his accounts receivable will be paid, when his accounts payable must be met in order to take advantage of discounts. He knows what expense there will be in producing and selling the estimated total.

The principal objects of a business budget have been stated to be as follows:

- 1—To serve as a guide to the management of the business.
- 2—To secure co-ordination of effort of the various departments of the business.
- 3—To provide control of expenditures.
- 4—To insure a fair and reasonable profit to worker and capital if business conditions permit the carrying out of the pre-conceived plan.

A code of expenditures with appropriate symbols is essential in connection with any budget system, in order that similar expenditures may be similarly classified and in order that periodic reports may be made showing the estimated, compared with the actual revenues and expenditures for an elapsed period. To the trained executive, these reports reveal business symptoms which reflect the state of health of the business. They enable him to prescribe proper remedies to meet changing conditions.

A club or society should include in its code of expenditures a symbol to represent items such as entertainment, fees and expense for speakers, the publication issued by the organization, or civic ac-

tivities. Revenues will be coded by symbols representing membership dues, initiation fees, or advertising in the club publication.

The committees of the properly budgeted club or society will be allotted appropriations by the board of governors or directors and the expenditures of these committees will be measured from time to time by the treasurer using the appropriation as a measuring rod.

Whether it be a government, a business, a society, a library, a family or an individual, I repeat that budgeting means order. In conclusion I quote again, "What comfort, what strength, what economy there is in order."

A Plea for a Budget*

By Alice M. Scheck, Librarian, First National Bank of Los Angeles

MR FRED W. SHIBLEY, vice-president, Bankers Trust Company, New York, in an address, "The Banker and the Budget," delivered before the Ohio Bankers Association at Cleveland, Ohio, on June 10, 1926, says: "In my opinion the budget intelligently made and controlled is an economic necessity in American industry."

While the financial side of the operation of a special library or research department may not be a matter of production and sales in the same sense as it is in industry or manufacturing, nevertheless, it is scarcely possible to operate intelligently without some idea of the actual cost of the library or department. This can only be satisfactorily achieved by having a definite budgetary plan and keeping a close check.

Since many firms who maintain special libraries or research departments, as part of their organizations, have been prone to regard them, in the not so distant past, as non-productive from an actual dollars and cents stand-point, the working out of a budget and a periodical check of expenses is usually most illuminating. Of course, the mere operation under a budget does not mean that the library or re-

search department is bringing in real money in tangible dollars, any more than it does without a budget, but it enables the executive to know just what such a department is costing, and allows the librarian also an opportunity to know, and frequently shows a method of saving. When such a department is not operated on a budget there is no way of checking and no intelligent planning for the year can be done.

If a library has operated on the haphazard plan of an official approval for expenditures, but no definite amount apportioned for its various expenses, these same expenses are apt to be haphazard and ill-considered. If, on the other hand, it is known that at the beginning of the year the powers-that-be expect the librarian, or head of the department, to plan each type of expense to cover all possible contingencies, a careful and thoughtful financial plan should result. Salaries, supplies, equipment, binding, periodical subscriptions, books, newspapers, and sometimes rent, light and heat, are always to be provided for. A definite amount can usually be apportioned to each, with some margin for unexpected developments.

* Since the preparation of this address Miss Scheck has become librarian of the Hollywood Branch of the Los Angeles Public Library.

In our own case no budget was planned for the first two years of the department's existence. Those in charge simply did not know what it was costing to run it. At infrequent intervals reports were received from the Comptroller's Department with all sorts of arbitrary charges allocated which meant little or nothing, which could not be checked or traced to their source. Then a budget was devised for everything except books, magazines and binding. All this was simply lumped under the more or less ambiguous heading "Subscriptions and dues" and covered a multitude of sins. Items were always being charged to us which we know should not be. Finally, a year ago, our budget was revised and every kind of expense arranged for. We now have a definite limit for each type of expense and know just what we can do. Consequently, our expenditures are more carefully planned and we have a complete picture of the cost of running the department.

The greatest satisfaction comes from having a definite amount for the book fund. Intelligent buying is difficult with-

out it. If one has even a small amount and is allowed to use it at one's own discretion far more satisfactory results will be obtained. From a purely library stand-point, I am sure that no librarian, especially one who has had book selection as a definite part of her duties, will ever be satisfied to work without a book fund. If the acquisition of a book fund has been difficult, the operation of the library under a budget is a sure way to come by one.

To quote Mr. Shibley further: "It is said that the modern business budget is the best system ever devised for controlling operating costs and for training a management to be fore-sighted rather than hind-sighted." If this is true for modern business, why, then, should not the business library be especially fore-sighted in the operation of its affairs? Even the government has become budgeted, to its great advantage. No part of a modern business organization, even the library, should be behind the government in adopting a plan which is not only feasible but eminently satisfactory.

Budgets

There is not enough to go round—not enough money or time or energy or interest or loyalty—in short, not enough life. That man has found wisdom who has learned to conserve and distribute his total resources so that they will bring him the most of what makes life worthwhile.

The ability to budget, states a recent number of the *Anti-och Notes*, is the ability to see life whole and in true proportion. To possess this insight and to act in accordance with it is the mark of character, intelligence, and education.

Unless one sees his resources and plans his life as a whole and relates his expenditures to his needs in an orderly manner, he will fall far short of getting what his money might buy.

Budgeting is not just a handy economic expedient; it is one of the first principles of orderly and effective living.

Biographies

There was published in 1921 a directory entitled, *Who's Who and Why in After-War Education* by the Institute for Public Service, New York City. It has miscellaneous educational information in it, but to special librarians its value lies in the biographies of less important persons which it contains. These biographies are, most of them, quite full. A geographical index and a topical index to the sketches or biographies is very helpful. Names are found here that are not included in any of the *Who's Who* or other biographical dictionaries. Nor are the persons included only teachers and educators. Education is used in its broadest sense. If any special library wants a copy, please direct your request to Dr. William H. Allen, Institute for Public Service, 53 Chambers Street, New York City. Some copies are still available and he will distribute them free as long as the supply lasts.

Editor's Desk

THIS issue of SPECIAL LIBRARIES gives prominence to the proceedings of the Financial Group. Within recent years this particular group has been a strong factor in the activities of the Association. The group present as the leading article in this issue an address by Mr. Roy E. Wright, assistant vice-president of the First Wisconsin National Bank. Our readers may recall that we printed in the issue of SPECIAL LIBRARIES for November, 1924 a radio talk by Mr. Wright on financial libraries.

It is most natural that Miss Margaret Reynolds, associate editor, should act as special editor for this particular number. Miss Reynolds has taken an active part in the Financial Group recently retiring from the chairmanship. Out of compliment to her we present on the front cover a picture of the library of the First Wisconsin National Bank.

* * *

WE regret that want of space has forced us to omit many valuable articles submitted for publication and to restrict the departments to the minimum. We attempt to portray recent developments in the research, business and industrial world which might be of interest to librarians in the special library field. In spite of constant watchfulness we overlook many important items or the long delay in finding space location renders the items inappropriate for publication. As a rule we prefer short pithy articles. As a rule everything printed in the magazine has a definite reason for inclusion.

Your editors ask your help to make SPECIAL LIBRARIES a better, bigger magazine.

* * *

THE Joint Committee of the American Association of Law Libraries, the National Association of State Librarians and the Special Libraries Association, through the chairman, Mr. Luther E. Hewitt, librarian of the Law Association of Philadelphia, have been keeping in active touch with Congress in connection with bills relating to the biennial index and digest of state legislation. House bill 9174, introduced by Hon. Henry St. George Tucker of Virginia, has been reported out of the House Committee on Judiciary with favorable recommendation. Senate bill 3634, introduced by Senator Walsh of Montana, has not been acted upon by that body.

Librarians have long recognized that the intimate relations between the different parts of the country show a need for such an index. These bills also have the support of a special committee of the Social Science Research Council.

It would be very helpful to the success of these measures if members of the Special Libraries Association would communicate with Senator Walsh, Mr. Tucker or Hon. William D. Boies of Iowa, chairman of the sub-committee of the House having supervision of the bill. A communication to your own senator or representative would also be helpful at this particular time.

President's Page

THE old adage "In unity there is strength" is no where better exemplified than in those organizations which have for their purpose the improvement of the efficiency and usefulness of their members. Nearly all such organizations which are national in scope are represented in various districts by local chapters or sections and membership in the national automatically provides membership in the local and vice versa. The advantage of this arrangement for the national are the increased authority associated with increased membership, possibilities of greater accomplishment due to a greater field from which to pick workers and lighter work because spread over smaller units, more funds, etc. The local has the advantage of prestige which comes from connection with a large organization, benefit of experiences of other locals in preparing programs, participation in all the large projects sponsored by the national, financial support, etc.

In considering this question we should never allow ourselves to forget the purpose of the national organization nor that whatever good it can accomplish must necessarily redound to the benefit of every member. It has been established and maintained to help us in our profession. The larger and stronger it is, the more it can help, the more respect it can command, the more resources it can obtain.

The successful experience of so many large societies such as the N.E.L.A., the American Institute of Electrical Engineers, the American Chemical Society, the Illuminating Engineering Society, etc., in forming and maintaining local chapters, is proof enough that this method of organization is not only satisfactory but probably the best that can be employed. Surely in all these years any serious objections to it would have been uncovered.

One of the principal reasons for reducing associate membership dues in our association from \$2.00 to \$1.00 per year was to encourage and simplify the transition from affiliation on the part of local associations if they so desire, to a closer relationship with the national. This will not mean any change in the local self government or methods of operation and, at first, no decrease in the local funds, since arrangement will be made to turn over to the local for its own use all associate membership dues paid by members of the local. It will merely mean that on payment of dues to the national one becomes automatically a member of the local chapter covering the district in which the library is located. This should greatly help the locals to build up their membership since new associate members will not only have all the privileges they would have had under the former system, but membership in the national as well, without any additional payment of dues.

