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January 1974, vol. 65, no. 1

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- USAF Academy Library
- Public Service for Businesses
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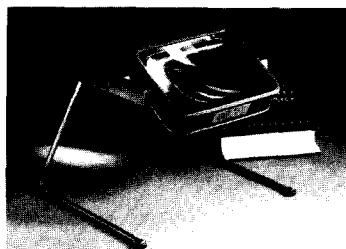
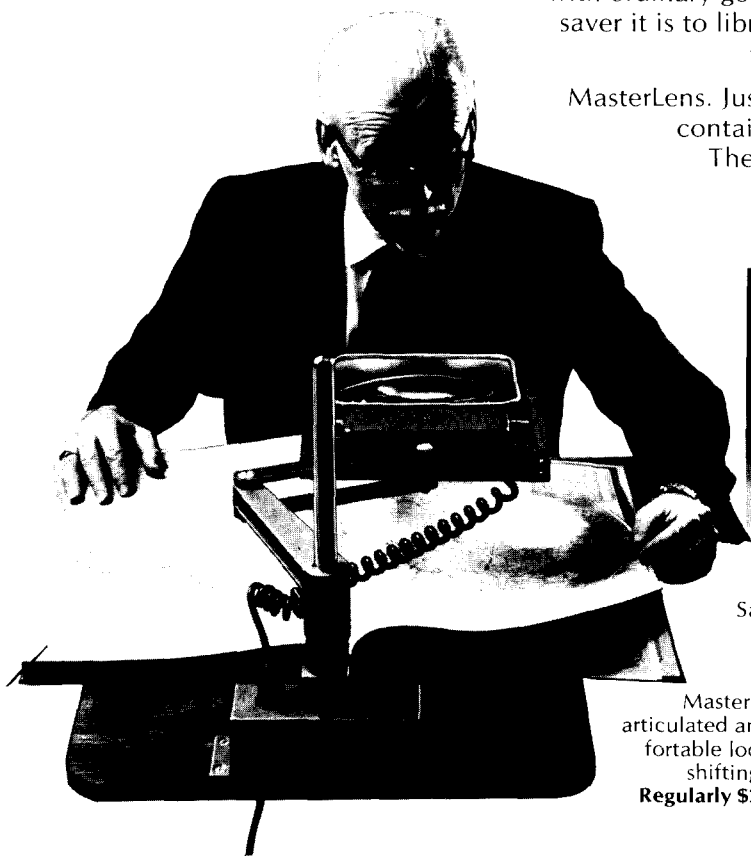
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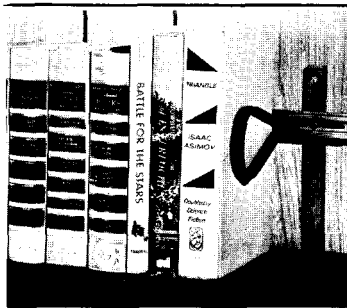
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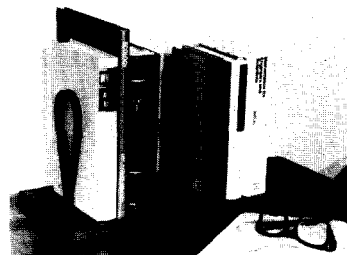
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LETTERS

A Method Reviewed

The recent article by Donald A. Windsor [*Special Libraries* 64 (no.10): 446-451 (Oct 1973)] is interesting and useful. I agree that the use of secondary journal citations can provide a rational method for selection of primary journals for a biomedical research library.

I should like, however, to add two footnotes. First, I was sorry that Mr. Windsor did not cite the very interesting paper by I. N. Sengupta on "Impact of Scientific Serials on the Advancement of Medical Knowledge: An Objective Method of Analysis" [*International Library Review* 4: 169-195 (1972)]. While Mr. Sengupta's purposes were somewhat different, he rejected secondary publications as a means of identifying important journals and favored use of review publications.

My other footnote is more in the form of a question. I wonder whether anyone besides me has used Medline or another online service to determine the amount of citations to a particular subject in various journals. One can "and" the subject search with various journals known to be important to get the number of postings to those journals in the system. One can then exclude these major journals from a final search in which the rest of the search can be printed out to identify the minor journals and number of times they have been cited. I used this method to rank the number of articles on various kinds of drugs in certain medical and preclinical journals and did not have the less important journals printed out in a bibliography for my purposes; but I see no reason that it could not be done with the number of citations with which Mr. Windsor is dealing.

Winifred Sewell
Cabin John, Md. 20034

A Contribution Is Being Made

That section of Mr. Dagnese's article on "Cooperation Between Academic and Special Libraries" [*Special Libraries* 64 (no.10): 423-432 (Oct 1973)] which discusses the role, or rather the non-role of the libraries of profit-making organizations is unfortunate—indeed, doubly so—in that the misinterpreta-

tions put forth were part of a John Cotton Dana lecture intended, in part, to present some aspect of special librarianship to library school students.

It is not so much the statement that, "Most libraries of profit-making organizations have little or nothing that they can share with academic libraries . . ." that is appalling as the rationale used to justify this statement.

We are asked to accept the statement that, "since the firm's work is proprietary, any revelation of its interests, even through the literature collected, could be damaging to its economic life."

The fact that, year after year, libraries of for-profit organizations are contributing complete listings of their serial holdings and other special collections to regional union lists should have precluded such a statement.

The author further states that the "very core of their specialized library collections—in-house reports, technical reports, translations, corporate reports, privately issued financial surveys, market studies, etc." are "usually subject to no circulation outside the company."

In-house reports may initially be classified "company private" pending patent protection, but are subsequently available outside the company and are frequently distributed to customers or potential customers by field sales engineers. In any event, since they are not subject to bibliographic control through the commercial indexing and abstracting services they would be unlikely items to be requested on interlibrary loan until such time as they were freely distributed and appeared as references in technical articles. As to translations, many special libraries in industry provide two copies of each of their custom translations to the Translations Center of the John Crerar Library. This is hardly indicative of an unwillingness to share this type of material.

Corporate Reports and Financial Surveys, by and large, contain very little information that would not be publicly available through the companies' annual reports, its presentation to financial analysts and the 10K forms and other reports which, for companies that are public, must be submitted to the Securities and Exchange Commission.

The "technical reports" to which the author alludes are, I assume, those reports emanating from government sponsored research and, unless bearing a security classification, are freely borrowed and loaned by the libraries of for-profit organizations. They

are also available, for a fee, from NTIS. Such resources as military and commercial specifications and standards, equipment catalogs, technical brochures, special subject files, guidance on acquisitions in special subject fields, market research materials, etc., are additional resources which are largely available to others requiring them.

The article also categorizes academic collections as "open" and the collections of the libraries of for-profit libraries as "closed." Most of the latter type with which I am familiar are available to students or individuals desiring to use them if they will simply call and indicate their desire to come to the library. The fact that some companies require that such visitors be escorted while within the company plant does not, to my mind, allow sufficient basis for categorizing them as "closed" libraries.

In discussing the contributions which might, or might not, be expected of company libraries, the author overlooked one of the most important resources which they can bring to cooperative networks—substantial subject expertise. This is a contribution of major importance—the ability to find and to provide information—which is as important to the future of library cooperation as the more traditional interlibrary loan transaction.

I am sure, as he says, that nothing that the author had to say about the libraries of for-profit organizations was meant to denigrate them, but an assessment of how such libraries fit into the cooperative picture should be left to someone whose knowledge of business or industrial libraries is much more substantial than the author's.

Mark H. Baer
Hewlett Packard
Palo Alto, Calif. 94304

Come Join

It occurs to me that a number of members of SLA might join us in the new Education Section of the Social Science Division if they but knew that such a section exists. Founding members represent principally university education libraries, federal education agency libraries, state education department libraries, school district professional libraries, educational association libraries, and the libraries of education and textbook publishers, test publishers, and AV media publishers, but also a wide variety of other special libraries with some education dimensions.

(continued on p. 9A)

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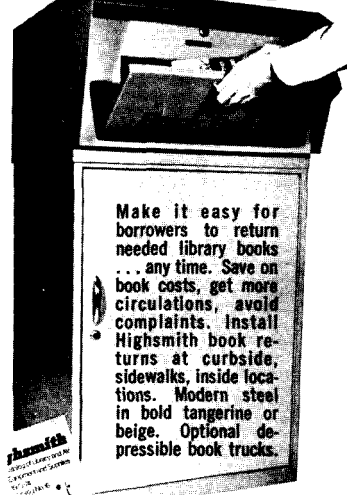
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Also, I would like SLA members to be aware that our chairman, Ms. Guest Perry, Librarian, Educational Division Library, Houghton-Mifflin Co., 110 Tremont St., Boston, Mass. 02107, very much wants to hear the concerns of both present and potential Education Section members.

Wayne Gossage
Education Section, Social Science Division
and Library
Bank Street College of Education
New York, N.Y. 10025

Special vs. General Library Education

While I believe that Ms. Brees, "The Challenge for Library Schools" [*Special Libraries* 64 (no.10): 433-438 (Oct 1973)], may have a good idea for the education of would-be special librarians, I think she is proposing specialization at too early a date in the student's course. It is my contention that many students do not really know in what type of library they will want to work after graduation. Many of them know so little about special libraries and their functions that more is needed than an orientation seminar to introduce them to our field.

Furthermore, I believe there is a fundamental corpus of knowledge which is common to all librarianship, albeit its application may vary from one situation to another. This is best learned at the earliest stage, probably interspersed with short practice periods in varying types of libraries.

Of this corpus of knowledge cataloging should be the center, since knowing how to describe material is fundamental to most tasks, from ordering to reference work.

Stephen J. Kees
Niagara College
Welland, Ont., Canada

One for the Students

"The Challenge for Library Schools" by Mina Akins Brees is so cogent, it's hard to imagine that it might not be recognized as the only way library training can develop to produce properly educated professionals. Over the years of hiring for technical or special libraries, it has been found that a library degree does not denote a person capable of special library techniques.

Mrs. Brees' ideas reflect some of my own as I worked on the ASIS Panel set up to create new position descriptions for technical

information specialists in the Civil Service. In this effort, the technical information specialist emerged as the potential head of any center because of the extensive training and experience required of him. It seems to me that Library Schools should quickly adopt her ideas or the Special Library, as is frequently the case, will be a minor function in the Technical Information Center.

Cathryn C. Lyon
Technical Information Div.
Naval Weapons Laboratory
Dahlgren, Va. 22448

Caveat Emptor—Again!

Several years ago, my letter to the editor [*Special Libraries* 57 (no.10): 725 (Dec 1966)] listed a number of instances wherein publishers had advertised as new books, without qualification, reprints of complete issues of their journals or collections of journal reprints. Since then, we have been careful and almost developed a "second sight" about this. However, just recently we let down our guards and were stuck again.

A flyer from Marcel Dekker, Inc., dated March 1973, announced two "new publications," including *Polymerization of Heterocyclics*, at \$19.50. On receipt this turned out to be a reprint of their *Journal of Macromolecular Science—Chemistry*, vol. A6, no.6 (1972), which we already owned by subscription. Unhappily, the book was processed before this was noticed, so it cannot even be returned.

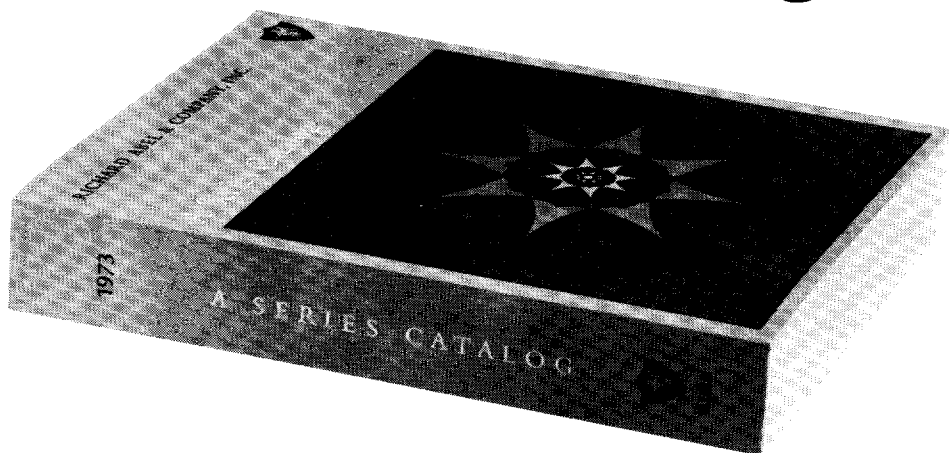
Do publishers really believe librarians are so naive as to consider these actions as mere oversights? Or are these the means by which they hope to enlist our sympathies for their alleged poverty due to library photocopying?

Phillip Rochlin
Technical Library
Naval Ordnance Station
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The Small Museum Library

The Experience of the Newark Museum Library

Barbara Lipton

Newark Museum, Newark, N.J. 07101

■ Even though subject to the problems common to most libraries, in addition to some of a local nature, the Newark Museum Library has tried to develop policies and activities which would make it more responsive to the community as well as to the specialized requirements of its own audience. Some of the methods utilized are explored in detail.

WHEN PROBLEMS are severe, it is often essential to develop new or perhaps unorthodox methods to continue to operate effectively within imposed limitations.

The Newark Museum of Art, Science and Industry, sometimes called a "jewel" of a small museum, was long the center of Newark's cultural and intellectual life. But the city of Newark has undergone profound social and economic changes in the past 10 to 15 years. The middle and upper class population, traditionally the source of support for the museum, has moved to the suburbs, leaving the central city a prey to poverty and unrest. In 1969, the Newark City Council threatened to close the museum for lack of funds. Fortunately, this crisis was averted, although unfounded rumors to this effect still arise occasionally. The museum is thus beset by problems of uncertainty and funding. There are as well, therefore, insufficient funds available for the support of its library.