I should like to ask every affiliated local special libraries association or club to consider this question of joining the national organization and see if it is not feasible for us all to come into one big powerful organization, banded together for a common purpose, inspired with the one ideal—efficient service—and prepared to pull together in every effort to make the special libraries stand out as lighthouses in the great sea of human endeavor.

FRANCIS E. CADY
President

Inside Publicity

A group of speakers at the second group meeting of the Financial Group discussed publicity within the organization. It is to be regretted that the informal remarks of the first speaker, Forrest B. Spaulding, of Gaylord Brothers, are not available for publication.

How We Sell Ourselves to Our Organization

By Laura J. Gage, Librarian, Central Trust Company, Chicago

THERE are many tangible ways in which we "sell ourselves to our organization" and there are intangible ways as well in which we make our services known. It is these intangible ways I consider of most interest and should wish to stress.

The tangible services or publicity methods such as the weekly digest of magazine articles and space filled in official bulletins and house organs are familiar to us all and we know that the most notable of our librarians have achieved great success with them. They are necessary and effective methods of publicity but they must be developed individually as the local situation demands.

Our advertising manager once called my attention to the fact that business houses run their advertisements in series, a different advertisement appearing twice a week for several weeks then no advertisements at all for awhile. He also called attention to the effort made to have the papers and magazines print short paragraphs of news in which the bank's name should appear. This kept the name before the reader's eye. If this is good advertising for a business house, is it not for a library?

There is a form of publicity however that is of daily, yes perpetual recurrence and is of unfailing value. It is not called "advertising" but must underlie and support all effective advertisement. This is a steady, painstaking application to the upkeep of the department and a satisfactory handling of requests. One pleased and interested official passes on to others his interest and men are very quick to investigate a good thing for themselves. There are many ways of developing library services for the employees and friendly employees are also, unawares, a means of indirect advertising.

Another tangible service is a weekly tabulation which is sometimes sent to the officials from the library, covering the business ba-

rometers so closely watched. It will include car-loadings, steel output, volume of building construction, automobile production, bank clearings, gold exports and imports, electric power consumption and other figures as desired.

A certain librarian at the six months stage of her organization became aware that the head of her department was busy or frequently out-of-town and so not often inside her domain to observe its usefulness. The first thing in the morning or late in the afternoon library patrons were not always in evidence. She thought he was missing a good many things he should know concerning the variety and volume of work being accomplished so she decided to advertise the library to him and commenced sending him a monthly statistical report. This included the requests received (the number by departments and a list of the most interesting of them), the number of letters and reports written giving information in answer to inquiries, the new material received, the number of clippings handled, the number of pieces filed in the various vertical files, making as complete a summary of activities as possible. It worked well for he made use of it in his own statements to other officials and this statistical report is still presented monthly. This winter we plan to use a regular space in the house organ for a chart of the requests received showing the number asked by each department.

As an advertiser of efficiency I have found that an up-to-date file of telephone directories of twenty to thirty cities is excellent. It answers questions that may not be answered over the phone by the directory department of the telephone company and takes less time besides.

A convenience appreciated by my patrons is the ease with which they may purchase new books through the library department. Banks whose policy it is to offer very full free services to clients in small towns may be glad to advertise that they have a competent person to purchase books and choose editions. As a popular side line I have wanted for a long time to start a two cent a day loaning club for

fiction and recent books, as I have read that other librarians are doing this.

Even these tangible publicity methods depend for their success on the personality which initiates them and of which they are the expression and thus we come to the potent intangible forces

In the main, the commodities we have to advertise are not our books and magazines but, rather, are they our resourcefulness, enthusiasm, discretion, comprehension of the needs of our clientele and knowledge of the sources from which to supply these needs. In Kipling's poem, "The Mary Gloster," Sir Anthony Gloster, the old conservative, but progressive, Scottish fighter, as he is dying, says to his son, among other things:

"I knew—I knew what was coming, when
we bid on the Bysfleet's keel—
They piddled and piffled with iron. I'd
given my orders for steel:
Steel and the first expansions. It paid, I
tell you, it paid,
When we came with our nine-knot
freighters and collared the long-run
trade:
And they asked me how I did it, and I
gave 'em the Scripture text,
'You keep your light so shining a little
in front o' the next!'"

Hold your department on this basis—"You keep your light so shining a little in front o' the next!"

Be willing to undertake any kind of work you are asked to do whether it may be to give the capital of the Bank of England or to wrap up a couple of loving cups.

We win the confidence of our officials by a wide-awake outlook for new movements and quick wit in finding and presenting new developments in timely subjects such as installment buying, Professor Ripley's awakening articles, or the next new thing

By cultivating chances to get acquainted with the officials we have opportunities in conversation to give our own viewpoints on the work the library should do and the help it may be to people, also, and what is of more importance, we learn by observation and in informal talk each man's methods of work and special lines of interest. This is invaluable as a guide to manner of approach and more specifically to the material that will appeal to each one.

A direct corollary of these contacts is our own larger interest in the welfare of the business with which we are connected and therein will develop a new and growing joy in our work. We shall feel ourselves to be a part of the whole.

On entering the business world we have all, no doubt, discovered that education for librarianship, personality, and executive ability must be supplemented by a certain adaptability to business methods and understanding of business psychology—in short by the acquisition of business acumen. We have learned brevity, submitting recommendations in such form that they may be read at a glance. We have found the wisdom of developing our departments quietly and gradually. We have learned to be gracious, even though very busy, and to keep work and play balanced, not taking ourselves too seriously. Sympathy and finesse, the faculty of eliciting confidence, all of these acquisitions are part of those potent intangible forces which must underlie our publicity methods

"Woman's position in business" is an old hackneyed subject perhaps, yet we know, just among ourselves, that we still need to study where our real strength lies as well as how to advertise the services we can render. Departments in the organization which do not actually make money, but soften the sharp edges, open wider avenues, extend the services, need the woman of persuasion and patience as champion. The departments of employment and personnel management, the libraries, in banks, the information desk as an adjunct to the new business department and the woman's department, these are our forte.

A certain writer has said, "The fortunes of our civilization hinge upon getting the work of the world done with all the thoroughness, skill, and beauty that can be put into it."

How to Advertise Your Library to Your Organization

By K. Dorothy Ferguson, Librarian, Bank of Italy, San Francisco

WHEN I am confronted with the question of "inside publicity," or finding means to advertise our library to our own organization, I often wish for the days of the "Town Crier" for, disguised in his picturesque costume, given a bell and his resonant

voice, and if allowed to wander from floor to floor of our building, I know that I could attract attention; in fact, I think that there would be "a run" on the library. But the days of the "Town Criers" are going, if not gone, and in the prosaic business world, one must find other ways, less startling, with which to display our wares.

Before I tell you of the secret methods with which we "slip over" "learning" and the miscellaneous information contained in our files on the unsuspecting banker, I must give you a few minutes' insight into the spirit of our organization; what is known as the "Bank of Italy spirit"; that democratic milieu in which we work, because it is the clue to our publicity methods.

To the *outsider*, the Bank of Italy is, above all, a democratic institution, and to the *insider*, it is a big family.

When you enter the bank, you are struck by the lack of private offices. As you approach the information desk, wishing to make an appointment with the president or this or that officer, you are told to go to such and such a floor, that no appointment is necessary, that officers are always available to their customers.

Mr. A. P. Giannini, our founder, has often commented on this "Banking in the open." In a recent interview, he was quoted as saying, "The Bank of Italy, was, I feel it safe to say, the first bank to employ the method of having officers' desks out where they can be seen.

"You know, a man who hasn't much personality, who's a little afraid, perhaps, of persons and things and events, wants to surround himself with a lot of secretaries and furnishings and get denned up out of sight between the walls of an office. Such a man not only feels more important, but he feels vastly more secure under such conditions.

"There's just nothing to that system! A banker, just like everybody else, wants people to come to him because they believe and know him to be a mighty good friend. A customer doesn't need to be impressed by a banker's room, or his desk, or his rug. He does need to feel: 'This is a true friend of mine, and I am a true friend of his, and we can speak to each other as friend to friend.'

"When customers come to you, not because your business is the biggest, or you

have the finest location, or a wonderfully impressive building, but because they feel you are a friend as well as a good banker, you have the business on a human basis. And I call that a pretty good basis on which to have a business, depending—as all business does—upon the trust people have in each other."

That is the spirit of our institution, and it is this friendly spirit, this accessibility of our officers to clients and employees, that makes our inside publicity a matter that can be handled through very informal but direct channels.

If I were asked to lay down a few principles of inside publicity, I would say:—

First—Know your organization, know the people (your officers and staff) that you are to serve. Keep one jump ahead of their demands.

We do this by frequently spending a minute or two at our executive's desk, finding out what crop or commodity the credit man is especially watching; what our new business man is planning by way of a new campaign; knowing, if possible, what our advertising man is going to write about, what subject our president will treat in his next speech.

Second—And this ties up with my first point—know how to leave your desk. Circulate among your officers and employees. Be, to a great extent, your own messenger boy.

We have no messenger attached to our department and I don't want one. At least once a day, one member of the library staff is seen on each floor of our building. In distributing magazines and clippings, she has an opportunity to keep in touch with the interests of our readers; she has a chance to push our service. And from the very fact that she is seen on that floor, some officer or employee may make a demand that he would not otherwise have thought of. Sometimes, she may be called to a desk, only to be told that the material she is providing is not wanted, but that is her chance to find out what is needed.

Third—Valuable as the personal touch may be in your advertising scheme, don't forget that when even the most charming personality has failed to make a good impression, "cold print" will win out.

We have inaugurated lately a *Library Bulletin*. It's a weekly digest of financial magazine articles, after the manner of those issued by the Federal Reserve Banks. One hundred

and forty copies were mailed to our executives and employees throughout our ninety-eight branches. From the kind comments which we have received and from the demands that come in as soon as the bulletin is issued, we realize that the sheet is read and acted upon.

Fourth and last—I would say: Follow up every clue that might lead to giving library service. Each demand is a prospect for another; each new employee coming into the organization is a prospect.

We work with the Personnel Department, and send a letter to each new employee, advising him of the opportunities the library has to offer him.

Follow up these employees; they are climbing the Ladder of Success! Help to prepare them for each new rung! And, finally, like the Boy Scouts, "Be Prepared," and in a princely way, adopt as motto, "Ich dien"—I serve.

How to Sell Ourselves to Our Organization

By Lydia M. Jacobus, Librarian, Federal Reserve Bank of Richmond, Richmond, Virginia

THIS is an age of advertising. No matter what one is selling, his wares will remain unsold unless they are brought to the attention of the public. The phrase, "It pays to advertise," is a worn out platitude but there never was a truer statement. A generation or two ago, when there was little competition, the merchant, perhaps, displayed his goods attractively and let it go at that. Today he would soon have to close his store if he tried to do business as of old, for his advertising competitors would have all his trade. The American people enjoy reading advertisements. To satisfy this pleasure, advertising, though a necessity, has developed into one of the leading arts of the country.

Like the merchants, librarians have something to sell, but our buying public is limited. On account of this limited field we often have to work harder than others to put over our sales campaign.

I am sure you will all agree that it is a difficult matter to persuade a person to read Parker Willis' *Federal Reserve Banking Practice* or Spahr's *The Clearing and Collection of Checks* or similar books when a novel is wanted. Serious and educational reading is

shunned by many people. If it were not for these, our ingenuity in publicity schemes would not be so heavily taxed.

We are all striving for the same results and no doubt most of us use the same methods, but in a different way.

In the Federal Reserve Bank of Richmond our methods of publicity have, perhaps, not been so very original, but at least we have been reasonably successful. One of the main things is not to let the organization forget there is a library for all officers and employees. When everyone becomes thoroughly acquainted with the fact that there is a library, the follow-up work begins. This is where our "inside publicity or how we sell ourselves to our organization" really starts functioning.

Personal contact means so much in getting people interested in the library. A few words about how the library will help one with the problems of the day or the casual mention of a new book are worth many posters, bulletins and lists. All have their merits, but a few words to the individual sort of adds a bit of personal interest that appeals to many. Whenever the opportunity presents itself, I talk shop, never permitting the topic to become boring to the hearer.

Our magazine circulation has grown to considerable size by much advertising. About once a year our circulation list is revised. Each reader is sent a list of periodicals which we receive. The ones sent to him regularly are checked. He returns the list after checking it for additions or eliminations. These lists are also sent to others who may be interested in some of the magazines.

Magazines or pamphlets containing articles of special interest are sent to the persons particularly interested in same with notice calling their attention to these articles. Quite frequently they are not on the list to receive these magazines so we win new friends for the library.

You have heard this or similar questions—"What books do you have that I would like?" Our answer is a list of books which have been more or less in demand. Light and heavy reading is listed, as we try to give a balanced diet. These lists are also sent to others whom we think will be interested.

Important new books are given considerable publicity. They are brought to the attention of persons interested in such material. Lists and bookcovers are placed on bulletin boards

where all may read them. In this way, we often have a waiting list.

Bulletin boards are used a great deal for notices of various kinds. Posters, bookcovers, lists, notices of any unusual service, all appear on the bulletin board. Important announcements are made public in this manner.

Each month I have an article in our house organ *Fun and Finance* which is published by our club. Quite a number must read these articles by the requests I receive for books listed. The article usually includes a list of new books or some interesting articles in current magazines. The services of the library and what it has to offer the reader are the main features of these monthly chats.

I have often thought that Bureau of Information would be a better name than library for our workshops. The word library to many is awe inspiring. The former title really is a perfect fit for we are dispensers of information. Many requests for information are not confined to the library or banking. No matter what the question, we try to answer it. This sometimes means a bit of outside or extra work but no helpful effort is ever lost, it always reaps a bountiful harvest. It, also, is good advertising if viewed from that angle. What better than having everyone know that we try to answer all questions even if it is how to build a tennis court, or what was the Black Tom, or to settle an argument over the correct use of a word. That person has acquired the library habit which means a great deal to librarians.

For the past two summers we have conducted a vacation service. This comprises illustrated folders, road maps and other bits of tourist information. Upon request we secure any information about hotels, rates for a trip and so on. This, perhaps, is the least used of all our services but it is used enough to make it worthwhile.

One of the secrets of successful advertising, I think, is not to display all your wares at one time. Specialize on one feature for a short while, then take up something else. If you try to tell about everything you have in stock at one time, the poor reader will be so befuddled that he will think you have a Chinese puzzle rather than an Information Bureau. He will rush out never to return. Small doses of publicity every so often will bring the best results. One reason for this is that your readers have many different tastes which you are trying to satisfy. None of them will evince much in-

terest in a lengthy advertisement, so make all publicity matter as interesting, snappy, and attractive as possible so that it will appeal to a number of persons, for there will be many who are quite indifferent to that particular message. One feature attractively presented is worth the whole stock listed in a hit or miss manner.

I was rather surprised to learn that a prominent advertising firm advocated this same method. A pamphlet from them entitled *The Full Meal in Advertising Catering to Many Mental Appetities by Means of the Course Dinner* is very clever and contains much food for thought. Advertising is your mental meal and should be served in courses, presenting certain phases that will be attractive to all. Three rules which they give are:

"First, the portions must not be over large—for this would discourage the dainty or the finicky appetite.

"Second, the portions must be attractive—for the eye must be pleased

"Third, the waits between the courses must not be too long—for the pleasure, profit and stimulus to desire derived from one course must not be wholly forgotten before the next appears.

"One thought at a time; each thought attractively presented and carefully timed, represents the course dinner in advertising."

How Can We Sell Ourselves to Our Organization

By Emma M. Boyer, Librarian, The Union Trust Company, Cleveland

THE Statistical Department of The Union Trust Company was organized about two years ago primarily to assist those departments and clients interested in investments and securities and to gather information on general business conditions for our executives. To aid in the development of this work it was necessary to build up a library. Very large corporation files were organized from material already in our organization and all books, manuals and periodicals were brought together. This original collection has been supplemented by purchase as new books have come out and the need has arisen. In addition to serving the Statistical Department an effort has also been made to be of service to

the entire organization, both executives and employecs, by indexing all periodicals received, issuing a library bulletin, circulating financial books, building up a reference library and a subject file on general financial subjects, also developing a recreation library.

Our library bulletin is issued twice each month and lists pamphlets recently received and gives a short review of books purchased. However, the purpose of the bulletin is to call attention to articles that have appeared in recent banking and financial periodicals which we believe will be of interest. Copies of this bulletin are sent to all officers in our main office and eighteen branches and to others who have expressed a desire to be placed upon our mailing list. When these bulletins are received by the officers they are routed thru their departments and articles of interest are requested by telephone or messenger. We hope later to issue this bulletin more frequently and to digest the articles but for the present this method is serving the purpose nicely as our requests for magazines have greatly increased since the first issue of the bulletin. We circulate some magazines each month to those wishing to see them at once, however this fact has not been advertised because of lack of clerical assistance. We know this would greatly increase our circulation. However, in so far as we know the individual interests, we send out at once after they have been indexed, all articles which we believe will be interesting.

We aim to have some reference to our library work in each issue of our employees' magazine the *Teller* so news reaches every one by this method. We have a corner called "Notes from Our Library," written by one of our assistants who has charge of our recreational library. These articles vary, aiming to bring out all phases of our work and the different types of service we are able to render our employecs

Our recreational library is located in our recreation rooms and has been in existence about six months. We are having an increasing interest in this department of our work. Instead of a decrease in circulation as we had expected during the summer months we have had a very decided increase in the number of books issued for home reading. This collection of books is provided by the Stations Department of the Cleveland Public Library and is constantly being changed. Any book of interest may be requested. When this work was started we had a write-up in the *Teller*,

clipped notices on the menu cards which were distributed throughout the bank, and posted notices in washrooms and at the entrance to employees' elevators. We have distributed reading lists on all subjects provided by the Cleveland Public Library. Also we have a bulletin board in our recreation room.

There is a splendid spirit of co-operation in our organization as shown by the artistic posters which have been made for us by our Publicity Department. These are posted outside our lunch room door where all entering this room must pass. During the summer months we have kept the recreational idea, using such book lists as "China" and "Western Stories" but have plans made to carry these posters through the winter, giving suggestions for helps in A.I.B. courses and will use the "Reading with a Purpose" slogan of the "A.L.A." also using their book lists. These posters are very attractive using magazine covers or travel booklets for suggestive pictures either typing or lettering lists of suggestive books which we have in our collection. We hope to work with the instructors of our A.I.B. classes and provide outside reading when needed, also material for public speaking and debate classes. Another advertising medium is the pay envelope which may contain a notice explaining the service which the library has to offer or better still have the notice multigraphed on the outside of the envelope in order to save time. We plan also to have our own Multigraph Department make up book lists on various subjects for distribution. Although we have reached both executives and employees by the above methods, we believe our best response has come from our *Library Bulletin*.

Our aim has been to develop the idea that we are a clearing house for information and in order to give service we must receive copies of all pamphlets and bulletins, that are received, that all in the bank may have the benefit of them. Also that we know sources of information and are able to obtain information not in our own collection. In this connection we have had to sell the idea of the centralization of all periodicals. This has been a gradual process and we hope in time to have all of them coming to us first and routed to those desiring them. We have used, both for our *Teller* and our *Library Bulletin*, the S.L.A. slogan "Don't Walk a Mile for a Fact—Ask Your Librarian."

In addition to all "advertising schemes" it is necessary to sell one's self to an organization,

for by knowing people one can best serve them and know the clipping, pamphlet, or new book that will be of interest to them and call it to their attention. Or better still have it come in on approval for them.

The above are some of the methods we have used in the development of our work always remembering that we must not create a demand which we cannot supply in offering *books—information—service.*

Exhibits and Exhibits

By Margaret Reynolds, Librarian, First Wisconsin National Bank,
Milwaukee

IN the mauve decade there were not many, if any, special libraries, so one is safe in saying that exhibits undertaken by special libraries are a rather recent development. And, by exhibits we do not mean the exhibit of new books or posters which have been arranged for display within the library, but rather the exhibit that is arranged for outside display for missionary purposes.