The Newark Museum library was founded in 1926 by John Cotton Dana,

first Director of the Museum and librarian of the Newark Public Library. It was created as a reference and research library designed primarily to serve the museum's staff but also open to the public, who are welcome to use the library in person or to make telephone reference requests. Its collections consist of approximately 18,000 volumes, as well as periodicals, pamphlets, sales catalogs, vertical files, slides, and over 17,000 photographs. Primarily an art library, it has holdings in technical books and scientific periodicals.

The library suffers the usual burdens of severe shortages of staff, of space, and of equipment which are endemic to almost all libraries throughout the country. In addition, the museum is located in close physical proximity to both the Newark Public Library, one of the largest in New Jersey, and to New York City with its incomparable library resources. Thus, the smaller museum library, although of great convenience to and heavily used by the museum staff, is not as essential a part of the museum's and the public's research needs as it would be were it located in a more isolated area.

The library, therefore, seemed in a very precarious position in 1970 when I first came to the museum as librarian. Maintaining full traditional library services and collections was not only next to impossible given the handicaps under which we were forced to maintain operations, but was not really essential considering the available resources nearby. We had to find ways of making the library more vital, as well as making

it more meaningful to the museum. Some of our solutions will be discussed in detail.

The museum has noteworthy collections in the fields of Tibetan art and culture, American painting of the 18th and 19th centuries, the decorative arts, especially of New Jersey, primitive art, North American Indian art, ancient glass, and a variety of scientific areas such as minerals and fossils of New Jersey, entomology, and frogs and amphibians.

In addition, we maintain a flourishing education department which handles some 70,000 school children a year from Newark and surrounding schools. Providing support to the Education Department is one of the library's most important responsibilities. To this end, we have instituted separate shelves of reference materials for the primary use of museum docents or teachers. These materials consist of specifically acquired volumes, articles, and pamphlets arranged in labeled subject categories such as Indians, Colonial times, current exhibitions, etc., directed to increasing a child's understanding of art and/or different cultures; educational materials geared to teachers on techniques of teaching both normal and handicapped children; collections of myths and stories suitable for oral reading or story telling; and ethnic music on records to supplement exhibitions for background or teaching purposes. Once or twice a year, a training session on the use of the library and the availability of special materials is given by the librarian to new docents. The librarian also gives occasional docencies to school groups, thus aiding her to determine just which materials would be most valuable to a docent. Jointly with the Education Department, the librarian participates in preparing selected bibliographies in subject areas for the training of new docents.

Then too, children enrolled in junior museum classes involved in specific projects such as doll or pottery making are often sent to use the library's picture materials in order to aid them in creating their own works.

Streamlining Service

It was apparent that the library could not hope to acquire and make accessible new materials if we were too ambitious in our acquisitions goals. So in 1970 we formulated a written acquisitions policy stating that the library would purchase or acquire through gift and exchange only those materials which directly support in depth the museum's own special subject areas of collections. We no longer purchase such costly works as the CBI or current industrial directories and other comparable reference works, since these are available in the Public Library.

(In 1972, the museum actually proposed consolidation of the museum library with the Newark Public Library, suggesting that we assume the status of a special reference branch located in the museum, thus avoiding duplication of labor and expense in two neighboring institutions in acquisitions, cataloging and services. Although the plan was seriously considered by the Public Library, it turned out to be unfeasible in execution and was dropped.)

Since we had determined that even those materials received free of charge would be too expensive to catalog, process, and store if they did not fit within the scope of our collections, we felt that such publications presented us with an opportunity to perform a worthwhile educational community service and to make the library more responsive to community needs. We decided to donate all such books and pamphlets to educational institutions in the inner city which might not have the means to purchase comparable materials. We have, therefore, established such gift relationships with several community schools, and hope that we are making some small contribution in this way to the formation and aesthetic development of Newark's youth.

To further greater community participation, it is envisaged in the future for the librarian to address groups of young people currently attending a museum administered studio extension program teaching art in the inner city in order to

discuss the use of the art library and how it might satisfy individual needs.

In addition to the aforementioned activities, the museum library has tried to play a more active role in the museum's exhibitions and publications, a function which has been feasible in a small close-knit institution such as ours. I had early requested to be included in exhibits meetings so that I would know well in advance what library materials might be necessary to fulfill future demands. There are other ways, by working in cooperation with the curatorial staff, in which the library contributes additional dimensions to the exhibits themselves. An example of this expanded activity is the library's role in the major Tibetan exhibit recently shown in the museum.

1) Original books from the library by several of the early travelers to Tibet were put on display with appropriate labels in cases in the main gallery.

2) Slides from the library of the Tibetan land and people, as well as of art objects, were mounted in an automatic narrated slide show which was projected at regular intervals in the exhibition gallery. These slides were cataloged and labeled in the library in preparation for this purpose.

3) The librarian was co-author with the curator of the oriental collection, Valrae Reynolds, of an issue of the museum's quarterly, *The Museum*, entitled "The Western Experience in Tibet, 1397-1950."* For this issue, she wrote

* *The Museum* 24 (nos.2/3) (Spring/Summer 1972). Published in 1973. See article by John Canaday, *The New York Times* Art Section, Sunday, Aug 12, 1973.

the general introduction, compiled a chronological chart of selected travelers in Tibet, and prepared a ten page annotated bibliography entitled "Westerners in Tibet 1327-1950," which was also published as a separate pamphlet. These publications are sold at the museum, were distributed free of charge to members, and were sent to institutions throughout the world on an exchange or a subscription basis.

4) The library, in conjunction with the curator, has indexed and filed a photographic archive of over 1,000 original photographs of Tibetan life, landscape, architecture, etc., which are available to the public and which present an invaluable record of a lost way of life.

The point is that any or all of the activities listed above have been or can be applicable with adaptations to a variety of exhibits.

We would wish to be able to provide full traditional library service as well, but we have had to make a choice in the apportioning of our funds and our staff time. We have opted for the above methods of dealing with a particular set of problems. It seems right for us now. In the future, we will undoubtedly have to emerge with a different set of solutions to answer new problems. Hopefully, we will keep an open mind toward change.

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Financial Data for Future Planning at the U.S. Air Force Academy Library

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■ To meet future demands for more services with relatively fewer resources, a management survey was conducted in-house to provide data upon which decisions could be made to meet this dilemma. All major divisions of the library are being examined. However, this paper will focus chiefly on the administration and the technical services

division. The methodology was tailored to the Air Force Academy Library system from several sources to structure in quantitative terms a broad overview of the functions performed, and the time, frequency, and level of the personnel performing them. Future development planning will be based on the findings, with systems redesigned as needed.

FOR the past year, the Air Force Academy Library system has been involved in an intensive self-analysis. Its initial stimulus was the recognition that larger budgetary constraints would be the pattern of the future. To accommodate a more austere environment with a minimum reduction in service, we realized that we would need reliable data on which to base important decisions. We therefore decided to undertake a management survey of the major divisions of the library in order to identify current operations and analyze them, with the goals of providing increased services, greater efficiency and reduced costs. Phase I of the project is a study of the Administration and the Technical Services Divisions, conducted simultaneously, and described in this paper. (Phase II focused on Public Services and is not herein described.)

The specific purpose of this paper is to describe a spin-off technique which evolved from this survey and which seems to us to afford a useful and relatively quick approach to the costing of certain hard-to-define areas of library

services—what it takes in dollars and cents for librarians and support staff to perform certain specified functions.

The formula to be described is a simple one, based on time, wages per minute, and frequency of performance, and it can be used most effectively in combination with other, more standardized, measurements, where they exist. Its general appeal as a management tool is that it affords a quick guide to costing services and functions which, in themselves, generate no countable product.* Following is a description of the step-by-step process in conducting this part of the management survey.

* Our research design was eclectic. However, we are chiefly indebted to Lawrence E. Leonard, Joan M. Maier, and Richard M. Dougherty for their seminal work, *Centralized Book Processing: A Feasibility Study Based on Colorado Academic Libraries*. (Metuchen, N.J.: Scarecrow Press, 1969. We thought this study might be especially valuable because it was conducted in Colorado, and we, therefore, would be able to compare our findings with current practices.

We were also assisted by Air Force Academy consultants from the Department of Economics and from the Department of Computer Science.

Figure 1. Standardized Technical Processing Activities*

I. Acquisitions

- A. Preliminary Activities
 - 1. Open, sort and distribute incoming mail
 - 2a. Review book order requests
 - 2b. Review selection media
 - 3. Select titles to be ordered
 - 4. Type library order request card
- B. Bibliographic Searching—Checking
 - 5. Search and verify bibliographic information
- C. Orders Placement
 - 6. Assign vendor and fund
 - 7. Prepare multiple order record
 - 8. Type purchase requisition, etc.
 - 9a. Revise typing
 - 9b. Sign and mail requests
 - 10. Burst forms
 - 11. File forms in appropriate files
 - 12. Encumbrance or prepayment routine
- D. Receiving, Billing
 - 13a. Unpack books; check against packing list or invoice
 - 13b. Check outstanding order file
 - 14. Check in serials on Kardex
 - 15. Collate books
 - 16. Book return procedure (incorrect shipment, defective copy, approval books)
 - 17. Book accessioning routine
 - 18. Write sourcing information
 - 19. Prepare gift record form
 - 20. Book distribution routine
 - 21. Prepare receiving report
 - 22. Prepare invoices for payment
 - 23. Expenditure routine
- E. Post-Cataloging
 - 24. Clear in-process file
 - 25. File forms, etc., in completed records or discard
 - 26. Requestor notification routine
 - 27. Periodic accessions list routine
- F. Miscellaneous Activities
 - 28. Vendor status routine
 - 29. Claims routine
 - 30. Cancellations routine
 - 31. Out-of-print order routine. This routine was not subdivided in the CALBPC study as it served its purpose in labor cost analysis, and for comparison of similar activities among the participating libraries. It will, however, be too broad an activity in analyzing the technical processes functions of a single library in a minutely detailed study.
 - 32. Process inquiries
 - 33. General typing—correspondence, etc. (specify)
 - 34. General revision (specify)
 - 35. General filing (specify)
- G. Other Acquisitions Activities
 - 36. Other acquisitions activities not listed above (specify)

II. Cataloging

- A. Pre-Cataloging
 - 37. Sort books, assign and distribute
 - 38. Search for LC copy; verify bibliographic information
 - 39. Order LC cards or other unit cards
 - 40. Receive and arrange LC cards
 - 41. Receive and arrange LC proof slips or proof sheets
 - 42. File LC copy (cards or proof)
 - 43. Match LC cards or proof copy and books
 - 44. Added copies/added volumes routine
- B. LC Cataloging
 - 45. Catalog and classify with LC cards/copy
- C. Original Cataloging
 - 46. Original cataloging and classifying
 - 47. Shelf listing (for 44, 45 and 46)
- D. Card Reproduction and Processing
 - 48. Type complete card sets
 - 49. Type master card
 - 50. Revise master card
 - 51. Type modification on a card or proof slip
 - 52a. Reproduce card sets (other than typing)
 - 52b. Sort cards into sets
 - 53. Type call number, added entries
 - 54. Revise typing on card sets
 - 55. Prepare authority cards
 - 56. Prepare cross-reference cards
- E. Mechanical Book Processing
 - 57. Prepare circulation card
 - 58. Prepare book pocket
 - 59. Mark call number or place label on spine of volume
 - 60. Affix pocket and date due slip. Affix gift plate
 - 61. Affix biographical and review material in book
 - 62. Stamp property marks
 - 63. Affix plastic jacket to book
 - 64. Paperback books—library binding routine
 - 65. Revise completed books before forwarding to circulation
- F. Card Filing
 - 66. Sort and alphabetize shelf list and all catalog cards
 - 67. File shelf list and all catalog cards
 - 68. Revise filing of shelf list and all catalog cards
- G. Miscellaneous Activities
 - 69. Route card sets to departmental libraries
 - 70. Paperback books—bindry routine (preparation)
 - 71. Paperback books—bindery routine (receiving)
 - 72. Catalog maintenance (other than filing)
 - 73. General typing (specify)
 - 74. General revision (specify)
 - 75. General filing (specify)
 - 76. Other cataloging activities not listed above (specify)

* Leonard, Lawrence E., Joan M. Maier and Richard M. Dougherty / Centralized Book Processing: A Feasibility Study Based on Colorado Academic Libraries. Metuchen, N.J., Scarecrow, 1969.

Figure 2. Air Force Management Engineering Team Wage Formula for Air Force Academy Personnel

Personnel Time Formula:

1. Military—142 hours per month
2. Civilian—149 hours per month

a. Military

$$1) \frac{\text{Wages/mo}}{8,520} = \$/\text{min}$$

$$2) \frac{\text{Wages/mo}}{142} = \$/\text{hr}$$

b. Civilian

$$1) \frac{\text{Wages/yr}}{107,280} = \$/\text{min}$$

$$2) \frac{\text{Wages/yr}}{1,788} = \$/\text{hr}$$

This formula takes into account all leave (administrative, annual, sick) and regular coffee breaks, for both military and civilian personnel.

The Survey

Step 1: After extensive consultation with the 31 staff members involved (of a total staff of 58)—7 librarians, 14 support staff, 4 Air Force officers, and 6 airmen—task lists were compiled for each of the Library Divisions to be surveyed in Phase I—Acquisitions, Administration, Cataloging, and Serials.† These, in turn, were coded to the earlier standardized list developed in the Leonard study as shown in Figure 1. This step was to enable us to compare our data with that gathered in the earlier survey, wherever feasible.

Step 2: All personnel conducted individual diary studies for a 10-day period. The forms used were taken directly from the Leonard studies. The diary data were then tabulated, coded, and key-punched for computer analysis using the formula in Figure 2.

Shortcomings of this sampling, for our purposes, were soon apparent, however. Many tasks, some of a seasonal nature, were not performed during the 10-day period. And some of these tasks were crucial, for example, the budgeting ac-

tivities of administrative personnel. In order to supplement the sample, and to give us a more accurate profile of staff, we borrowed both the technique and format of "Occupational Audits" from the Academy's military team of management engineers.

Step 3: Conducting occupational audits involved reviewing the entire divisional task list with each individual, obtaining his statement of all the tasks he performed in a year's time, together with estimated frequency and time per occurrence.‡

Step 4: Comparison listings were then run on individuals, so that we have total profiles of both diary and audit diary in one format to compare and contrast functions.§

With this data, some flow charts, and estimates on overhead, plus any additions or revisions which seem necessary, we can describe with reasonable accuracy most of our major operations and requirements.

The Results

The first printout we received gave as a basic replay of the staff diaries: departmental codes, names, name codes, frequency, wage per minute, and cost per occurrence, as shown in Figure 3. The last figure, labeled as C/M in the printouts, is the cost per occurrence and consists of time, times wage per minute, divided by frequency, which provides a simple but effective figure for estimating costs. Caution must be exercised, however, since the cost of each occurrence is a function of the frequency. A representative sample must exist for there to be any degree of reliability. The first item, in Figure 3, C-8, is an example of

† Regrettably, space allocated for this article does not allow reproduction of task lists as well as other forms and data used in this study.

‡ Our consultants in Computer Science skeptically view these personal "guesstimates." However, we believe the information is useful, as long as it is prudently interpreted.

§ We are fortunate to have access to a Burroughs 6700 which, as faculty, we may use on an experimental basis with minimal cost. Programs are written in Burroughs' extended Algol (not Algol 160) and are available.

Figure 3. First Computer Printout of Diary Data.

05/15/72 14:12:57 LIBRY/1

LIBRARY OPERATIONAL AUDIT OF THE TECHNICAL SERVICES STAFF.

MAJOR A BOX A

DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M
→C	8		12	19	284		0.11	1.64←
C	6		12	14	84		0.11	0.66
→C	12		12	1	3		0.11	0.33←
C	13		12	1	15		0.11	1.65
C	16		12	8	88		0.11	1.21
C	17		12	29	356		0.11	1.35
C	21		12	3	41		0.11	1.50
C	22		12	8	50		0.11	0.69
C	24		12	40	291		0.11	0.80
C	25		12	37	249		0.11	0.74
C	26		12	13	115		0.11	0.97
C	27		12	13	115		0.11	0.97
C	28		12	34	167		0.11	0.54
C	29		12	8	63		0.11	0.86
C	30		12	3	37		0.11	1.35
C	31		12	16	211		0.11	1.45
C	33		12	28	284		0.11	1.11
C	34		12	13	70		0.11	0.59
C	35		12	9	125		0.11	1.53
C	41		12	49	521		0.11	1.17
C	43		12	3	10		0.11	0.37
C	431		12	1	3		0.11	0.33
C	45		12	27	243		0.11	0.99
C	47		12	2	60		0.11	3.29
C	49		12	1	5		0.11	0.55
C	51		12	1	6		0.11	0.66
C	52		12	5	32		0.11	0.70
C	59		12	8	47		0.11	0.65
C	591		12	11	74		0.11	0.74
C	60		12	13	166		0.11	1.48
C	62		12	6	85		0.11	1.56
C	63		12	1	4		0.11	0.44
C	65		12	4	13		0.11	0.36
C	66		12	3	19		0.11	0.70
C	67		12	9	88		0.11	1.07
C	82		12	5	14		0.11	0.31
C	83		12	26	488		0.11	2.06
A	8		6	2	165		0.07	5.54
A	10		6	2	120		0.07	4.03
A	11		6	14	920		0.07	4.41
A	16		6	18	270		0.07	1.01
A	32		6	9	90		0.07	0.67
A	45		6	8	135		0.07	1.13
A	48		6	13	945		0.07	4.88
A	49		6	19	1855		0.07	6.55
A	59		6	9	540		0.07	4.03
A	68		6	1	15		0.07	1.01
→A	101		6	1	240		0.07	16.10←
C	5		14	1	9		0.12	1.12
C	7		14	1	3		0.12	0.37
C	8		14	19	303		0.12	1.99

This table represents functions performed by 3 staff members: 12 (a catalog librarian); 6 (an acquisitions bibliographer); and, 14 (a catalog librarian)—incomplete. The last column, C/M, is the cost per occurrence for each task (time in minutes times wage divided by frequency).

what might be considered a reasonably accurate figure. The frequency is high. In contrast, item A-101 demonstrates a low frequency and a high cost. Therefore, it will be carefully scrutinized. Item C-12 reflects another sample with a low frequency, but also a low cost.

Therefore, further investigation probably is not warranted.

The second format, as shown in Figure 4, provides work profiles of all personnel for diary data. The tasks each person performed during the 2-week period are arranged in rank order by total

Figure 4. USAF Academy Library Job Profile for Johns.*

TIME (MIN.)	PERCENT OF TTL	DEPT CODE	TASK CODE	TASK	FREQ	WAGE/MIN	COST PER OCCURRENCE
0549	10	B	101	TELECON ANSWER, PLACE	037,00	0,20	002,97
0430	08	B	044	LUNCH	010,00	0,20	009,00
0430	08	B	043	PHYSICAL TRAINING	010,00	0,20	008,60
0425	08	B	044	BOOKSTORE OPERATION	012,00	0,20	007,17
0395	07	B	070	MEETINGS - SPECIFY SUBJECTS	014,00	0,20	006,07
0390	07	B	046	PUBLIC RELATIONS - SPECIFY	011,00	0,20	007,18
0395	06	B	019	CORRESPONDENCE DRAFTING REPLIES	009,00	0,20	004,67
0295	05	B	017	CORRESPONDENCE READING	010,00	0,20	004,50
0216	04	B	040	PERSONNEL MANAGEMENT (CHIEFLY PAPERWORK ASPE	013,00	0,20	004,54
0190	03	B	044	PLANNING (FORECASTING) (EXCEPT ANNUAL BUDGET	006,00	0,20	007,20
0190	03	B	045	PROFESSIONAL READING	006,00	0,20	006,33
0130	02	B	014	COLLECTION DEVELOPMENT - REVIEW NEW BOOKS	005,00	0,20	004,33
0120	02	B	025	DICTATION GIVING	005,00	0,20	004,80
0095	02	B	077	PERSONAL BUSINESS (ACTIVITIES NOT WORK RELAT	002,00	0,20	009,50
0095	02	B	021	CORRESPONDENCE SIGNING	005,00	0,20	003,80
0090	02	B	044	PREPARE REPORTS OTHER - SPECIFY	004,00	0,20	004,50
0085	02	B	053	GIMBEL COLLECTION	002,00	0,20	008,50
0080	01	B	049	MEDICAL LIBRARY	004,00	0,20	004,00
0070	01	B	011	ACADEMIC ACTIVITIES-SPECIFY ANNUAL REPORTS S	002,00	0,20	004,00
0065	01	B	074	OBSERVATION OF OPERATIONS (INFORMAL)	003,00	0,20	014,00
0065	01	B	098	SUPPLIES	002,00	0,20	004,33
0060	01	B	042	CONDUCT INSPECTIONS	002,00	0,20	006,00
0060	01	B	012	COLLECTION DEVELOPMENT POLICIES	002,00	0,20	006,00
0055	00	B	005	BREAKS	005,00	0,20	002,20
0055	00	B	049	MEDICAL LIBRARY	003,00	0,20	003,67
0045	00	B	018	GIFTS ACCEPT	010,00	0,20	004,00
0040	00	B	110	MAKE TRAVEL ARRANGEMENTS	001,00	0,20	004,00
0020	00	B	051	GIFTS SCREENING	001,00	0,20	004,00
0015	00	B	050	GIFTS ACKNOWLEDGE	001,00	0,20	003,00
0010	00	B	005	BREAKS	001,00	0,20	002,00

* This is the diary data for the Library Director in rank order by time in minutes (1st col) and percent of time spent (2d col). It represents a 10-day, observed sample.

Figure 5. USAF Library Diary-Audit Comparison by Employee.*

TIME	DEPT	TASK CODE	TASK	FREQUENCY	WAGE PER	COST/OCCUR			
DIARY	AUDIT			DIARY	MINUTE	DIARY			
140	20	B	1	ACADEMIC ACTIVITIES-SPECIFY ANNUAL REPORTS S	2,00	16,00	0,20	14,00	0,25
40	40	B	2	AWARDS	0,83	0,83	0,20	9,64	9,64
860	120	B	4	BOOKSTORE OPERATION	24,00	20,00	0,20	7,17	1,20
110	20	B	5	BREAKS	10,00	0,20	0,20	2,20	2,20
100	100	B	6	BUDGET PREPARATION - MEETINGS OUTSIDE	2,00	10,00	0,20	2,00	2,00
100	100	B	7	NS;NT;CCT	10,00	10,00	0,20	2,00	2,00
120	120	B	12	COLLECTION DEVELOPMENT POLICIES	4,00	0,20	0,20	6,00	6,00
260	140	B	14	COLLECTION DEVELOPMENT * REVIEW NEW BOOKS	12,00	0,20	0,20	4,33	4,33
30	30	B	15		20,00	0,20	0,20		
3700	3700	B	16	CONVENTIONS, ATTENDING	0,42	0,42	0,20	4,54	4,54
1800	1800	B	17	CORRESPONDENCE READING	26,00	20,00	0,20	18,00	18,00
90	90	B	18	CORRESPONDENCE TAKING ACTION	2,00	0,20	0,20	9,00	9,00
650	650	B	19	CORRESPONDENCE DRAFTING REPLIES	20,00	0,20	0,20	6,50	6,50
190	190	B	21	CORRESPONDENCE SIGNING	10,00	0,20	0,20	3,80	3,80
240	600	B	25	DICTATION GIVING	10,00	20,00	0,20	4,80	6,00
110	60	B	49	GIFTS ACCEPT	6,00	0,83	0,20	3,67	14,86
30	30	B	50	GIFTS ACKNOWLEDGE	2,00	0,20	0,20	3,00	3,00
80	80	B	51	GIFTS SCREENING	2,00	0,20	0,20	4,00	4,00
120	120	B	52	CONDUCT INSPECTIONS	4,00	0,20	0,20	6,00	6,00
170	170	B	53	GIMBEL COLLECTION	4,00	0,20	0,20	8,50	8,50
850	1500	B	56	INTERVIEWS	28,00	80,00	0,20	6,07	4,00
900	900	B	64	LUNCH	20,00	0,20	0,20	9,00	9,00
160	60	B	69	MEDICAL LIBRARY	8,00	1,00	0,20	4,00	12,00
790	60	B	70	MEETINGS - SPECIFY SUBJECTS	22,00	1,00	0,20	7,18	12,00
130	240	B	74	PROFESSIONAL READING	12,00	4,00	0,20	6,33	12,00
190	200	B	76	PUBLIC RELATIONS (ACTIVITIES NOT WORK RELAT	4,00	20,00	0,20	9,50	2,00
60	60	B	78	PERSONNEL EVALUATION - WRITE FORMS	0,25	0,25	0,20	6,00	6,00
432	120	B	80	PERSONNEL MANAGEMENT (CHIEFLY PAPERWORK ASPE	12,00	1,00	0,20	7,20	24,00
5	5	B	82	MAKE PHOTOCOPIES	1,00	1,00	0,20	1,00	1,00
840	480	B	83	PHYSICAL TRAINING	20,00	12,00	0,20	8,80	8,00
380	240	B	84	PLANNING (FORECASTING) (EXCEPT ANNUAL BUDGET	12,00	4,00	0,20	6,33	12,00
380	480	B	85	PROFESSIONAL READING	12,00	4,00	0,20	6,33	24,00
780	780	B	86	PUBLIC RELATIONS - SPECIFY	18,00	0,20	0,20	8,67	8,67
240	240	B	88	ROUTE PURCHASE REQUESTS LIBRARY STAFF	4,00	0,20	0,20	12,00	12,00
120	120	B	91	REFERENCE WORK	4,00	0,20	0,20	6,00	6,00
180	180	B	94	PREPARE REPORTS OTHER * SPECIFY	6,00	0,20	0,20	4,50	4,50
60	60	B	96	SPECIAL COLLECTIONS	1,00	1,00	0,20	12,00	12,00
130	130	B	98	SUPPLIES	4,00	0,20	0,20	6,50	6,50
1098	120	B	101	TELECON ANSWER, PLACE	74,00	20,00	0,20	2,97	1,20
80	80	B	110	MAKE TRAVEL ARRANGEMENTS	2,00	0,20	0,20	8,00	8,00

* This is the comparison (diary-audit) data for the Library Director. It is in numerical order by Task Code (col 4). Since audit data represents a monthly, or 20-day, estimate, diary data is doubled for purposes of comparison.

Figure 6. Acquisitions Task List in Rank Order by Cost

I. Bibliographical Verification

DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
A	11		5	57	2894		0.06	3.20	182.41
A	11		10	28	1101		0.08	3.29	92.05
A	11		6	14	920		0.07	4.41	61.73
A	11		17	8	610		0.16	12.30	98.40
A	11		2	1	5		0.06	0.29	0.29
TOTALS				108	5530				434.88

II. Interviews

DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
A	55		17	27	730		0.16	4.36	117.75
A	55		2	3	65		0.06	1.26	3.77
A	55		10	2	20		0.08	0.84	1.67
A	55		3	2	50		0.06	1.49	2.99
TOTALS				34	865				126.18

III. Process Gifts

DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
A	49		6	19	1855		0.07	6.55	124.46
TOTALS				19	1855				124.46

IV. Train Personnel

DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
A	100		17	30	650		0.16	3.49	104.85
A	100		3	8	175		0.06	1.31	10.46
A	100		10	2	25		0.08	1.05	2.09
A	100		2	1	51		0.06	2.96	2.96
TOTALS				41	901				120.36

time in minutes and percent of total time spent. This is supplemented by an audit profile and, finally, a comparative listing profile, Figure 5, on each individual, comparing audit and diary.