Our own branch of library work is so young that we need to advertise it. What better way could there be than by planning exhibits for national conventions? If you have not helped plan one of these exhibits you may not have followed what has already been done.

It may not be possible to install a model library, but there are countless possibilities. Simple work is effective. Our own library had a poster on display at the State Fair. The mere statement

Furnishers of Facts
For
Banks and Bankers
First Wisconsin National Bank Library
Milwaukee

combined with two photographs of the library greeted many a banker and added some new friends to our list.

When the American Medical Association met in San Francisco in 1923, one feature was a hospital library exhibit. The therapeutic value of reading was emphasized. Library work for disabled veterans of the World War was shown by pictures and reports from the various hospitals. A book wagon to carry books and magazines to the wards occupied a prominent position. This in itself was a novelty to most of the physicians visiting the exhibit. The exhibit was originally assembled by Dr. Bostwick in 1921.

Women in business are realizing the importance of knowing about books. At the annual convention of the Business and Professional Women's Club held in Des Moines in July, 1926, there was a model library for the business woman on display. The titles had been chosen by Esther Johnston and Maria Leavitt of the staff of the New York Public Library. This list was printed in the July issue of the *Independent Woman*, the monthly journal published by the Business and Professional Women.

Each year when the National Safety Council hold their Congress, it is important that the members learn about the activities of the Library and Information Bureau. How the library may be of use to them is important. So every year Miss Mary B. Day, the librarian of the National Safety Council of Chicago, portrays recent developments in the field of accident prevention. The exhibit varies in design. One year a huge book representing the National Safety Council proceedings was used. The pages were bulletin boards picturing the work. Another time a model business library was shown. The color scheme is always green and white, the Council's colors. Dark green mats with white lettering are most effective in their results.

When writing to me recently about their exhibits, Miss Day said: "We started certain exhibits in 1919 and this year will be our Eighth Annual Exhibit, held in connection with the National Safety Council's Annual Congress. Each year we have had several thousand individuals visit the booth during the week and have brought back to the library several hundred inquiries in regard to specific research projects as well as answered many hundreds at the time. We endeavor to show in our exhibit the work of the library for the year, the help that members may receive from the library and various developments in safety work as portrayed in various publications—

government, state and city publications as well as many items received from our various member companies. Our 1926 exhibit will be held in Detroit the last week in October."

When the Associated Industries of Massachusetts held their tenth annual convention on October 21 and 22, 1924, the Special Libraries Association of Boston arranged an exhibit to show what a library may do to help industry and industrial establishments. While Mrs. George S. Maynard had charge of the exhibit, it was arranged under the direction of Miss Christine L. Beck, chairman of the Publicity Committee of the local association and librarian of the Associated Industries of Massachusetts. Mrs. Maynard was assisted by Miss Mildred Bradbury, Miss Loraine Sullivan and Mr. George Winthrop Lee.

The most important part of the exhibit was a sign bearing the words, SPECIAL LIBRARIES ASSOCIATION OF BOSTON. WHAT A LIBRARY CAN DO. Then below were given these sentences:

Collect information on any subject
Classify and catalog books and pamphlets
Index, clip and file periodical literature
Make reading lists
Suggest sources of information
Search for facts
Thereby, it can
Assist in research and promote vocational education.

Photographs of some special libraries of Boston were shown. Then there was a five-foot shelf of good business literature loaned by Stone & Webster, Inc., Boston Elevated Railway Library, Associated Industries Library and the Boston Public Library. The exhibit was well attended.

When some of the financial librarians heard that the American Bankers Association was to meet in Chicago on September 29—October 2, 1924, they decided to have an exhibit at that time if the consent of the officers could be obtained. The executive council showed their willingness by furnishing a splendid location in an alcove opposite the entrance to the boxes and balcony of the Auditorium Theater, where all the general sessions of the convention were held.

Miss Ruth Nichols, librarian of the Federal Reserve Bank, was chairman of the committee. Others assisting her were the Misses Julia E. Elliott, Louise Krause, Virginia Savage and Sue Wuchter. The part of the committee in

formulating the plans for the exhibit and then in carrying them out meant that much intensive work was done.

The exhibit was a non-commercial one. The furniture was brand new. Some of it was about to be installed in a Chicago library. On the book shelves were carefully selected books which had been taken directly from the shelves of Chicago libraries. Current financial papers were displayed on the newspaper racks. On the magazine rack were the leading financial periodicals. On another rack were the bank letters, the monthly reviews which might be obtained free and which were issued by various banks. Recent copies of investment services were on the reading tables. In the vertical files one could see pamphlets and clippings which had been taken from the files of financial libraries in Chicago and Milwaukee. A card catalog that was a model of technique was made especially for the exhibit. Photographic posters showing various views of financial libraries were displayed on the walls.

The model library received much periodical and newspaper publicity before, during and after the convention. Large signs were placed in the first floor lobby and over the information desk of the Congress Hotel. At the opening sessions of both the American Bankers Association and the Association of Bank Women, announcements about the exhibits were given. Then, in the little books of tickets which were given out as people registered, there was a page which read "Be sure to visit the exhibits held by the Financial Advertisers Association and the Special Libraries Association." *Your Bank and the Organization of its Library*, a booklet listing some good books, was prepared and distributed to the visitors. Requests for this are still being received.

All during the convention some of the financial librarians were on duty at the model library. They were ready and willing to answer questions, some of which were very simple ones. Others were more involved and had to be answered and sent to the patron. The register of visitors included most of the members of the executive board of the American Bankers Association, as well as country bankers, to many of whom the idea of a library in a bank was a revelation.

Another feature of this meeting of the American Bankers Association was the radio talk on September 30, given over WMAQ, the *Chicago Daily News* station, Hotel La Salle, by R. E. Wright, assistant vice-president of

the First Wisconsin National Bank of Milwaukee. His subject was, "Financial Libraries."

The exhibit was financed by the Central Trust Company of Illinois, the Halsey-Stuart Company, the Harris Trust and Savings Bank and the H. M. Byllesby Company. These financial institutions, as well as the First Wisconsin National Bank, allowed their librarians to transfer their places of activity while the bankers were in session.

At the 1925 meeting of the American Bankers Association, which was held at Atlantic City September 28-October 1, the Financial Group arranged another exhibit. Miss Gudrun Moe, librarian of the Bankers Trust Company, was the chairman. She was assisted by Miss Mary Hayes, librarian of the National City Bank, Miss Lydia Broomhall, librarian of the Irving Bank-Columbia Trust Company, Miss Eleanor Cavanaugh, Standard Statistics Company, Miss Ethel Baxter, librarian of the American Bankers Association, Miss Marquerite Burnett, librarian of the Federal Reserve Bank of New York and Miss Madeleine Schiedt, librarian of the Federal Reserve Bank of Philadelphia.

The exhibit had for its aim two things. One was to interest bankers in starting a library in their own institutions; the other was to acquaint bankers with books in their own field. A well-selected library was exhibited. The Dixie Book Shop furnished copies of their new list of business books. Short reading lists on bank cost, branch banking and investment trusts were distributed, as was a pamphlet on the bank library.

Posters were prominently displayed. Some of these read:

"Many banks in our large cities have found their libraries the short cut to added service. Why not let their experience influence you?"

"How to make a Library. Collect all the manuals, directories, handbooks, financial magazines and newspapers now to be found scattered throughout the several departments of your bank. Put them in the charge of a trained person, and see them produce Facts. You will get quick and accurate information where before you only guessed. Don't you want a Library?"

"Don't walk a mile for a fact—Ask your Librarian."

Photographic reproduction of these exhibits and of some other exhibits may be found in *SPECIAL LIBRARIES* for November, 1925.

In 1925, soon after its organization, the Illinois Chapter of the Special Libraries Association established and operated an information booth at the second annual Illinois Products Exposition, which was sponsored by the Illinois Chamber of Commerce. It was held October 8-17, 1925, in the beautiful American Furniture Mart Building in Chicago. A complete reference library was installed, with members of the Illinois Chapter in constant attendance. An electric lighted sign, *SPECIAL LIBRARIES ASSOCIATION*, attracted much attention and brought forth many questions. This is available for other exhibits. Posters made by the members also attracted attention. One simple one had a strong appeal. It consisted merely of the words:

Illinois	Information
Chapter	Concrete
Special	Selective
Libraries	Logical
Association	Authoritative

printed in two parallel columns.

The members of the committee in only a month's time made a survey and collected a vast amount of material on Illinois towns. This was given to the Illinois Chamber of Commerce for a permanent file. Pyrrha B. Sheffield, librarian of the Portland Cement Company, had charge of the exhibit, which was financed for the most part by the exposition itself. Others assisting Miss Sheffield were the following:

Mrs. Jennie Lee Schram, Illinois Light & Power Co.; Miss Edith Blackstock, Marshall Field & Co.; Miss Phyllis Cleaver, Illinois Light & Power Co.; Miss Fox, Illinois Light & Power Co.; Miss Golden, Universal Portland Cement Co.; Miss Ruth Peterson, National Elementary and Kindergarten College; Miss Rosabelle Priddat, American Institute of Banking; Miss Price, Illinois Light & Power Co.; Miss Margaret Reynolds, First Wisconsin National Bank; Miss Marion J. Reynolds, Swift & Co.; Mrs. Mary W. Taylor, Elizabeth McCormick Memorial; Mrs. Pauline White, Hamilton Club; Miss Abigail Fisher, Automatic Electric Co.

The Chicago papers gave this exhibit good publicity. The secretary of the New Industries

Committee of the Illinois Chamber of Commerce, sent out a letter which undoubtedly brought many visitors to the booth. The letter read:

COMPLETE INFORMATION ABOUT ILLINOIS
AT BOOTH 101

The New Industries Committee Booth, conducted by the Special Libraries Association, is equipped to supply you with information about Illinois and why industries should locate in this state. If you have any problems which are placed before you and are unable to answer the questions, we want you to feel free to call at our booth for assistance or to refer your inquirers to us. We are well equipped to take care of your needs and we hope you will grant us the opportunity to serve you.