As expected, there were errors as well as omissions. These will be corrected. It was an error to include lunch periods as a percent of work time. Our costing formula has already taken breaks into account. Both will be deleted and percentages recomputed. Inadvertent errors also resulted from the way personnel dealt with their task lists. They forced their work into the structure provided and did not tell the research team. We found examples of tasks that always occurred in combination, never separately. These must be redefined and weighted before we can proceed to cost products in the future.

Profiles of personnel in the Administrative Division are somewhat unusual. Administrators seem to spend most of their time talking and reading, and perhaps this is true in other academic li-

braries. In the Academy Library, however, administrative military personnel also "jog" and "fly." So, it probably is not possible for this library to set a standard for others.

Library Divisions, as divisions, were also analyzed. For example, we wanted to know which tasks are performed most frequently in a division and which individuals perform them. According to the diary data, telephone conversations occur most frequently, followed by general assistance to personnel, typing, and unscheduled meetings, or interviews.

The Cost Factor

In addition, we were obviously interested in knowing, or confirming, which jobs were the costliest. For instance, diary data showed that in Acquisitions, the cost of bibliographical verification as shown in Figure 6 is very high, as is the cost of card production and filing in Cataloging. Neither fact is surprising.

Figure 7. Interdepartmental Tasks

Interviews									
I. Admin									
DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
B	56		22	63	830		0.22	2.96	186.65
B	56		18	48	648		0.19	2.52	120.73
B	56		5	17	128		0.06	0.47	8.07
B	56		21	14	425		0.20	6.00	84.05
B	56		20	5	136		0.13	3.45	17.26
B	56		19	2	15		0.10	0.78	1.56
B	56		27	1	9		0.05	0.49	0.49
TOTALS				150	2191				418.81
II. Serials									
DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
D	62		15	61	716		0.14	1.60	97.71
D	62		9	28	199		0.08	0.60	16.74
D	62		26	11	137		0.07	0.82	8.99
D	62		8	5	70		0.07	1.02	5.09
D	62		23	5	53		0.06	0.67	3.33
D	62		15	4	59		0.14	2.01	8.05
D	62		25	4	95		0.06	1.49	5.97
D	62		24	2	28		0.05	0.72	1.44
TOTALS				120	1357				147.32
III. Cataloging									
DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
C	45		11	28	270		0.09	0.83	23.26
C	45		12	27	243		0.11	0.99	26.69
C	45		13	25	79		0.13	0.40	10.03
C	45		16	25	389		0.14	2.19	54.70
C	45		14	22	157		0.12	0.89	19.56
C	45		7	4	55		0.07	0.97	3.88
C	45		1	2	35		0.05	0.95	1.90
C	45		9	1	2		0.05	0.11	0.11
C	45		4	1	30		0.07	1.96	1.96
TOTALS				135	1260				142.09
IV. Acquisitions									
DEPT	TASK	NAME	CATEGORY	FREQ	TIME	PRODUCT	WAGE/MIN	C/M	TOTAL COST
A	55		17	27	730		0.16	4.36	117.75
A	55		2	3	65		0.06	1.26	3.77
A	55		10	2	20		0.08	0.84	1.67
A	55		3	2	50		0.06	1.49	2.99
TOTALS				34	865				126.18

Time and costs of unscheduled meetings, or interviews, in all 4 divisions: by individual, with divisional totals.

However, as a result of these and other findings, we have instituted an approval plan and it might be helpful to point out that one of the tradeoffs is a dollar reduction which should take place in bibliographical searching. Acceptance of more mass cataloging, together with a complete card service, is under consideration in the Catalog Division.

"Who is doing what" certainly warrants special scrutiny. Perhaps the person who is paid 5 cents a minute can do the same work of an incumbent who is

paid 14 cents. Perhaps not. But this kind of question we will put to our Division Chiefs, who will be expected to comment on these findings as well as the alternative procedures that will be suggested by the research team.

Finally, several functions are performed by all Divisions of the Library. For example, personnel in all Divisions engage in academic activities, professional reading, interviewing, attending meetings, and training personnel. Times and costs have been computed.

Interviews, defined as unscheduled meetings between individuals or groups, seem to take up the most time, overall. And, as shown in Figure 7, Administration leads the way. The overall costs of interviews as revealed in the diary data show a 10-day cost of \$834.39 or an average of \$83.43 per day, with an annual projection of approximately \$20,000. Meetings, defined as scheduled meetings between individuals or groups, also take up considerable time and are, not surprisingly, costly. Again, the Administration Division leads the way by a substantial margin.

Conclusion

In conclusion, it is probably fair to say that this costing technique seems helpful to us because it provides a dollar estimate on ways that people spend their time which did not heretofore exist, limited though it may be. We, and most other managers, are constantly attempting to identify and translate requirements with greater and greater precision to our governing boards. But price tags must also be affixed. The costs of tradeoffs become increasingly impor-

tant, in our work, as more commercial services in processing, retrieval and co-operation develop. We need to be able to translate what impact changes will have, not just in functional terms but in financial terms as well. Too, it has been difficult if not impossible to cost those areas of professional activities, such as counseling employees, planning, and readers' services, which may well represent the most important justification for our existence.

Clearly, managers who cannot define what their needs are and what it costs to implement them can have little realistic hope that they will make themselves understood either to outsiders or to their own staff. The technique which we have described in this paper certainly presents no final solutions. However, we hope it suggests an additional and useful approach, and more important, perhaps it will stimulate further inquiry.

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Public Library Service to the Corporate Community

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■ The progress, potential, and problems of a fee-based, custom designed library research service for business and industry called INFORM are discussed. The project evolved from the Search and Deliver Service of the Minneapolis Public Library and the Technical Informa-

tion Service of the University of Minnesota. This venture of public libraries into the market place with information as a saleable commodity raises a myriad of questions for the library profession of the future as it competes in tomorrow's knowledge industry.

PUBLIC LIBRARY literature abounds in topics concerning the library nonuser and the library's so-called unserved public. During the past many years, numerous outreach programs have focused on this unserved segment in an effort to expand library patronage. But, as Raymond M. Holt points out in the preface to his study on the Pasadena and Pomona public libraries, "one group has been largely overlooked in this missionary effort—the businessman" (1). INFORM (Information for Minnesota) represents one attempt to reach and serve this particular clientele.

INFORM is a cooperative library endeavor patterned to provide library research on a custom-designed, reimbursement basis to business and industry. The four participating libraries include: the Minneapolis Public Library, the St. Paul Public Library, the James J. Hill Reference Library, and the University of Minnesota Library. Two programs are superseded by INFORM—the Search and Deliver Service in Minneapolis and the Technical Information Service at the University of Minnesota.

The Search and Deliver Service, begun on an experimental basis in April 1970, had not attained its goal of being self-supporting in spite of the lively interest shown by local businessmen, and therefore its continuance was in doubt. Similarly, the Technical Information Service of the University of Minnesota was in jeopardy since its federal funding was terminated in 1970. However, there was a conviction, based on the experience of these two programs, that a need exists for an information-on-demand type of service to industry through library resources. Consequently, early in 1971, efforts were made to secure group funding by combining the projects of the above institutions under one program and including other metropolitan libraries. By early fall, the federal funds obtained were matched by the James J. Hill Reference Library in St. Paul and in January 1972 INFORM made its debut.

Because INFORM represents largely an on-going function for two of the libraries, it was felt that each participating institution should manage the program according to the policies and prac-

tices of the individual library. Hence the agreement signed outlines a minimal organizational structure: namely, a board composed of library directors, a working committee made up of one representative from each library, and a treasurer.

In lieu of a salaried director, the working committee meets regularly to discuss promotion, progress and details of INFORM, and makes recommendations to the board. Each participating unit is reimbursed from the INFORM Treasurer for time spent in the promotion of the program when this time represents attendance at meetings by the working committee members, work on layout and design of brochures or newsletters, talks before interested groups, etc. Salaries of INFORM personnel are borne by the individual libraries. A uniform search fee of \$18.00 per hour is charged by all of the libraries with incidental charges, such as for photocopying or delivery, varying slightly.

While the working committee, under the direction and with the approval of the board, is responsible for the operation of INFORM, in practice, each library implements the program autonomously cooperating with each other primarily on promotional activities. Interlibrary cooperation is very informal. There is much rapport between the INFORM librarians but there are few customer referrals. Consequently, the comments here relate almost entirely to the experience of the Minneapolis Public Library.

Progress

The program envisioned by INFORM aims to put the information resources of the library at the disposal of the user beyond the traditional terms of public library service. As explained in one of the brochures, it includes, "all work a library user normally does himself." The question librarians most frequently ask is, "except for this fee, how does the program differ from regular reference service?"

Primarily the difference is that the information sought demands more ex-

haustive, diligent and protracted investigation requiring the examination, evaluation, and summation of information obtained not only from written sources but also from nonprint media, individuals, and organizations. But this is not the only dissimilarity. Convenience, confidentiality, and flexibility are other characteristics which distinguish the INFORM research service. For example:

Convenience. Visits are made to the customer's office to explain the program, to obtain orders, or to report on the progress of a project; materials are delivered to the company premises if necessary; resources of other libraries, government agencies, or institutions are used to insure a thorough search, and there is every attempt to place the information desired in the hands of the customer as conveniently and as quickly as possible.

Confidentiality. Each project is assigned a number and only the INFORM librarian is able to associate that number with the client and the subject of the research. This principle of INFORM limits the recitation of many fascinating examples of research performed and also of how the program functions in a third-party exchange of information. The public library as a logical point of access and information can sometimes secure data on behalf of a client which the client may be sensitive about seeking directly.

Flexibility. Every attempt is made to provide the information to the customer in a manner most acceptable to him. Sometimes the data needed is a simple figure—the price of a commodity—bagasse for example, or it may be a request for a bibliography dealing with everything published in the last five years on the fluidized bed coating process or everything published before 1957 on the use of alginate acid as a sausage binder. Customers may want books and magazines flagged and set aside in one of our study carrels. One project required the INFORM librarian to accompany an attorney and sit in on legal discussions to gain fuller understanding

of the research required, INFORM research seldom culminates in a formal written report but there have been exceptions to this also. One firm, burdened by a rash of staff emergencies and in the midst of a move to new quarters, returned the materials previously assembled for them by INFORM with the request to write the report.

The next most frequently asked questions regarding the program are: 1) Who uses the service? 2) What types of inquiries are received? 3) How many search hours does the average order require?

When the Search and Deliver Service was inaugurated, it was assumed the program would be more attractive to the small "ma" and "pa" type establishments—those firms having very limited or no library resources—than to the large companies. Quite the opposite pattern has developed. While users of INFORM range from individuals to multi-national corporations with well-developed libraries of their own, most of the customers represent large firms. Because many of these companies do not have adequate library facilities of their own, INFORM widens the scope of the client's research activities without investment by him in additional facilities or staff. Approximately sixty percent of INFORM's customers are located in the downtown area of Minneapolis with the remaining percentage coming from the suburban fringe rather than from throughout the state.

Most of the inquiries deal with a market research type of problem: the how-much, how-many, and who kind of question. When the program began, an overwhelming number of requests concerned the food service industry, but as the clientele grew, the orders became more diversified. Scientific and technical research consists mainly of compiling bibliographies.

Search orders range from those requiring one hour to what is regarded as a large order: 10 to 20 or more search hours. Some requests have run as high as 50 hours but the average order represents three to five hours of searching.

Problems

In spite of the desirability of offering a fee-based library research to business, there are many obstacles. One barrier is the belief held by some that public libraries should not charge for any service it provides. Another hurdle is convincing businessmen that the library can be of assistance to them in solving their research problems. Since the public library is not infrequently the LAST place people go for information, we can hardly expect a stampede for our services at \$18.00 an hour! Then there is the new INFORM client who often expects a miracle or at least a Ph.D. thesis for a two-hour search order. Some days we are fresh out of miracles. Another problem is the feast or famine syndrome; the telephone either rings incessantly or one wonders if the wires have been cut.

There is the problem of securing commercial data which is published on a restricted-use basis such as the Daniel Starch Reports, the W. R. Simmons studies, or the SAMI reports. Publications of trade associations and government agencies are also often difficult to obtain on short notice. It is frustrating to identify the information needed and be unable to gain access to it.

One of the major difficulties is justifying staff costs to operate the program in a public library. The goal of the Search and Deliver Service was to become self-supporting within one year, i.e., to generate enough income to pay the salary of one professional librarian. To date this goal has not been met although 1972 was a memorable year. Orders increased by more than 50% and more than 500 hours of search time was billed for—a gain of 115% over 1971. If one can interpret this growth as endorsement by business and industry, it indicates a latent function of public library service.

Potential

From the point of view of industry and of public libraries, there is ample justification for this new venture. Some

of the arguments include the need for: information services, more library cooperation, a third-party negotiator, a means for collection evaluation, and a new approach to public relations.

- *Information services.* Peter Drucker predicts that by the late 1970's the knowledge economy will account for one-half of the total national product (2). The formation of the Information Industry Association five years ago documents this trend and points to the problems of access to the enormity of information produced. According to *Knowledge Information Reports*, a new kind of business information service is ripe for development (3). There is currently a proliferation of commercial services offering "information-on-demand" type programs. Attention is called to such enterprises as Information Clearinghouse (FIND), a licensee of the Paris-based S'il Vous Plait (SVP) (4); Packaged Facts in New York; and the N. W. Ayer Information Center to name but a few.

- *Library cooperation.* Any system which promotes library cooperation and encourages communication among the people who operate libraries is progress. A greater appreciation of the problems of the special librarian is gained by this program which indirectly helps improve regular service to business. Another experience of INFORM has been the opportunity to encourage firms to establish their own libraries and several customers have been referred to SLA's consulting service for advice.

- *Third-party negotiator.* Russell Shank, in discussing cooperation between libraries states, "special libraries might well benefit from the services of more third-party agents who can help them use each other and the rest of the public sector to map out search strategies and to front for them in gathering sensitive information" (5). INFORM has functioned in this capacity many times.

- *Collection evaluation.* It is easy to assume a well-rounded reference collection is sufficient in all respects until it is put to a practical test. A fee-type research service is one of the most effective

ways to evaluate a library's holdings because it demands examination of the resources from the point of view of the user.

- *Public relations.* Public libraries seem to be undergoing a metamorphosis and the need for change and innovation is long overdue. Programs promoting greater community involvement, particularly those establishing dialogue with the business leaders of the area, are essential to a flourishing public library system.

Conclusion

The idea of public library service to industry is certainly not new. Since the turn of the century major public libraries have set up special collections, reading rooms, and departments and provided a measure of specialized service to business (6). In fact, the first President of Special Libraries Association, John Cotton Dana, had established the Business Branch of the Newark Public Library. Many other SLA charter members were also working in various public libraries to serve the business community. What is new is the concept of a special librarian in residence, so to speak, to provide custom-designed library research on a fee basis. Frequently a library patron is informed that the source materials needed to satisfy his inquiry are available, but that he must come in to use them because the library cannot spend unlimited time on one request. In Minnesota the patron has another choice: INFORM.

Here the patron is now the client, and the librarian, in one respect a temporary employee of the company contracting for service, modifies library rules and procedures to assure customer satisfaction. There is a sense of urgency in locating the desired information which requires the adoption of the corporate librarian's attitude of commitment and innovation. To the degree that it is in the interest of the institution, every effort is made to exploit the information resources of public libraries (and all in-

formation sources in the community) for the client.

While there is an eagerness to promote INFORM at the Minneapolis Public Library, it must be emphatically stated that the program represents no curtailment of regular reference service. In fact, quite the opposite is true. On occasion a patron is referred to INFORM from a subject department, but, almost daily, the INFORM librarian has to explain to a potential customer that the information he seeks is available free and refers the patron to the appropriate department.

We know we have a marketable service, when, after a patron has been so advised, he insists upon employing INFORM. For instance, an advertiser wanted all the material he could muster on the ten leading motel chains, i.e., identification, financial data, expansion plans, advertising expenditures by media, etc. Most of this information was located in our Business and Economics Department but it took time to gather and organize—time the customer didn't have to spend. By undertaking the work for him on a fee-basis, the library rendered a defensible public service.

As stated previously, the project is not yet self-supporting but has already paid dividends of collection enrichment, increased cooperation among other information centers, and greater community awareness. And there is now enough solid evidence of business support and

acceptance to expect a great future for INFORM. If successful, this experiment in public library philosophy which envisions the patron not only as the informed layman but also as the research oriented person, will define the public library more clearly as an information center with a saleable commodity of substantial value.

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Records Management:

An Introduction

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■ The growing recognition of information as an asset in any organization has led to proposals for a National Information Institute and to predictions that organization charts will soon include a Director of Information. Special librarians need to have an understanding of other professionals who specialize in the

control of information. This is an explanation of the regulation of forms, reports, correspondence, files, and records centers as required for the systematic control of active and inactive records from their creation through their maintenance and use to their final disposition or archival retention.

SCIENTISTS and engineers, we are told, turn first to their colleagues for information, next to personal or office files, and then to libraries. "Personal" is frequently misapplied to files created while at work. They are, in reality, the property of an employer. Such files, as well as office files, are the province of records management, and people in that field have long known that files are composed of records from which information is obtained. Twenty-six years ago, a basic text mentioned "records, which are filed to furnish administrative management with information" (1). Yet, today records management still has not received its due recognition. Why?

One reason is that the roots of records management are in filing. The common attitude is that nobody likes filing, but anybody can file. Therefore, chief executives tend to grant independence to personnel who create, maintain, and use records. Chief executives seldom require central control of record-keeping prac-

tices in spite of the conflicting, poorly defined aims that independent units inevitably develop.

Moreover, managers of remote records storage centers have released acres of expensive office space. Their achievements have diverted attention from other aspects of the discipline which are essential for successful records control. Those records transferred to storage are unnecessarily voluminous when there is poor management of forms, reports, correspondence, and files. Retrieving information becomes difficult when lack of proper files management results in storage of poorly organized records. Where well-organized files exist because of proper files management, it is much easier to identify microfilm applications, vital records, records of archival value, and classes of records for retention schedules.

Finally, executives are prone to concentrate on daily operating tasks without scheduling time for an objective

study of records. There is probably only one event that is certain to focus executives' attention on records—moving to a new location. When they take stock of equipment to be moved, they discover an horrendous number of filing cases. They rush to a consultant who says, "Start a records management program." They then ask, "What's records management?"

Records management is not a synonym for filing nor is it concerned only with operation of records storage centers. Records management is the systematic control of records from their creation (as forms, reports, and correspondence), through their maintenance and use in active and inactive files, including their rapid retrieval when needed, to their final disposition or archival retention (2).

The next question is, "What are records?" They are all documentary materials which are created or received in pursuance of legal obligations or in connection with transaction of business. They are preserved for short or long periods as information about and evidence of policies, decisions, procedures, functions, operations, or other activities. Documentary materials include correspondence, forms, reports, drawings, specifications, maps, photographs, etc., with various characteristics and in various physical forms such as paper, cards, microfilm, tapes, etc. Although records are not readily convertible into cash as capital assets are, they are an asset. They are truly valuable because they contain:

1. facts necessary to support charges to customers, statements to governments and to stockholders;
2. information in such quantity that it can not be stored in human memory;
3. history unknown to new employees.

It is not possible to make a precise distinction between active records and inactive records because nobody can predict which ones will be needed. The normal standard is that of the National Archives and Records Service—inactive

files are those referenced not more than once a month per file drawer, i.e., six references per cubic foot per year.

Elements of Records Management

Regulating the creation of records is possible through the application of *Forms and Reports Management*—systematic control to assure design and distribution in the most economical and useful manner and to eliminate nonessential forms and reports.

A form is a piece of paper or other material which is designed for entry of information. Some commonly used forms are purchase orders, identification tags, labels, shipping releases, invoices, payroll checks, letterheads, envelopes, etc. Many forms are needed to collect input data for computers. Computer output is usually printed on carbon-interleaved, continuous forms. There is an endless variety of forms which have been created for a myriad of purposes.

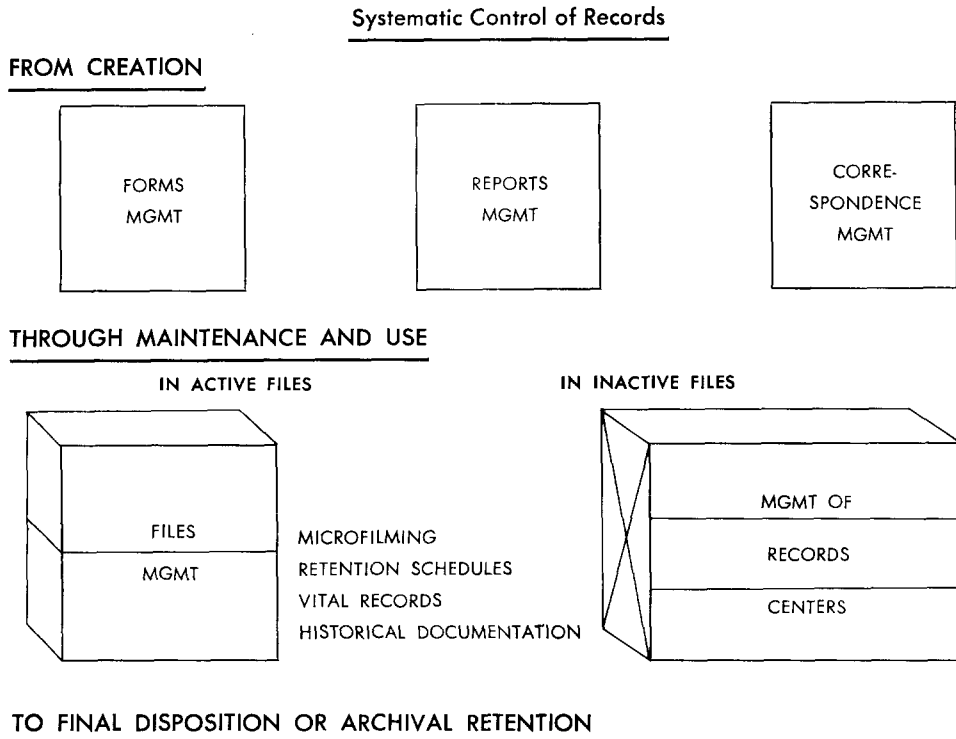
Forms are necessary tools in every office, but the cost of procurement, reproduction, and clerical handling can be significantly reduced. Forms can be combined. They can be tailored for filing in equipment presently owned. They can be arranged for quick entry of information and for rapid reading.

"A report is a written statement of statistical, operating, status or administrative information which is designed to assist in the decision-making process and is published once a year or oftener" (3). Typically, reports are prepared to present a description of the month's activities in a department, the progress of research projects, etc., and are often narratives or graphs.

Reports management can eliminate duplicate reports, obsolete reports, and reports which are costing far more than is necessary. The initial step is an inventory of existing reports then an analysis of inventory data. One requirement is the continuing evaluation of each new report.

Correspondence management is another means of controlling creation of records. It involves the provision of form

Figure 1. Records Management



letters, pattern paragraphs, standard formats for letters, instructions for clear letter writing, procedures for distribution of letters, and automatic typewriters or similar equipment to expedite production of multiple-address communications (4). Uniform practices are promoted by means of style handbooks and training sessions. A major result is that less time is required for reading, producing, and handling correspondence.

In addition to controlling creation of records, records management is concerned with *Files Management*—systematic regulation of records while they are maintained and used in active files. Files management consists of three functions. One is establishment of uniform plans for files. A file is a collection of records that are arranged according to a definite plan in order that they may be found immediately when needed. Another concern is surveys and analyses to select the most useful and economical supplies

and equipment for each file. Equipment ranges from traditional filing cabinets to sophisticated information retrieval devices. The third interest is orientation and training for personnel who maintain and use files. A filing plan, appropriate equipment and supplies, plus trained personnel constitute a filing system. To maintain any filing system, guidance must be given in writing by means of a manual or, at least, a simple instruction sheet.

The accepted way to start a records management program is to inventory all records and then to analyze the inventory data and determine which records can be destroyed. Next, a records center is established. Thus, *Management of Records Centers* becomes another area of interest. Its particular purpose is the development of “specifications and operating procedures for records centers as economical and efficient repositories for inactive records” (2).

Despite effective regulation of office records, many needed records may not be referenced very often. The best way to minimize the cost of maintaining them is to house them in low-cost, centralized areas maintained by a minimum of personnel. "The effectiveness of a records center is based upon 1) its use of low-cost equipment which makes maximum utilization of space, 2) its ability to provide an orderly arrangement and control of records, and 3) its ability to employ procedures which assure prompt and efficient handling of records" (5).

Most records centers are equipped with steel shelving on which records are housed in cartons. Every carton is assigned a unique code which pinpoints its location. An index is maintained to identify the record in each box, the department which sent each box of records to the center, and the date when the contents of each box are to be destroyed.

Records management involves four programs that are applicable in the management of active and inactive records:

1. *Microfilming* to release space, to protect records, to reproduce records, and to facilitate retrieval of information. Equipment ranges from portable cameras to computer-output-microfilm (COM) devices.

2. *Retention scheduling* to dispose of records at regular intervals in accordance with their operational, legal, and historical value.

3. *Protecting vital records* to retain them for use when required. Vital records are those needed for continuance of operations after a natural or man-made disaster. It is important that they are identified and that they are filed in a well-protected location or that copies of them are filed in several locations.

4. *Collecting historical documentation* to avoid loss of significant information about the origin and accomplishments of an organization. Records containing such information must be identified and preserved.

There are people who are using the techniques of records management in

banks, utilities, manufacturing companies, schools, colleges, insurance companies, and federal, state, county, and city governments. Its principles can be applied wherever records exist.

Successful Records Management

Effective records management requires a plainly written, comprehensive, tailor-made plan; its understanding and acceptance by all executives; and a records manager who

- reports to top management
- can consider endless details and also comprehend the whole
- has thorough knowledge of the field and of the organization's functions and employees
- can overcome resistance to change from those who actually create, maintain, and use the records
- is given sufficient authority including authority to approve purchase of all record keeping equipment
- is allowed to develop a trained staff.

Few colleges and universities offer records management courses. One does not learn to be a records manager in a library school, in information science courses, or in courses on systems analysis. Most records managers learn by doing, by reading, and by attending workshops, seminars, and conferences. They have been able to produce substantial savings in three respects.

1. Volume of records—Fewer forms, reports, and letters are created. Records are destroyed regularly. Redundant filing systems are eliminated.

2. Filing equipment—Boxes and shelving in records centers are not as expensive as office filing cabinets. Less equipment is needed in offices. Only necessary equipment is purchased.

3. Employee time—Fewer records in an orderly arrangement in suitable equipment will simplify maintenance and assure faster retrieval. Trained records personnel relieve high-salaried employees of routine filing tasks and prolonged searches for information.

Records management is a potent instrument for cost control. Records managers have developed effective systems for regulating an organization's records just as librarians have designed effective systems for regulating externally published books and journals. The world of information would be chaotic without librarians . . . and without records managers.