Yours for more industries in Illinois,
NEW INDUSTRIES COMMITTEE ILLINOIS
CHAMBER OF COMMERCE.
L. P. Learned, *Secretary*

People do like to register and let the other fellow know what their name is and where they live. A little sign on the front reading table said: PLEASE SIGN YOUR NAME IN OUR REGISTER. AN ADDED WORD OR TWO ON YOUR SPECIAL INTERESTS WILL BE WELCOME.

On October 12-16, 1925, when the American Gas Association met in Atlantic City, a model gas company library was on exhibition. The companies whose libraries participated in the exhibit and through whose courtesy the exhibit was made possible, were the Consolidated Gas Company and Affiliated Gas & Electric Companies of New York, the Consolidated Gas, Electric Light and Power Company of Baltimore, the Henry L. Doherty Company, the General Electric Company, the Peoples Gas Light & Coke Company of Chicago, the Public Service Corporation of New Jersey and the United Gas Improvement Company of Philadelphia.

The sun parlor on the Steel Pier made an ideal location for the exhibit as delegates and visitors had to pass through it to attend the meeting which was held in the large auditorium beyond. Commercial, financial and technical books, services, periodicals and pamphlets were displayed as well as bulletins, book lists and bibliographies prepared by the various libraries. The General Electric Company fur-

nished a large electric book. The title was *Why A Corporation Library*. The leaves turned automatically and on each page was a sentence. Here are three of them:

"The library is fundamentally a service organization."

"The library keeps the corporation posted on current developments as shown in the news, the statistical, technical and trade press."

"The library is the research division of the corporation. Now what does an exhibit do? It gives executives and all kinds of business men an idea as to what a library within one's own organization might accomplish. It should act as an eye-opener, making people covet a library in their own line. It should also aid in the recruiting work for our profession, making young men and young women feel this is the part of library work which they themselves would enjoy most."

The mauve decade has gone, the tough twenties are nearly gone. What will the thoughtful thirties do? Could not the association undertake one good exhibit a year?

Newspaper Uses Rag Paper

The *New York Times* on January 1 will begin to print daily a limited number of copies of its regular edition on a pure 100 per cent. rag paper. The subject has been a matter of considerable discussion at meetings of the American Library Association and much credit should be given to Mr. H. M. Lydenberg who has for many years urged newspapers to attempt such a publication. Early experiments were conducted by the *Brooklyn Eagle* in 1913 and later by the *London Times*. The newsprint used in this special library edition was developed in co-operation with the Paper Manufacturers' Educational Association. It is to be hoped that libraries will give the *New York Times* sufficient support so that the undertaking may be a financial success.

Knowledge is of two kinds; we know a subject ourselves, or we know where we can find information upon it.

SAMUEL JOHNSON

There is only one recipe for a successful convention—make it helpful.

EDITOR—*Printer's Ink*

Government Documents

In connection with the Fiftieth Anniversary Conference of the American Library Association, Mr. Alton P. Tisdell, superintendent of documents of the Government Printing Office, addressing the Public Documents Round Table on "The Future of United States Public Documents," called attention to the great store of valuable scientific, industrial, and economic information contained in government publications, and emphasized the importance of the libraries as intermediaries between the government publishing offices and the reading public.

He advocates the publication of several new bulletins and bibliographies, in addition to the catalogs and indexes now issued by his office, which will aid libraries in cataloging and classifying their government publications and in advertising them to prospective users.

He recommends a revision of the law governing the designation of depository libraries so as to provide for their more equitable apportionment and location in each state and asks for constructive criticism of the present methods of distributing publications to these libraries.

As a means for eliminating waste he set forth the advantages of restricting free distribution of most publications to officials of the government, collaborators, libraries, educational and scientific institutions and societies, and the press. Experience has shown that other persons who have real use for publications will gladly pay the nominal price charged to cover the cost of printing and binding, which for thousands of publications is only 5 cents. During the past year his office sold 10,962,571 publications for which the public paid \$544,937.51.

Mr. Tisdell believes that the adoption of an up-to-date policy of advertising these publications would be of distinct benefit to the public and to the government, and he urges adequate appropriations so that information which has been gathered at a cost to the tax-payers of millions of dollars may be made available to them while it is still fresh and in such manner as to be most widely useful.

I am not aiming at efficiency in our library so much as effectiveness.

G. H. LOCKE

Business Magazines

Miss Ethel Cleland of the Indianapolis Public Library, and an associate editor of *SPECIAL LIBRARIES*, delivered an address before the A.L.A. on October 5 on "Business Magazines and the Small Library." Her talk may be condensed as follows:

Recent changes in business methods, in business literature and in the attitude of the business man toward sources of business information, make the speaker urge on the libraries of smaller communities that they try out on their public some of the modern business literature of which the business and trade magazines seem the most popular and vital form.

These changes in business, in its literature and in the business man's attitude toward it are briefly traced to the employment of the scientific method toward solving business problems; the adoption of commercial research as a definite part of business; the application to business organization and management of the principles of scientific management first promulgated by Taylor for factory management; the formation of trade associations and the schools of business administration now a recognized part of most colleges and universities.

The largest single class in a smaller city which the library should attempt to serve first is that of retail merchandising and includes all those engaged in the business of selling to the consumer the necessities and the luxuries of every day life.

For these, five magazines are suggested as of interest to owners, managers, salesmen, advertisers, accountants, credit men, commercial artists, buyers—all these employed in the various processes of retail trade from the large department stores to the corner grocery. The field of each magazine is briefly summarized and details given as to cost, periodicity, illustration, indexing, publisher. The magazines recommended are: *Dry Goods Economist*, *Sales Management*, *Advertising and Selling*, *Printer's Ink*, and *System*.

Every man owes some of his time to the advancement of his profession.

THEODORE ROOSEVELT

A librarian is a scholar without pedantry; a man of the world without indifference; a friend of the people without sentimentality.

DR. ARTHUR E. BOSTWICK

Science and Technology

A. A. Slobod, Department Editor

In the November, 1926, issue of *Atlantic Monthly*, Professor Wm. Z. Ripley severely criticizes the financial structure of the holding companies in the public utilities field. His paper has been widely discussed in the current press. In condensed form it was republished by *Electrical World*. 88:916-18. Oct. 30, '26 and by *Commercial and Financial Chronicle*. 123:2215-16. Oct. 30, '26.

The entire October, 1926 issue of *Chemical and Metallurgical Engineering* is devoted to the problems confronting the chemical engineer in maintaining severe service conditions. Two hundred contributors discuss corrosion and its prevention, development of new materials for high temperatures and pressures, and the rôle played by rubber, ceramic products, cements, phenol resins and pyroxylin plasters in meeting severe service conditions. Here is also reported the symposium on materials for extreme conditions in the electro-chemical industries which was recently held by the American Electrochemical Society.

Dr. L. O. Grondahl gave in *Science*. Sept. 24, '26, p. 306-8, the theory of a new type of electric current rectifier which is very simple in principle and operation. It consists of a disk of copper having a coating of oxide formed on its surface and another metallic disk forming the opposite electrode. A popular description of this rectifier is given in the *Scientific American*. Sept., '26, p. 186-7.

An article entitled "An Engine That Runs on Dust" in *Power*. Sept. 14, '26, p. 402-4, describes experiments made by the United States Bureau of Chemistry on an internal combustion engine using grain dust as a fuel.

"Warm Radiators on Cold Days" is the title of a timely article in *Bus Transportation*. Dec., '26, p. 664-5. It summarizes tests conducted by the Bureau of Standards and compares the performances of alcohol, glycerine, salt solutions, ethylene-glycol, etc., as anti-freeze solutions in automobile radiators. A more detailed account of the Bureau of Standards tests will be found in *Journal of the Society of Automotive Engineers*. July, '26, p. 93-9.

Volume 127 of the *Annals of the American Academy of Political and Social Science*. Sept., '26, presents twenty-four papers on various phases of the general topic "Markets of the United States."

The National Association of Manufacturers is sponsoring a campaign to simplify and standardize the federal and state government reports required from various industries. Comments on this movement are contained in an article entitled "Unnecessary Reports to Government Cause \$40,000,000 Loss to Industry," in *Printers' Ink*. Oct. 21, '26, p. 85-6, 88, 92.

S.A.E. Handbook, March, '26. Society of Automotive Engineers. New York. \$5.00 to non-members.

This book contains six hundred standards and recommended practices of the Society of Automotive Engineers. While many of the standards and specifications refer to articles of direct interest only to the automotive industry, the majority are equally applicable to the machine-tool industry in general. It has been revised and published in bound volume of convenient pocket size replacing the former data sheets supplied the members. For a more detailed review see *Mechanical Engineering*. 48:974, Sept, '26.

PIEZO-ELECTRICITY

Piezo-electricity may be defined as the property of certain crystals of becoming electrified when mechanical pressure is applied in certain directions. Of late it has found considerable application in the radio field and in development of electric measuring devices. A complete discussion of the theoretical principles involved will be found in (1) of the appended list of references. G. Heckman (2) develops the lattice theory of piezo-electricity. E. Giebe (3) gives methods of demonstrating high-frequency longitudinal oscillations in piezo-electric crystal rods and for qualitative proof of piezo-electricity in crystals (4) R. Lucas (5) discusses piezo-electricity and molecular asymmetry. Its general applications to radio problems are reviewed by Goyder (6), while W. G. Cady (7, 8, 9), D. W. Dye (10, 11), A. Hund (12), G. W. Pierce (13), E. Mallet

(14) and M. V. Laue (15) treat on the piezo-electric oscillator and resonator. The piezo-electric oscillograph is described by A. B. Wood (16) and C. E. Wynn-Williams (17), and items (18, 19) give a popular account of the piezo-electric crystals as radio standards. J. C. Karcher (20) describes a piezo-electric method for instantaneous measurement of high pressures. Russell and Cotton (21) discuss the recent commercial applications of piezo-electricity.

1. *Winkelmann's Handbuch der Physik.* 4: 766-93. '05.
2. *Zeits. f. Physik.* 33: 646-7. '25.
3. *Zeits. f. Physik.* 33: 335-44. '25
4. *Zeits. f. Physik.* 33: 760-6. Ag. 31, '25
5. *Comptes Rendus* 178: 1890-2. Je. 2, '24.
6. *Exp Wireless.* 3: 94-100, 165-71. F.-Mr., '26.
7. *Optical Soc. Am. Jour.* 10: 475-89. Ap., '25.
8. *Optical Soc. Am Jour.* 8: 183-5. Mr., '22.
9. *Inst. Radio Engrs. Proc.* 10: 83-114. Ap., '22.
10. *Phys Soc Proc.* 38: 399-457. My., '26.
11. *Elec. Rev.* 99: 733-5. Oct. 20, '26
12. *Inst. Radio Engrs. Proc.* 14: 447-60. Ag, '26
13. *Am. Ac. Arts & Sc. Proc.* 59: 82-. '23.
14. *Wireless Wld & Radio Rev.* 16: 630. '25.
15. *Zeits. f Physik.* 34: 347. '25.
16. *Phil. Mag* 50: 631-7. S. '25.
17. *Phil. Mag.* 49: 289-313. F., '25.
18. *Radio News.* 7: 952+. Ja., '26.
19. *Radio Service Bul.* 90: 8-9. Oct., '24.
20. *United States Bur. Stand. Sci. Pa.* p 4-15. '22.
21. *Ele. Rev.* 92: 284-7. F. 23, '23

Research Activities

The National Association of Stationers, Office Outfitters and Manufacturers is raising a fund to finance the work of the Harvard Bureau of Business Research in conducting a survey of the retail stationery trade

Miss Edith M. Phelps, assisted by Miss Eleanor E. Ball, has compiled for The H. W. Wilson Company a useful little pamphlet entitled "Periodicals of International Importance," being a selection of six hundred periodicals included in a classified list with a geographical index. The United States and the leading European countries are well represented, but even Egypt, the Malay States, Rhodesia and India have a place. The pamphlet is offered for sale at the low price of 35 cents.

The Food Research Institute of Stanford University has completed Volume 2 of *Wheat Studies*. The third volume will soon be ready for distribution. The separate issue for August, 1926, contains a selected bibliography of publications 1920-25 relating to the world's wheat situation. Press comments note these studies as the most careful compilation of grain statistics in the world today. The publication is sold at \$10.00 per volume.

The report of the librarian of the Department of Agriculture is always an interesting

document. The last report submitted June 30, 1926 shows the great value of interlibrary loans which in sum total amount to fifty-eight hundred books, two-thirds of which number were borrowed from the local libraries in Washington. Among the accessions of the library are a noteworthy group of old books relating to agriculture and some valuable dissertations. In the field of bibliography the library, in co-operation with other departmental libraries, has performed notable work. The list of mimeographed bibliographies now numbers sixteen with others in preparation. The library anticipates occupying enlarged quarters in the new building for the Department of Agriculture which will relieve the congestion now existing on the library shelves.

Agricultural Library Notes reports two new co-operative marketing journals, one entitled *The Co-operative Marketing Journal*, Investment Building, Washington, D. C.; the other *The Co-operative Review*, Holyoake House, Hanover Street, Manchester, England. It also notes the existence of two periodicals issued by state departments, the *Florida Review*, published by the Bureau of Immigration of the Department of Agriculture of Tallahassee, Florida, and *Outdoor Nebraska*, issued by the Bureau of Game and Fish, Department of Agriculture, Lincoln, Nebraska. These two publications are issued gratis.

Agricultural Library Notes is a mine of valuable material on agricultural bibliographies. Elsewhere in this number we refer to various items appearing in the current issue and the *List of Mimeographed Publications* issued by the Department of Agriculture during November, 1926, shows keen activity in bibliographical lines. The publication should be seen to be appreciated.

Market Research Agencies, a Guide to Publications and Activities Relating to Domestic Marketing is a new publication of the Bureau of Foreign and Domestic Commerce, United States Department of Commerce, and is No. 6 in the Domestic Commerce Series. It will be a useful reference tool for libraries as the information it contains in regard to market research agencies is not available in any other publication in this collected form. In the case of the government market research agencies, a brief account of the functions of each agency listed precedes the list of publications. The list of government agencies is followed by a list of state publications on marketing arranged by states. This list is useful as far as it goes but is not complete. Other agencies listed are advertising agencies, chambers of commerce, co-operative marketing associations, foundations, industrial businesses, magazines, newspapers, trade associations and universities. A good index adds to the value of the publication. The preface states that it is planned to revise the bulletin annually, not only bringing it up-to-date but also making it as complete each year as possible.

In some manner we overlooked the readable article in *The Detrouter* for May 31, 1926, entitled "Our Dependence on Research," prepared by Professor E. A. White of the University of Michigan Department of Engineering Research. It was first presented before the Rotary Club in Ann Arbor and later published in *The Michigan Alumnus*. Some of the comments in the article are striking. The American Telephone and Telegraph Company is stated to spend over \$8,000,000 annually for research and the General Electric Company about \$1,000,000. The writer notes that the Ford Motor Company leads the way in the matter of applied research. They were the first to use methods, original for plate glass manufacture, in the manufacture of plate glass, they are slowly revolutionizing flax and linen production, they are making economic changes in the manufacture of woolen cloth as well as

in many other things which are a part of a modern automobile.

With a view to meeting the growing demand for more direct, comprehensive and impartial determination of the facts regarding the building industry states the *Commercial and Financial Chronicle*, the American Bond & Mortgage Company announces the establishment of a Building Economic Research Bureau, under the direction of Guy W. Seem. The bureau will be located at the company's New York offices, 345 Madison Avenue. Mr. Seem, director of the bureau, has had wide experience in research and public relations work with several leading investment banking houses. He was formerly associated with the editorial staffs of the *New York Times*, Associated Press and United Press. The Building Economic Research Bureau, it was announced, will extend the scope of its work to cover all activities in the building construction industry throughout the United States and Canada. The bureau will prepare comprehensive sectional and national surveys, compile statistics and data showing the trend of building labor and material costs and disseminate information regarding building construction financing and real estate securities. Study will also be made of rental and housing situations in the largest cities of the country, where a large volume of construction financing is being reported. Data and statistics compiled by the bureau will be made available to the public, through a monthly publication to be known as the *American Builder-Economist*. Investors and builders are invited to consult the bureau at any time on any questions pertaining to activities in the building industry and the real estate bond financing field.

The *Political Science Quarterly* for December contains an interesting article on "The Research Fellowships of the Social Science Research Council." This apparently is the first attempt to mention the various awards of this nature made annually in the United States. Included in this list are university fellowships offered by the American Institute of Architects, the Charles A. Coffin Foundation, the Carnegie Endowment for International Peace, the Rockefeller Foundation, the Music Fund, the Institute of International Education, the American School of Classical Studies, the American Schools of Oriental Research, Sigma Xi, the Netherland-America Foundation, the American-Scandinavian Foun-

dition, the National Research Council, and the John Simon Guggenheim Memorial Foundation. In addition, the Commonwealth Fund and the Laura Spelman Rockefeller Memorial grant fellowships to foreign students wishing to study in the United States. At the present time the Social Science Research Council uses a grant from the Laura Spelman Rockefeller Memorial which is issued under the direction of a committee consisting of Professor Charles E. Merriam, Professor F. Stuart Chapin and

Professor Wesley C. Mitchell. In developing research workers, the committee is especially interested in candidates ranging from twenty-five to thirty-five years of age. It notes the heavy teaching schedule frequently placed upon young instructors of this age and the necessity for leisure from bread-winning for a year in order to do effective research. The committee invites criticisms and suggestions regarding its policy.

Associations

Reports from the local associations cover some of the November meetings with an occasional December gathering. We also include a report from the British Association, familiarly known as "A.S.L.I.B."

Great Britain

Mr. R. A. Gregory, on behalf of the Council of the Association of Special Libraries and Information Bureaux, has issued a circular entitled *A Clearing House for Sources of Information*. This circular emphasizes the value of A.S.L.I.B. and urges the support of commercial houses and industrial concerns which may be interested in information. Mr. Gregory states: "The new body will act as a channel through which any inquiring member may be put into direct touch with the source of information required." Reference is made to the *Directory of Sources of Specialized Information in the British Isles* in preparation. In addition it is hoped to establish by co-operation between interested parties, unified policies with respect to abstracting, cataloging, indexing and filing.

Boston

The November meeting of the Boston Association was held on the 22d at the World Peace Foundation, 40 Mount Vernon St. The principal speaker was Mr. Denys Peter Myers, corresponding secretary and librarian, World Peace Foundation, who discussed "International Documentation: Its Classification and Purpose." Prior to the meeting the members who desired had supper at the well-known New England Kitchen on Charles Street.

The December meeting of the Boston Association was held on December 27, at the Congregational Library on Beacon Street. Mr. Winthrop H. Chenery, chief of the Special Libraries Division of the Boston Public Li-

brary, read what he called "The Unpublished Manuscript of Mr. Dooley." Full details of this meeting will be printed in the next issue of SPECIAL LIBRARIES.

The Shock Absorber, the official organ of S.L.A.B. presents many notes of general interest. The association has changed the name of the Publicity Committee to the News Committee with Mr. William Alcott as chairman. The Education Committee are offering a practical course in library methods. Miss Loraine Sullivan of the Boston Public Library will conduct the course which will take up a wide range of library problems. The first meeting will be held on Monday, January 3, at the Y.M.C.A. Bldg. The course will be continued for a period of twelve weeks at a charge of \$10.00. Mr. F. A. Mooney, librarian of the Dennison Manufacturing Co., Framingham, is chairman of the committee. Mr. George Winthrop Lee is amplifying the "down-town" union list prepared by the library of Stone & Webster in 1924.