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U.S. Government Publications Acquisition Procedures for the Small Special Library

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■ Practical procedures for acquiring U.S. Government Publications are outlined, ranging from methods for obtaining publications free to the deposit account and special subscription services. The information given is basic for li-

brarians who have had no experience handling these publications; advantages of each type of procurement are discussed and recommendations are given as to when each should be used.

IN MOST small libraries, the librarian must juggle the acquisition of government documents with book ordering, periodical subscriptions, binding, literature searches and bottle-washing. How many incumbent special librarians still find themselves counting coupons for low-cost government publications or working through their institutions' centralized purchasing procedures to prepay a large purchase with all the attendant delay in receipt of material? If the special librarian has had no first-hand experience in a documents department elsewhere and only library school memories of government document complexities, the following comments might serve as a beginning guide for the acquisition of current publications.

Obtaining Free Publications

The least expensive method for obtaining miscellaneous government publications is to get them free. Two ways have been used successfully by many large libraries which will work equally well for the small special library.

The Begging Letter—A letter addressed to one's congressman or senator in Washington, D.C., asking for a specific publication often has favorable results. Congressmen, as a perquisite of their office, are granted the right of free copies of many items which they may distribute as they wish. Such publications as the *Yearbook of Agriculture* and the *Congressional Directory* may be obtained this way. A letter must be sent each time an item is wanted and we find it works well to beg for items that are relatively expensive if ordered through the customary procedures. Congressional Hearings and Reports of the House, Senate, or Joint Committees may also be obtained by writing to the issuing Committee. Office addresses for Congressmen, Senators, and Committees can be found in the *Congressional Directory*.

The Sample Copy—A single copy of an item published by a government agency is often available to the public free on request to the issuing office; this policy is not so generous as it was a short time

ago because of tightened budgets. However, response to this type of request is usually faster than going through purchase procedures from the Government Printing Office. To take best advantage of this service, send for a *Publications List* from the various government agencies that are most pertinent to the specific special library (e.g., *National Institutes of Health Publications List* for a medical library). Directions for sending in requests are given in each list and it is also possible to get some serial publications free by using these lists to see what is available.

Buying Publications

For publications that must be purchased, such as expensive bound volumes or sets (e.g., *Cumulated Index Medicus*) or serial publications, the following suggestions will remove the necessity to prepay by coupons or check.

The Deposit Account—The Deposit Account with the Government Printing Office provides the most convenient and quickest method of purchasing U.S. Government Publications. Although this account may be set up with as small a sum as twenty-five dollars, a check sufficient to cover purchases for six to twelve months is more practical. By totalling recurring annual purchases such as *Cumulated Index Medicus* at one hundred dollars plus, etc., one can arrive at a realistic figure. The library is given an accounting of the deposit balance each month.

Each Deposit Account is assigned an identifying number which should be used with each purchase; also, the GPO provides special depositors' order forms which should be used instead of the institution's order form or a letter. To expedite orders, the GPO recommends that only one publication title per order form be used, giving as much information as is known such as GPO catalog number and/or stock number and full title and issuing agency. An exception to this would occur when ordering items from one of the issues of the *Selected List of*

U.S. Government Publications which provides its own order form with a place to indicate the deposit account number. It is best to use the *Selected List . . .* order form when ordering from it, since it will hasten delivery of those items.

The newest development in trying to improve delivery time of documents orders has been the establishment of Government Publications Bookstores as fast as Congress will authorize them. By the end of 1972 thirteen of these had been opened outside the Washington, D.C. area. They each handle about a thousand of the most popular titles and delivery from them has been rapid in our experience. A list of their locations can be found in the *Monthly Catalog* and the newest *Price Lists*.

Periodical Subscription Agencies—For libraries using a good subscription agency for ordering periodicals, it is easier and more reliable to include government published serials on the subscription list rather than ordering them directly from the GPO on an individual basis. The subscription agency will handle these orders in the same way as privately published journals as to automatic renewal, common expiration date, etc., which eliminates the library's having to reorder each year with the chance for lapses in subscriptions and/or errors in handling. If the library does not already do this for its periodical subscriptions, it is strongly urged as a way of simplifying technical aspects of managing a one or two person library.

There are several sources for information on government sponsored periodicals and their prices. *Price List, #36*, titled "Government Periodicals and Subscription Services," is very useful as is the appendix of the February issue of the *Monthly Catalog* each year. If the library owns or has available to it Andriot's *Guide to U.S. Government Serials and Periodicals*, it is especially useful for tracing the publications of obsolete agencies, changed titles, and finding Superintendent of Documents classification numbers.

If the library receives a great volume of government publications, it may be better to handle them through an agency specializing only in government publications. Bernan Associates in Washington, D.C., is one such agency which will provide a standing order service on U.S. Government Publications and periodicals. For most small special libraries, the volume of business is too slight to adequately utilize such a specialized service.

Sources of Information

There are a number of ways to find out about available government publications. The librarian should develop the habit of scanning one or more of the following to keep abreast of what is available.

The Monthly Catalog—This is a listing of the publications of the Government Printing Office; however, for all but the largest libraries, it is not necessary to have such a detailed compilation. Usually fair-sized public and college libraries in the special library's area will subscribe to it and so an occasional item can be verified through one of them.

The National Technical Information Service Reports—Titles and prices of many government agency publications not included in the *Monthly Catalog* are listed in the *NTIS Reports*. These tend to be of a technical and scientific nature.

Selected United States Government Publications—This bi-weekly publication is a useful and easy one to follow. It lists a selection from the total GPO output of the most important, potentially most popular publications. Each list includes its own order form with specially coded order numbers and the new item stock numbers. By using this form, instead of the Deposit Account Form, the library assures itself of the fastest service because the GPO sets aside all publications listed for the period that the list is considered current and fulfills orders

from the special location. The deposit account number should be used on this order if the library has one.

Price Lists—For retrospective ordering, *Price Lists of Government Publications* in various broad subjects as listed below are available and issued free. They may be obtained by writing to the Superintendent of Documents. Each list includes publications of a number of different government agencies related to the subject.

- 10 Laws, Rules and Regulations.
- 11 Home Economics. Foods and cooking.
- 15 Geology.
- 19 Army. Field manuals and technical manuals.
- 21 Fish and Wildlife.
- 25 Transportation, Highways, Roads and Postal Service.
- 28 Finance. National economy accounting, insurance, securities.
- 31 Education.
- 33 Labor. Safety for workers and workmen's compensation.
- 33A Occupations. Professions and job descriptions.
- 35 National Parks. Historic Sites, National Monuments.
- 36 Government Periodicals and Subscription Services.
- 37 Tariff and Taxation.
- 38 Animal Industry. Farm animals, poultry, and dairying.
- 41 Insects. Worms and insects harmful to man, animals, and plants.
- 42 Irrigation, Drainage, and Water Power.
- 43 Forestry. Managing and using forest and range land, including timber and lumber, ranges and grazing, American woods.
- 44 Plants. Culture, grading, marketing, and storage of fruits, vegetables, grass, and grain.
- 46 Soils and Fertilizers. Soil surveys, erosion, conservation.
- 48 Weather, Astronomy, and Meteorology.
- 50 American History.
- 51 Health and Medical Services. Air and water pollution, first aid, industrial and occupational health, and sanitation.
- 51A Diseases and Physical Conditions. Alcoholism, dentistry, drugs and narcotics addiction, smoking, and vital and health statistics.
- 53 Maps. Engineering, surveying.
- 54 Political Science. Government, crime, District of Columbia.
- 55 Smithsonian Institution. National Museum, and Indians.
- 58 Mines. Explosives, fuel, gasoline, gas, petroleum, minerals.
- 59 Interstate Commerce.
- 62 Commerce. Business, patents, trademarks, and foreign trade.
- 63 Navy. Marine Corps and Coast Guard.
- 64 Scientific Tests, Standards. Mathematics, physics.
- 65 Foreign Relations of the United States. Publications relating to foreign countries.
- 67 Immigration, Naturalization, and Citizenship.
- 68 Farm Management. Foreign agriculture, rural electrification, agricultural marketing.

70 Census Publications. Statistics of agriculture, business, governments, housing, manufactures, minerals, population, and maps.

71 Child Development, and other publications relating to children and youth.

72 Homes. Construction, maintenance, community development.

78 Social Services. Aging, family planning, handicapped, medicaid, nursing homes, pensions and retirement, poverty, social security and social welfare.

79 Air Force. Aviation, civil aviation, naval aviation and Federal Aviation Administration.

79A Space, Missiles, the Moon, NASA, and Satellites. Space education, exploration, research, and technology.

81 Posters and Charts.

82 Radio and Electricity. Electronics, radar, and communications.

83 Library of Congress.

84 Atomic Energy and Civil Defense.

85 Defense. Veterans' affairs.

86 Consumer Information. Family finances, appliances, recreation, gardening, health and safety, food, house and home, child care, clothing and fabrics.

87 States and Territories of the United States and Their Resources. Including beautification, public buildings and lands, and recreational resources.

88 Ecology.

Miscellaneous Sources—There are many specialized indexes and abstracting services published by the government or private agencies such as *Water Pollution Abstracts*, *Nuclear Science Abstracts*, and *Public Affairs Information Service Bulletin*. This latter is especially good for listing government Hearings and Treaties. A commercial publication, *Congressional Information Service* is an index/abstracting serial that is particularly useful for Hearings and Committee Print Listings. As mentioned in the paragraph on "Sample Copies," publications lists of various agencies may be obtained directly from the agency. Addresses are in *U.S. Government Organization Manual*.

The least systematic but often most rewarding in terms of an important monographic publication is a review appearing in the review section of a pro-

fessional journal. Even if a price is listed, it is to the library's advantage to write for a "sample copy" from the publishing agency. If this does not succeed, then an order can be placed against the deposit account.

For libraries that have not worked out procedures for obtaining government publications, the following addresses should be used to obtain information on establishing a deposit account, procuring price lists, and information on NTIS Publications.

Superintendent of Documents
Government Printing Office
Washington, D.C. 29402

National Technical Information
Service
U.S. Department of Commerce
5285 Port Royal Road
Springfield, Va. 22151

A better understanding of the magnitude of the documents delivery problem from the government's view and useful suggestions can be had from the article by Rowland E. Darling. Other useful suggestions and explanations of problems pertinent to procuring government serials can be found in Bernard Locker's article.

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Catalog Card Produced Bibliographies

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■ Removing cards temporarily from the card catalog and photocopying them serves as a quick, efficient means to produce typographically error free bibliographies which require no proofreading

or correcting. This practice resulted in a 15% reduction in bibliography compilation time and a 97% reduction in clerical time.

WHERE bibliographies are extensively compiled, the problem has been to produce them for distribution typographically error free, within minutes after compilation.

A Solution

Consideration of the clerical time and effort consumed in producing a bibliography, including proofreading, once the citations desired were identified, led to analysis. Analysis showed that the desired bibliographic information existed in the card catalog. It existed there error free and immediately available. Why not use the bibliographic information directly from the card catalog? The premise was that the card catalog was the basic tool for bibliographic compilation, since it was the key to the holdings. The holdings represented the information resource of practical convenience. Supplemental bibliographies would be compiled, as necessary, for non-holdings, and prepared conventionally. However, most items, most of the time, when time was important, would be holdings. Thus the main focus could be on the card catalog. If the cards from the catalog were used in some way to produce the bibliographies, then most bibliographies,

most of the time, could be produced error free, without proofreading, within minutes after compilation.

The method to use consisted of having the bibliographer remove the cards selected from the catalog during the intellectual search and compilation of the bibliography. These cards would be placed on photocopy equipment, as the Xerox 720, shingled or not, and photocopied in columns or rows, thus creating the bibliography. The bibliographer needed to make no notes or copy any citations by hand. There could be continuous interfiling within the compilation as it progressed.

"Card out" cards, color coded by bibliographer or bibliography would be used, so that refiling in the catalog would be simple and fast. If the bibliography were extensive and time consuming, it could be done in sections, thus cards need not be kept out of the catalog. Clerical refiling should prove fast and less expensive than typing, proofreading, and correcting.

Experience

Experience showed the technique to work satisfactorily, and to be an improvement. The bibliographers esti-

mated their compilation time was reduced by 15% due to no need for them to manually transcribe citations. For these bibliographies, typing and proof-reading time became zero, when before the average was about two minutes per citation for typing, proofing, and correcting. Offsetting this, the time to refile cards ran an average of three seconds per card, and to photocopy was an average of one second per card. Labor time was considered important, but photocopy costs of approximately five cents per sheet were not thought to be so. Thus the saving was at least one minute and 56 seconds per citation, or a 97% reduction. This does not even include the saving to the bibliographer, who presumably is higher paid than the clerk.

The information on a catalog card that is excess to the needs of a citation proved not to be a drawback when it appeared in the bibliography. Often, it helped by indicating to the user other subject headings in the tracings. Due to shingling, much of this excess information often did not appear. The presence of the call number in the bibliography could prove to be an advantage.

The absence of the cards from the catalog proved not to be a problem upon observation. This was because use of the catalog by readers was not heavy, and was mainly through means of author access, while the cards used for the bib-

liographies were mainly subjects. The "card out" cards were used to alert the readers, and they in turn were able to identify the particular bibliographer and consult him if necessary. This was rarely the case. Even so, the cards were returned within an hour. None were ever lost, nor were any damaged while being photocopied.

Conclusions

More rapid bibliographical service was possible at less cost due to the dramatic decrease in bibliographical citation transcription and reproduction time. Subsequent investigation of the possibility of using a cataloger's camera proved to be of no advantage, because cards still needed to be removed from the catalog and refiled, and there was the delay due to film processing. The absence of the cards from the catalog was no hindrance. The technique was simple, easily adopted, serviceable and was used for monographic citation bibliographies.

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Noise in Libraries:

Causes and Control

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■ Noise is that sound that causes an individual some unpleasantness and to that extent it is undesirable. Individual sensitivity to noise varies. What is music to one may be noise to another. The sources of noise in the library are readily identifiable, namely, external and internal sources. The external noise may be fairly difficult to control for it may be

a result of poor location or bad architectural design. The internal source can be effectively controlled depending on the general organization and physical lay-out of the library. Noise is a negative force the librarian has to battle with if all the monies and efforts expended on establishing a good library are to be justified.

NOISE making in the library is a daily occurrence which constitutes an undesirable distraction to the concentrating reader, and uneasiness to the librarian who tries unceasingly to stamp it out. At best the problem may be abated. At the other extreme, he may ignore it and pretend that the problem does not exist. Noise making easily perpetuates itself. If it goes on unchecked, it may degenerate to an intolerable situation in which its incidence may virtually negate the very noble values and ideals the library stands for. An investigation into the causes and eventual control of this enemy of the librarian is worthwhile.

Noise, by definition, is undesirable sound, a definition which connotes an element of subjectivity, for what is desirable varies with individual taste and sensitivity. What is pleasant to some ears may be extremely unpleasant to others, depending on a number of psychological factors. The most sonorous

song is noise to whoever feels disturbed by it. Any sound can be noise depending on the circumstances. In the library, quiet is a desired precondition for effective reading, and so any sound can easily reach an intolerable stage at which point the reader's concentration diminishes and his rate of assimilation falls steeply. Fortunately man is able to ignore sounds within certain limits and carries on his work without being disturbed. Beyond this tolerable level, it becomes irritating and unpleasant to carry on the job. The tolerable limit of noise in any particular situation can only be specified in terms of scientific measurement. As the intensity of noise is increased, various effects on man can be observed, e.g., annoyance, interference with communication, decreased efficiency, and increased fatigue. It will be unfortunate if the librarian fails to provide for his readers an attractive reading place devoid of these by-products of noise.

External Sources of Noise

The study of noise in the library may be approached by following McDiarmid and Tatum who, in their study of library noise at Baylor University, categorized library noise into background noise and service noise. The background noise consists of street noises, noise of birds and insects, constant noise of electric fans and ventilators; while the service noise is produced by the normal use of the library—walking, talking, moving of chairs and card catalog trays, etc. For the purpose of this paper the analysis of the causes and control of noise in the library will be treated from a different angle: 1) noise from without, and 2) noise from within.

Street noises may be a recurrent sequence of wrong library planning. A library building situated near a major road will always have distractions from rattling vehicles, hooting of horns, and hawkers who advertise their wares at the top of their voices or by use of microphones fitted on vehicles; this is a common feature in developing countries. In some parts of the world, some people are generally culturally inclined to succumb to bizarre excitement, noisy hugging and protracted greeting when they meet old friends on the street. A library should not, therefore, be built near a heavily traveled road. Similarly it is undesirable to construct a long verandah anywhere in the library for such corridors attract pockets of talkative groups. It is even more intolerable when the library corridor forms part of the thoroughfare leading to the classrooms. In this case students will have to pass by the library while going or returning from lecture rooms. Their talking and movements constitute unnecessary visual and auditory distractions to readers.

Power failure is a common event in developing countries and an occasional occurrence in industrial societies. An emergency power house emits a great deal of noise. If it is situated near the library, the readers might be subjected to a lot of inconvenience and unpleasantness. Similarly, special libraries might

operate under the oppression of colossal noise of heavy, powered engines of factories if sound vibrated from the factory houses is not acoustically contained. In a young university where construction of new buildings goes on regularly, readers are bound to be disturbed. To control noise fairly successfully, its three-stage system has to be noted, its source, transmission path and the receiver. Its effect can be negated at any of the stages. For this purpose, Lewis Goodfried, an acoustical engineer, has put forward a 7-point list. Control devices can be instituted

1) by re-designing the source of sound for quieter operation;

2) by isolating the source of the sound—reducing housings;

3) by isolating noising machines from supporting structures by means of resilient mountings and flexible pipe connections;

4) by using special construction to reduce transmission through walls and partitions;

5) by installing sound-absorbent materials near noise sources and in areas where silence is required;

6) by the use of acoustical lining or baffles in ventilating ducts;

7) by providing workers unavoidably subjected to high-intensity sounds with sound-reducing ear muffs or ear plugs.

The first five suggestions are particularly relevant to library situations.

The solutions can only be effectively applied if the intensity of the noise is measured especially where its incidence is severe. This exercise is important because the sensitivity of the air and the effectiveness of materials used to absorb sound or obstruct its transmission are not constant with the sound spectrum. Measurement of sound will determine the check device to adopt. The type of noise-absorbing preparation required for manufacturing factories—where high-vibrating sound is an anticipatory and inevitable consequence of manufacturing processes—will vary in type, intensity, and elaborateness from the precautionary measures expected in a library build-

ing where serenity is desired and deserved. However, probably the best solution is to isolate the external source from the library building entirely. It is important that the librarian be represented on the appropriate committee of the establishment charged with general physical development so that he might counsel against building sources of noise—power houses, sports centers, classrooms, assembly halls—near the library. In the tropics where provision of air-conditioners is a desideratum for preserving books and providing the desired general climate for study, windows and doors are usually closed to have full benefit of the air-conditioning and at the same time external noise is considerably minimized.

Internal Sources of Noise

If all external sources of noise are effectively contained, the librarian still has to battle with the forces within. The library building has to be designed in such a way that the noisy areas will be insulated from the reading rooms. These inevitably noisy areas include the entrance hall, loan desk area, exhibition gallery, and the catalog hall. The staff work room can be a source of noise, but this section is conventionally shielded from the gaze of readers. It would also be ill-advised to have the staff coffee room situated near any of the reading rooms. A sort of mini meeting is sometimes held here. This important staff section can be a center of much talking and must be removed from the readers.

The office of the reference librarian is better located at a conspicuous vantage point in the reference room where readers can have easy access to him. He might inadvertently defeat the primary goal of his job as the liaison officer between the library and the public. His office could become the spring house of library noise if care is not taken. He has to discuss readers' problems with them, answer their queries, walk the length and breadth of the reference room several times a day; above all, readers sometimes telephone the reference librarian on

multitudinous subjects. In the course of performing his duty, therefore, the versatile reference librarian might cause visual and auditory distractions. He has to be careful of the noise from his office.

It is an error in judgment to have lobbies at entrances to the reading rooms. Lobbies encourage readers to congregate, especially students who would like to discuss their academic problems in groups. Similarly, staircases ought to be constructed in a way that the movement of people on them will not cause any distraction to readers in the reading rooms. Nor is it advisable to have the lift entrance inside the reading rooms. Doors and windows are to be fixed in such a way that they are opened or closed with ease and without any cracking or squeaking.

All heavy traffic passages in the reading rooms may have to be covered with carpets or rugs so that contact noises from hard shoes of readers may be eliminated. It will also enable library assistants to push the book trucks with the least inconvenience to readers.

Affecting Student Attitudes

Some readers, especially students, have the tendency to chat with their friends. The gravity of this habit—chatting in the library—depends on the general background of readers in the use of libraries. In developing countries where libraries are few and far between, the necessary traditional requirements of quiet in the library might not be fully appreciated or understood by readers. In universities this habit can be readily corrected by conducting library orientation for new students on admission. It is particularly rewarding if enough time can be found to sandwich lectures on the use of the library into the college timetable. Tables can be partitioned so that a reader does not see the head of the person in front and on his two sides. The partitions can be about 20 inches high and perforated for circulation of air. Such partitions promote deep concentration and generate an air of individualism around the reader, a condition that

further makes for faster assimilation. Some libraries provide a separate convenient apartment in the library to which those who wish to converse can retire. This solution is feasible only if the original planners take care of this at the onset by making provision for it in the library plan.

The idea of constructing carrels for readers usually gains wide acceptance among them. The carrels shield the reader from others, and little disturbance is experienced. It costs more to construct good carrels than to build a large sitting hall for readers. Financial considerations therefore make it unpracticable to provide carrels for a large percentage of readers. In many libraries they are assigned to readers at renewable periods, and on basis of need.

"Silence" notices could be put up at appropriate points outside and inside the building to remind readers to maintain quiet. Such notices however should not be too numerous.

The library staff can occasionally remind noisy readers politely of the necessity for keeping silent. It seems a general omission in the regulations of most libraries that while readers are enjoined to maintain silence, no penalty is imposed for default. This contrasts with rules on borrowing rights where there is always a provision for penalty to readers who fail to return books on due dates. Habitual noise-makers or readers who ignore staff counsel against noise-making ought to be ejected and deprived of reading facilities while borrowing rights remain inviolate.

Conclusion

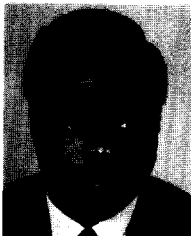
There is little or nothing one can do to abate the nuisance of noise-making from some sources. Such noticeable distractions caused by coughing, indiscreet drawing of chairs on the floor, occasional dropping of books, pen, or ruler are disturbingly antithetic to serious reading and concentration, but the librarian can hardly find any solution to them.

Noise is undesirable for its physiological and psychological repercussions on its victims. It should be kept out of the library, a place where serenity should prevail, if it is to continue to function as an active intellectual center.

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Commentary on KWIC Index in Several Languages

Second Thoughts About the Dangers of Classification Schemes and Their Interpretation

In the December 1966 issue of *Special Libraries* (p.720) I wrote in the "This Works for Us" column about the processing and handling of conference material at the IAEA Library. Since then mechanization of the project has been realized and the first computer printed list issued in the summer of 1970 as *Conference Proceedings in the IAEA Library* (IAEA-121).

This list represents an experiment with a multilingual KWIC index. The second enlarged edition of the list was published in 1972. One writer [*Nachrichten f. Dokumentation* 22 (no.4): 174 (1971)] expects the UDC classification to be extinct within the next ten years. Working with the UDC classification I can appreciate the point, but I can foresee this happening not only to the UDC classification but also to other classification systems now in use. I can also foresee that wise computer application could lead us out of the jungle of individual, and by far not always consistent, application of classification systems into a clear and more precise

access of information. The KWIC index is nothing new as such. German libraries have been using Schlagwortkataloge for a long time. What is new in our case is a KWIC index with entries in several languages. Thus one knows immediately what sort of material one is apt to find. References given in one language only can be very disappointing when one finds out afterwards that the original text has been written in another language.

We are entering in our list original texts, transliterated when necessary, and translations, thus having sometimes the proceedings of a conference appearing twice.

The experiment proved to be successful and we hope only that our experience can be of use to our colleagues in the field of information handling.

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Reactions to NCLIS Draft Proposal

Below are reactions to the NCLIS draft proposal solicited from several Association members. The text of the draft proposal was published in the Dec 1973 issue of this journal, p.583. These comments are individual opinions and do not necessarily reflect the position of a writer's company affiliation.

The official SLA statement will appear in a later issue.

Comments and opinions regarding the NCLIS draft proposal are invited from all readers and will be published in forthcoming issues.

In 1909, in Bretton Woods, N.H., according to *Special Libraries Association—Its First Fifty Years* (p.5), a small group drawn from the ALA Conference "decided that the demands of their jobs had actually created a new kind of librarianship—that of library service geared to meet the needs of specialized situations." And Special Libraries Association was born.

In reading the National Commission on Libraries and Information Science's draft proposal for "A New National Program of Library and Information Service," some questions arise which may force a restatement—or a reassessment—of the basic premise on which most of us operate, "that of library service geared to meet the needs of specialized situations." The NCLIS proposal seems to be geared to the most general of situations, or, perhaps, to *all* specialized situations.

The preface states the "three important assumptions" on which the program is being formulated. If we question these assumptions, we question in some form the whole program since we question the base on which it is built.

The first assumption is "that all citizens expect realistic and convenient access to library resources and information services in the United States for their self-enrichment and economic well-being." In our experiences in special libraries, at least, this is *not* true. Job-related (for their economic well-being) information is often, in the com-

panies we serve, only a few yards walk or a telephone call away, yet most employees fail to take that walk or make that call. This report talks of the "underprivileged, culturally deprived, geographically remote" and their needs. We seriously question the needs of the underprivileged and culturally deprived for most "library resources," as we question their ability to use most of these resources even when they are available. Their "information" needs are intense, even when unexpressed, but most of these information needs are far better served through the agency of a social service "neighborhood house" concept than through the traditional (and even non-traditional) "library resources." And the truly geographically remote will be no better served than at present if they cannot afford the luxury of the hardware and support equipment to tie them to the national system. Certainly, this proposed program, after stating this grandiose expectation of all citizens, fails to offer any ideas for meeting these individual expectations and limits itself to interstate and national networks, leaving to the states the responsibility for implementing the "down-reaching" portions of the program, a job most states have totally refused, to date, to accept in any meaningful way. States have passed this on to local communities, and on the local community level the most usual result has been, "those who pay, get." If the first assumption is valid and important (otherwise, why place it first?), the program must face the problems of making service available at the "citizen" level without rousing the spectre of total Federal control. And this is a very difficult problem.

The second assumption "that the total information resource in the United States is a national resource which should be sustained and made available to the maximum degree possible in the public interest" is hard to quarrel with. But in light of the experiential problems in making one small segment of the information resource available to a very select audience (to very select users) the concept staggers the imagination. The failures of the past of even small segment

control may have adversely colored our perception, but we have learned only from experience to dream of things just barely beyond our grasp—not of things light-years distant.