Illinois

The program of the Illinois Chapter for the balance of this year is planned as follows:

On January 15, 1927, the chapter will meet at the Portland Cement Association library in the afternoon and will be taken through our building. This meeting will be more or less of an inspection trip.

The February meeting will be held at the American Institute of Baking. Dr. Morrison of that staff will give us a talk on early books in the baking industry.

Our March meeting is going to resolve itself into a visit to a pie factory here in Chicago. This meeting is being arranged through the courtesy of the American Institute of Baking.

At our April meeting we hope to have Miss Margaret Reynolds of Milwaukee give us a short talk. (Miss Reynolds does not yet know that she is on this program but I am writing her today to ask if she will speak at that time.)

The May meeting will be held in Evanston at the National Kindergarten College. This meeting will be an inspection trip. The National Kindergarten College has recently built their own home and we are anxious to see the building—also the library.

The June meeting will be the Annual Meeting.

New York

The November meeting of the New York Special Libraries Association was held at the Town Hall Club, on Monday, November 29, 1926 with a large attendance.

Miss Elizabeth Wray, vice-president of the association and chairman of the Membership Committee presented the names of the new members for this month and these members were welcomed.

The topic of this meeting was "Trade Associations as Sources of Information."

Mr. F. M. Feiker, vice-president of the Society for Electrical Development and formerly of the McGraw-Hill and the Department of Commerce discussed trade associations and their effect on industrial development. He touched on Secretary Hoover's work and the work of three hundred committees of trade associations functioning with the United States Department of Commerce for business statistics, the value of the special library as an educator and industrial development through education and the aid of the special library.

Miss Jameson of the National Industrial Conference Board outlined the work of economic and research associations and gave the names of their publications; Miss Loeber outlined the work of the national, state and local chambers of commerce; Mr. De Leon, the labor and management associations with the list of their publications; Miss Baxter, the financial associations, with the list of their publications.

Miss Florence Bradley introduced Miss Linda Morley, who discussed trade association literature. Miss Bradley presented a paper entitled "The Seven League Book" and discussed the volumes *The Story of Philosophy* by Will Durant, *Short Story Mutations* by Francis Newman and *Thus Believing*

World by Lewis Brown, and a recent collection of Sandberg's Poems.

At this time, a vote of thanks and appreciation was extended by Miss Bradley in the name of the association to Mr. Leder of Putnam's for the very fine collection of books exhibited at this meeting.

The association was honored by the presence of Mr. F. E. Cady, president of the National Special Libraries Association, who spoke on the development of the S.L.A. and Mr. L. Armistead, librarian of the Boston Elevated Railway Company, who gave reasons why all members of the New York Special Libraries Association should be members of the National Association.

Philadelphia

The Special Libraries Council of Philadelphia and Vicinity held its first meeting of the season on November 5, 1926, in the library of the Philadelphia Electric Company.

The speaker of the evening was Dr. Charles H. La Wall, dean of the Philadelphia College of Pharmacy and Science, who gave a most entertaining and informing address on "Old Scientific Books."

Following the program, a short business session was held at which time the Program, Membership and Periodical Committees reported. Miss Bonsall announced that the Special Libraries Association requested the assistance of the council in developing a plan to increase the financial resources of the Association. A committee was appointed consisting of four members to consider the matter.

* * *

The Special Libraries Council of Philadelphia and Vicinity held its regular meeting at the Philadelphia Chamber of Commerce on Friday, December 3. Mr. William C. Beyer, director of the Bureau of Municipal Research of Philadelphia, spoke on "The Work of the Bureau of Municipal Research."

Mr. Beyer referred to the very complex problems of present day government, as compared with those of one hundred years ago, and of the consequent need of scientific ways of enquiring into methods of handling the problems. The development and growth of the governmental research agency, now to be found in some form in all of the more important cities, was outlined in a most interesting way. Mr. Beyer then spoke of the work of the Bureau of Municipal Research of Philadelphia,

referring to it as a "fact-finding, fact-determining, and fact-disseminating organization," working in co-operation with the public officials to promote improvements in the city's work. Briefly he told of the activities and accomplishments, referring to some of the more important studies made by the bureau.

A brief business session preceded the address, when progress reports were heard from several committee heads, and an announcement regarding the new financial program of Special Libraries Association.

Pittsburgh

In November the Pittsburgh Special Libraries Association was fortunate in having Miss Elizabeth Cullen, reference librarian from the Bureau of Railway Economics library tell of her work. Miss Cullen brought with her charts, maps and posters showing the development of railroads. Interesting questions on the fine points of railroad history which come to the library were mentioned. Perhaps the one which comes most often is, "Who makes the largest locomotive and where is it used?" A discussion of the foreign contacts of the library was most interesting. They are made through magazines and representatives of the foreign roads. Miss Cullen compiles the list in *Railway Age* entitled "Books and Articles of Special Interest to Railroaders."

* * *

The Pittsburgh Special Libraries Association held its December meeting on the 16th at the Allegheny County Law Library. Annual dues were collected; Miss Callan reported on the National Executive Committee meeting held in New York on December 1 and this report was discussed. Further plans were made for publishing the Union List of Periodicals in the Pittsburgh Special Libraries. There was a small and enthusiastic number at the meeting. An executive committee meeting preceded the general meeting.

San Francisco

Mr. Milton J. Ferguson, state librarian, was the principal speaker at the November meeting of the Special Libraries Association of San Francisco. Mr. Ferguson gave us an interesting talk on the recent A.L.A. and S.L.A. conferences. It was the largest meeting ever held by the San Francisco Association. Mr.

F. J. McEniry of the San Francisco Convention and Tourist League told us that an effort would be made to have the conference held in San Francisco during the next two or three years. Mr. Robert Rea, librarian of the San Francisco Public Library discussed the public and the business Library. Mr. W. H. Gates of the San Francisco Bureau of Governmental Research, gave an interesting talk on the "Functions of the City Government," disclosing many facts of interest and answering questions of importance to the business librarian.

Southern California

The November meeting of the Special Libraries Association of Southern California was a joint session with the conference of the Southern California college and university librarians at the University of Southern California, on November 6.

At the morning session, the opening address was delivered by Dr. von Kleinsmidt who was followed by Mr. Reavis of the Pacific Library Binding Company, who humorously explained some of the obscure points in the classification of material to be bound and the reasons for the apparently arbitrary charges.

Miss Charlotte M. Brown, librarian of the University of Southern California presented for discussion existing laws for the distribution of government documents. Miss Brown considered these laws in need of revision and urged that all librarians should give this movement their support.

Luncheon was enjoyed in the new Woman's Building of the university and at its conclusion Dr. von Kleinsmidt introduced Mr. Willis H. Kerr who gave a delightful account of his impression of the A.L.A. and Sesqui-centennial meetings.

Dr. Owen C. Coy of the university faculty told of the centenary celebration concerning the coming of the first American, Jedediah Strong Smith, to Southern California by the Overland Route. Reference was made to the book *The Splendid Wayfaring* by Neihardt, which tells the story of Smith and his companions.

At the conclusion of the conference some of the visitors inspected the libraries of the university while others attended the football game at the Colosseum.

Personal Notes

Mary C. Parker, Department Editor

Miss Etta L. Conner has been made assistant in the Roosevelt Memorial Library. New York.

Miss Bina Waterfield is now in the library of the Mayo Clinic, Rochester, Minn.

Mrs. John B. Ahouse is at present librarian of the Aeronautical Chamber of Commerce, New York.

The International Telephone Company, 41 Broad Street, New York, is organizing a library which will be in charge of Miss Isabelle Villhern.

Miss Esther Loeb, formerly of the *Herald-Tribune*, has accepted a position as cataloger in the New York University School of Commerce Library.

Miss Harriet B. Prescott, head of the cataloging department of Columbia University, gave a very interesting talk before the Filing Association of New York City on December 13, upon the pioneer librarians who had gone into the world of business as special librarians and file executives. Miss Prescott brought out the fact that most of these early adventurers came from Columbia.

Miss Theodora Bolton, formerly librarian of the New Utrecht High School, Brooklyn, has been appointed librarian of Century Club, New York.

Miss Helen Sweeney, who has had a temporary position in the library of the Standard Statistics Company, has accepted a position with Welfare Council of New York, commencing January 1, 1927.

Miss Lucy Wicker who has been out of the special library field for a number of years has recently become associated with Goodbody & Company, Brokers, New York, her work being in the statistical department.

Miss Luella Beaman, who was so well known at the information desk of the New York Public Library and who recently returned from a trip around the world, is now reference librarian at New Britain, Conn.

Miss Eugenia Wallace, who was one of the organizers of the Special Libraries Association of New York, has this fall joined the Publishers' Emergency Bureau as a file consultant and organizer.

Miss Frances S. Locke, formerly connected with the Service Department of Library Bureau, has been appointed supervisor of the Boston District of Filing Equipment Bureau, Inc.

Miss Elizabeth P. Sherman, librarian, School of Religious Education of Boston University, made a correct guess at the Atlantic City Exhibit of Gaylord Brothers, as to the number of standard catalog cards which could be cut from the mammoth card there displayed, and received an award of \$10.00.

Miss Rebecca Rankin, librarian of the Municipal Reference Library, New York, has returned from Chicago, where she was in attendance at a meeting of the A. L. A. Committee on Curriculum Study. This is a committee of nine headed by Professor W. W. Charters of Chicago University and the recent three day sessions were held at the Chicago Beach Hotel.

Miss Grace Stephens has been made librarian of the Retail Credit Company Library at Atlanta, Georgia.

Miss Sara Trudens has recently taken charge of the library of the Western Electric works at Kearney, N. J.

Miss Lucie E. Wallace, formerly assistant librarian at the Metropolitan Museum of Art, and Miss Elizabeth J. Sherwood, formerly editor of the *Readers' Guide to Periodical Literature* have begun the second year of their Publishers' Emergency Bureau with office at 104 Fifth Avenue. This organization undertakes to serve publishers and writers in all the emergencies which occur in these professions, such as indexing, editing, proofreading, critical reading, etc.

They with their associates also organize and catalog libraries, make bibliographies, do research work and translating.

Miss Dorothy G. Bell has been appointed librarian of the business branch of the Providence Public Library. Miss Bell was formerly librarian for Jackson & Moreland, consulting engineers of Boston.

Miss Margaret Reynolds, librarian of the First Wisconsin National Bank, Milwaukee, was the speaker at the December meeting of the Milwaukee Chapter of the American Association of University Women. Her subject was "Some Books of 1926." Miss Reynolds has spoken recently before the Business Women's Club of the Baptist Church on "Why Read." When the girls entertained the men of the Milwaukee Chapter of the American Institute of Banking, Miss Reynolds spoke on "Browsers or Bankers or Both."

Miss Minnie W. Blogg, librarian of the Johns Hopkins Hospital Library, has been presented with a check for \$3,710.50 as an ex-

pression of the warm personal regard felt by the graduates of the Johns Hopkins Medical School and their appreciation of her services in the Hospital Library. A special committee waited upon Miss Blogg and made a personal presentation.

Miss Helen Terry, formerly of the *Milwaukee Journal* Library, has accepted a position as assistant in the Municipal Reference Library in Milwaukee.

Miss Ruth Haylett, librarian of the Pittsburgh Plate Glass Company, Milwaukee, has resigned to become librarian of her alma mater, Carroll College, Waukesha, Wisconsin.

Miss Elizabeth Hanner, formerly librarian of the Retail Credit Company at Atlanta, Ga., was married on the 4th of December to Walter Aiken Roberts. Mr. and Mrs. Roberts will reside at 924 West End, Franklin, Tenn.

Events and Publications

Rebecca B. Rankin, Department Editor

The American Association of Port Authorities, 200 New Orleans Court Bldg., New Orleans, La., has published a useful *Compendium of North American Ports*, done by its Research Committee.

The Russell Sage Foundation bulletins which are published bimonthly always contain useful lists of bibliographies on social subjects—Bulletin No. 76 issued April, 1926 is devoted to *Books of 1925*.

A special committee of the American Bar Association has prepared a list of reference books on the Constitution. The list is divided into two classes: "A" Books more or less indispensable for students of the Constitution; "B" Books for the more intensive students who desire a broader knowledge of the whole subject. This comprises four titles. The list was submitted by the chairman, Mr F. Dumont Smith, First National Bank Bldg., Hutchinson, Kansas.

The Policyholders' Service Bureau of the Metropolitan Life Insurance Company continue to issue valuable reports on *Budgeting in Steamship Companies* (Report 90), *Sharing Profits With Employees* (Report 91), *The*

Credit Union in Industrial Establishments (Report 92). The Business Organization Series issued by the same department considers No. 4 *Industrial Traffic Manager*.

Under the heading *Thirty Three West Grand*, the Portland Cement Association has published an attractive booklet describing the activities of the Portland Cement Association. A photograph of the Technical Library, in charge of Miss Sheffield, is among the illustrations, also the "Sand Library" of the Research Laboratory.

William P. Cutter, director, Information Department of Arthur D. Little, Inc., has prepared for the *National Petroleum News* an article upon "Synthesis of Petroleum at Ordinary Pressure from Coal Products," being a translation from the work by Franz Fischer and Hans Tropsch printed in *Brennstoff-chemie*. The publication has also been issued in pamphlet form.

The Library of the Phoenix Mutual Life Insurance Co. of Hartford keeps before its public with frequent leaflets bearing attractive headings, such as *New Ideas for Your Selling; We Add in the Library; Reading With a Pur-*

pose The *Phoenix Quill*, September, 1926, describes prizes for special reading courses which obviously act as a reading stimulant to salesmen. The previous contest was won by Mr. Walter T. Hynes of Boston who read over sixty-five hundred pages covering a wide range of subjects, including travel, biography and essays.

The New York Society of Proofreaders recently put in print Bulletin No. 1, an address by Frank H. Vizetelly on *The Art of Proof-reading*. Dr. Vizetelly of lexicographical fame justified the high position which the proof-reader should take in the preparation of a book and gave some amusing instances of typographical errors which have come to his attention.

The *Stone & Webster Journal* for October, 1926, contains an article on "Confessions of an Esperantist" by George W. Lee, the librarian of Stone & Webster.

The Bibliographical Society of American are issuing a *News Sheet* which goes to members at frequent intervals. The society plans to hold their June meeting at Toronto assigning as their special subject "Canadian Bibliography." Any special bibliographical items of interest to the society should be sent to the secretary, A. H. Shearer, Grosvenor Library, Buffalo, N. Y.

The *Library Occurrent*, issued by the Library Division of the Indiana Library and Historical Department, contains a well written article upon the life of Demarchus C. Brown, former state librarian of Indiana, who died on August 23, 1926. The publication also contains tributes to Mr. Brown prepared by friends in Indiana. One writer, Senator Albert J. Beveridge, states that Dr. Demarchus C. Brown was one of the very best and biggest men in the state. A poem by Anna Poucher adorns the front cover of the *Library Occurrent*.

The leading article in *Baking Technology* for December 15, 1926, describes the Louis Livingston Library of Baking.

Under the heading, *The House of Stokes*, the Frederick A. Stokes Company celebrated their 45th anniversary with an attractive 90-page pamphlet.

The Public Library of the District of Columbia, George F. Bowerman, librarian, began the publication of a monthly organ in November, 1926. It is called *Your Library*.

In the *Cleveland Trust Monthly* of December, 1926 we read an interesting address by Charles F. Kettering, "Research as Related to Banking."

Holding that the merger of the Rand-Kardex Bureau, Inc., and the Globe Wernicke Company constituted a monopoly in restraint of trade, Federal Judge Winslow, in the New York District, issued a decree on December 9 for the immediate dissolution of the merger. See the *American Stationer and Office Manager*, December, 1926 if you wish to read a full account of the decision.

The National Bureau of Casualty and Surety Underwriters, 120 West 42d Street, New York City, is constantly issuing reading lists in mimeograph form. Recent ones are on Casualty Insurance, and one on Compulsory Automobile Insurance.

The January issue of the *General Electric Review* marks the introduction of a new magazine size—the standard 9 x 12 size—together with a general revision of the scheme of editorial make-up. The January issue is made up principally of a review of the electrical industry for the year 1926.

"As You Sit at Your Desk" in the *Survey* of December 15, 1926, an article by W. H. Leffingwell, may be read profitably by all office workers, librarians or executives.

Trained Men, the house organ of the International Correspondence Schools, reprints from the *New York Times* a masterful article by Stuart Chase relating to the development of the national wealth since the World War. Mr. Chase presents some interesting figures regarding efficiency per worker and effects of mass production.

Industrial Management for December, 1926 is a power and production reference number. The magazine contains a group of vital industrial statistics on power and production. The charts and diagrams correlate power, production, machinery, wages and profits. The number also includes a compendium of modern equipment and its relation to profitable production.

The Fuel Economy Committee of the Federation of British Industries has prepared an interesting diagram indicating the chief sources of loss of heat in steam raising for the guidance of boiler-house employees. The chart with comment is reproduced in *British Industries*, the publication of the Federation of British Industries, for November 30, 1926.

The Newark Business Branch is responsible for another publication which may be useful to many people and libraries. Realizing that "periodicals form the greatest reservoir of up-to-date business data" they have taken the four hundred periodicals in their library and classified them by the subjects they cover. For instance, questions on market prices of all kinds of commodities are constantly arising—this list names seventy-six periodicals that carry market prices. It bids fair to be a good working tool for the special librarian.

The modesty of an associate editor prevented us from obtaining a copy of the *Midwestern Banker* for June, 1926, which contains an interesting article on "The Bank Library" and an excellent photograph of Miss Margaret Reynolds, librarian of the First Wisconsin National Bank. Hence the reason for placing this little notice in a number which is in part edited by Miss Reynolds.

The Annalist, issued by the *New York Times* is publishing in its weekly issues a comprehensive survey and discussion of the electric light and power utilities in the United States. The articles prepared by Major Rufus Putnam are authentic and also include a group of electric interconnection maps in various regions. It is hoped that the articles will later appear in book form.

Facts and Forecasts

Calvin Coolidge has said: "By science I mean the assembling of facts, their comparison and their interpretation."

"Acts should always be preceded by an 'f'"—B. C. FORBES.

"Put facts to work."—WALTER S. GIFFORD, president, American Telephone and Telegraph Co.

"Business success is entirely dependent upon scientific business management, which, in turn, is dependent upon definite knowledge obtained through record control."—CHARLES M. SCHWAB.

"The best way to take the hazard out of business is to get the facts."—WM. CHAPIN HUNTINGTON, business engineer and counselor, Chicago.

There is no reason to believe the business forecast is more accurate than the weather forecast. Yet, though storm indications are not always borne out, it pays well in the long run for the market gardener to regard them; a somewhat vague promise of a cold snap without the exact hour, temperature, or duration specified is better than nothing. To heed the indications of trouble or the promise of recovery is business common sense.—WESLEY CLAIR MITCHELL.

Viewing the disastrous phenomenon of boom and slump in the light of what the government can properly do, I believe there has been a great underestimation as to the potential importance to commerce and industry of an adequate service of statistics. I believe that the stability and soundness of business can be greatly enhanced, and vicious speculation can be curtailed, by a more adequate information service. We should have more timely, more regular and more complete information of the current production and consumption and stocks of the great commodities in the United States.—HERBERT HOOVER.

Diagrams are the road maps of industry and business. They tell us how far we have come; they show the steep hills, long declines, and unexpected corners we have traversed to reach our present positions; and they indicate something of what we have still to do in order to arrive at our desired destinations.—LEONARD P. AYRES, vice-president, Cleveland Trust Company.

The cornerstone of modern industrialism is the card index.—Riz in *Chicago Post*.

Intercourse is, after all, man's best teacher. Men who seldom mix with their fellow creatures are almost sure to be on-sided,—the victims of fixed ideas.—WILLIAM MATTHEWS.