The third assumption "that with the help of new technology and with national resolve the disparate collection of libraries and information centers in the United States can become an integrated national system" is frightening. We have certainly learned long before this that each new technology designed to solve an old crisis brings its own peculiar (and perhaps new) problems. And we have learned, just as certainly, the problems associated with keeping national resolve focused on any given problem long enough to really support the development of a solution.

These questions about, and disagreements with, the basic assumptions, may be countered by accusing us of philosophical nit-picking, but the questions, in our minds at least, need answers.

To move to the body of the report—this raises further questions that beg for answers before we are ready to support—or really disagree with—the NCLIS proposal. Some are important questions; some are minor. We will list a few in almost random order. All are asked from our viewpoint as special librarians serving in our present jobs; it is difficult, if not impossible, for us to see the world from another perspective.

What would the Federal agency which supervises this total program be? Would its responsibilities be limited to coordination on levels below Federal and inter-state or would it actually develop these programs? What would its authority be to "force" compliance? Can this compliance and cooperation extend beyond "public" (governmental) libraries and information centers on any but a voluntary basis? What gaps would exist if major libraries of profit-oriented organizations were excluded—even if only because they choose exclusion? What arrangements could be made to allow such tight control of "private" library operational format by a governmental agency?

An access network presupposes two parts: (1) access to searchable bibliographic data to allow discovery of those "library resources" required or desired; and (2) access to the items themselves in some reasonable real time sense. If we accept the possibility of universally agreed-upon bibliographic standards and format, we must also extend the need to standardized indexing and/or sub-

ject cataloging covering all disciplines. From our experience in narrow subject disciplines with only two separate organizations (one "for-profit," one governmental) the possibilities of such agreement are very, very faint.

A network built only on exchangeability of data would pose problems just as severe, i.e., the need to understand search techniques in many systems built on many different bases.

The idea of unmutable standards arrived at before the system is operative is untenable. When hardware, software, needs, and techniques require a change in standards, how are these changes made universally?

Would "hard copy" accessibility be noted? Or would all resources be available in other forms? What magnitude of budget would be needed to allow depository libraries to provide for *all* requests?

Could funding be provided from tax monies for those corporation/business libraries unable to afford the needed connective links (hardware, training, line costs, etc.)? Who would determine which managements "could not" afford the costs, and which "would not" for whatever reason?

The inclusion of non-print resources supposes some type of universal availability of those devices necessary to use these resources at every point—every city? every neighborhood? every building? The cut-off point needs to be defined.

The proposal, in talking about current cooperative programs, finds them "on too modest a scale and too frugal in support to offer solutions that can be fitted to the nation's libraries as a whole." The present cooperative programs—at least those we know about—were never designed to solve the nation's problems, but rather to help in a small way toward partial solution of some problems of those cooperating libraries. Granted that present cooperatives and consortia do not have assurance of continued funding—and rarely have a high enough level of current funding. What guarantee could possibly be made of continued Federal, state, local government and private organization funding for a program which, at least at its beginnings, is a felt-need of only a numerical minority of citizens, many of whom have a professional interest and might be classed with other lobbyists seeking a portion of the available funding?

A severe problem arises in that the proposal addresses itself to all information needs of all citizens. There is no way that "libraries/information centers" can be equated

with "available information." The limits, again, must be defined more concisely. We do not find ourselves able to conceive of any library/information center, even linked to all others, that is able to answer all information needs. Some of our most pressing needs are answered from a knowledge of local service availability; no network that we know has successfully been formed to date to provide successfully this type of information.

There *must* be a mechanism for future interconnected systems. We don't propose to know what that mechanism is.

But we wonder—seriously and openly—whether we really can consider abandoning the concept of 1909 (and before) of "library service geared to meet the need of specialized situations." Can we ask the National Commission on Libraries and Information Science to better define, in a new draft proposal, the role of "special libraries," especially those unconnected with government at any level? Don't leave us out—we need access to the large government collections or we cannot exist. Some of us can help support a network—even help with a large network—but some of us can't because of financial limitations imposed on our operations.

But whatever we are part of, and we need to be an integral portion of the whole library/information center network in a basic way, we need always to be free to tailor our methods and our output to the specific needs of our users. Within any proposed national standardization there needs to be provision for the individually designed output modes.

What will be the place of special libraries in the networking universe?

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NCLIS's draft proposal of "A New National Program of Library and Information Service" is, unfortunately, a very brief outline of a national information system for the U.S. The draft proposal emphasizes the role of the federal government with some definition of the role of the state governments. A federal library body is definitely needed to integrate and referee the present information system into an efficient and effective complete national system.

The responsibilities of the federal government are enumerated but the area of re-

search and development is not stressed as one of the responsibilities. There is a need for research not only in the library and information science fields but also in developing new technology for information handling not only in the area of computers, micrographics, telecommunications, and audiovisual systems already mentioned.

The Library of Congress would logically assume the role of the national library with those duties pertaining to that role. However, the MARC Program is projected as the nucleus of a computerized information system for a national network. This program is not of much benefit to special libraries because coverage is limited only to book material. The tapes either must be extended to include other materials such as technical reports or integrated with other commercial computer tape services such as that of the National Technical Information Service.

With reference to the special library, what will its role be? Its role will be directly related to the roles of state and local agencies as well as that of the private sector. The only mention of special libraries is made in the statement below and in the role of national collections and services.

A national network involves the co-joining of general and specialized libraries and information centers throughout the country. This co-joining first requires formal organization in which these institutions agree to certain common programs. Later, it calls for the introduction of computer and telecommunications facilities to facilitate the exchange of information and materials among them. The purpose of a national network is to permit any citizen—be he a businessman, researcher, scholar, or student—in the public or the private sector to access the total knowledge resource of the country from his own physical location. (p.4 of draft proposal)

Special libraries are already actively involved in cooperative networks with other types of libraries. This indicates that they already have felt the need for resource sharing on a large scale and are willing to enter into networks. Present networks are working well and from this experience new ideas for more effective and efficient systems are evolving which can be applied to a national program. These small networks have shown the need for such things as for knowledge of availability of materials in the country and bibliographic standards. The Commission feels that this growth of networks is uncoordinated. These regional networks have grown

out of a need felt by various types of libraries and these efforts should not be discarded or ignored. These networks feel the need for national direction and will participate in a national system. Federal and state funding should be continued rather than withdrawn.

In addition, the role of the private sector—the one with which many of us as special librarians would be involved—is not detailed. Emphasis is on cooperation and a partnership between the federal government and state and local governments in both program planning and program execution, not on the private sector. Funds are inferred for the private sector since the national program would support the continuation and maintenance of national resources—periodical banks, indexing and abstracting services, special libraries, or data bases.

The proposal has outlined the main important points for a national information system for which there is an urgent need. Emphasis is on federal government involvement with state governments in the supportive role. The development of a detailed program for legislative action will be a tremendous task. Legislation will hopefully bring cooperation between the various levels of governments; but the private sector as an important contributor should also be given equal opportunity for participation. All present different types of information resources must be integrated into the national system. Emphasis should not only be on the federal level in an all-empowered problem solving role.

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The draft proposal will certainly have the immediate effect of focusing attention on the question of how to improve library service across the nation. To that extent, it will certainly serve a useful purpose. On the other hand, it includes statements, implications and omissions that need much thought and comment from the library community.

In section one, it is stated that libraries "are not developing according to any national plan." It is also stated a "new philosophy" is needed "based on a common sense of direction and purpose and a commitment to national cooperative action." In the first instance, there is the assumption that development of libraries has been and will be unsatisfactory without a "national plan"

which the rest of the proposal seems to indicate is one which the Federal government will devise and monitor. At best, the success of such a plan is only an assumption. In the second instance, it is assumed that the library community has no common sense of direction or purpose and has not been committed to national cooperative action. This simply isn't true. There is a vast difference between commitment and achievement. If there is ever a group of professionals committed to improving services and availability, it is the library community. Therefore, a basic misunderstanding about the aspirations of the library community seems to be one of the bases for the proposal.

In the following section regarding cooperative sharing through networks, it is proposed that "any citizen" should be permitted "access to the total knowledge resource of the country from his own physical location." This is envisioned through the use of a national network employing computers and "resource-sharing." It is stated that this national network would be "capable of absorbing part or all of its own investment" while "the alternative cost of fifty independent networks plus the eventual cost of interconnection after the fact is clearly more expensive." This comparison is so nebulous as to be incomparable. Most importantly, it implies that the only alternative is fifty independent networks, which is nonsense. In addition, no effort is made to explain how one network is less expensive than several interconnected networks.

There is then a short listing of interstate networks and regional networks which are commended in the proposal but then chastised for "proceeding in a very slow pace and without benefit of national direction" and noted as perilous because of "uncoordinated growth" which must be remedied by "firm action by the Federal government." All of this seems to assume that the librarians—who have over the years, through careful planning, experimentation and funding, invented these state and regional networks—have no thoughts of cooperation or national purpose and never discussed the problem of interconnection or that they blindly forged ahead with their network plans without consultation and discussion with their associates. Again, this is nonsense.

In the section on federal aid, a similar comment is included in the proposal: "To build a national library network on a state-by-state basis would be self-defeating and very costly." It is then suggested that by

means of federal funding, specifications, systems, engineering, telecommunications, standards and procedures could all be shared. Where is the evidence that such sharing has not taken place informally among existing networks? Where is the evidence that development of these networks will be self-defeating? Where is the evidence that the national system proposed will be less costly than the growth of concurrent interconnected networks? Ironically, the proposal cites the Interstate Highway Act as an example of congressional foresight. This on the eve of catalytic converters and gasoline rationing.

In the section on the rationale for federal involvement, the proposal indicates that federal legislation "would adopt as its prime philosophical goal equal accessibility of the nation's libraries and information centers." This is similar to the earlier stated purpose that any citizen should have access to the total knowledge resource of the country from his own physical location. This philosophy may be politically useful, but its practicality is certainly questionable, to say nothing of its necessity. Where is it written that every citizen either needs or wants equal accessibility to all libraries? It is just not realistic to make such a generalized statement about the information needs of "every citizen." Equating the needs of the school library patron with the needs of a research scientist is foolhardy. The library community serves a variety of publics, each of them with different interests and needs. Treating the library public as a monolithic everyman seems somewhat naive.

In this same section, the proposal concludes that "information is a national resource" which is "not being managed adequately." I am sure that those who are grappling with the managerial problems of libraries and library networks will agree that improvement is needed—as will any manager of a complicated system. But it is not clear why the proposal brands current management as inadequate. Perhaps what is really meant is that expansion of networks to provide greater service to the library public is not fast enough and, therefore, there is an inadequacy in this respect. However, this does not seem to be a reason to condemn management which is looking toward improvements in service and trying to determine new ways of funding.

In this section concerning the main elements of a national program, a partnership is described for the federal, state and local governments with regard to funding but a

national authority with regard to administration, including prescription of standards for states to qualify as members of the program. It is assumed that the states would want a much clearer explanation of their role in this partnership where their money is welcomed but not their administrative expertise.

It is stated in the organization section that there is presently "no natural home for libraries in the federal establishment" and indicating that a federal level agency is needed to "coordinate" developments and "enforce" policies, among other things. Should the library community be anxious to be federalized? For example, the proposal envisions such an agency as the one to "ensure that people required to operate a national program are educationally prepared and qualified for their job." May we see a suggestion of what such criteria will be? What evidence is there that federal job qualifications are any insurance against failure of federal systems?

In the section on the role of the Library of Congress, the proposal implies that this is the agency that should be entrusted with many of the federal managerial functions, particularly in the area of machine-readable bibliographic data and a national interlibrary lending system. In the April 1973 "Feasibility Study of Centralized and Regionalized Interlibrary Loan Centers" (done by the Association of Research Libraries under contract from the National Commission), it was recommended that the Commission "should consider appointing an Advisory Committee on the planning and coordinating activities. . . . The Advisory Committee should include representation from different kinds of libraries and users of the system." This recommendation was based on the strong feeling that the federal library establishment should not be given the responsibility for developing such plans, but rather this was a function more appropriately assigned to a broadly-based and representative organization. It is hoped that this contracted advice will be reexamined by the Commission.

Near the end of the proposal, it is stated "for each library to own its own computer installation would be prohibitively expensive," as if ownership was the only way in which a library could make use of a computer or that the computer was the only way to do business. Again, this seems to be a great oversimplification about the library community and its needs. Cost factors for this kind of operation are never absolute in the

proposal. For example, in describing new telecommunications techniques, it is stated that they "are capable of bringing telecommunications costs down by a factor of five by 1980, and with volume usage, no doubt, even more than that." As the FTC often asks, "down by a factor of five from what?" There is no doubt, however, that the proposal wisely includes the need for inexpensive telecommunications among libraries, although it is presumed the Federal government will make an exception for library networks and authorize free or reduced rate usage to network participants "until the entire scheme reaches a volume of usage that ensures its economic viability." How long that will take is not hinted.

Not stated or even implied in the proposal is the role of special libraries in such a national plan. Considering that the proposal is based largely on the need for more expertise in utilization of computers and non-traditional library techniques, it is unreasonable to have put aside any consideration of special libraries whose use of computers and innovative techniques have so often predated other sectors of the library community. In other words, the proposal is myopic in this respect.

This is particularly unfortunate since SLA was among the first of the library associations to give testimony to the Commission in December 1971 with the stated purpose of acquainting the Commission with the special libraries segment of the library community. In both the prepared summary and the informal testimony at that time, there were examples of the interrelationship of special libraries in the library community throughout the country. There was also emphasis on the contribution that special librarians have made to the organization, control and dissemination of information through the use of computers and other nontraditional techniques in handling new literature forms and providing reference service to specialized clientele. More recognition of input from the special libraries sector is needed. Without it, this first major proposal of the Commission's cannot be truly represented as a national plan.

It is also hoped that further drafting of the proposal will include more precision and evidence regarding the many assumptions and gratuitous statements it now includes and much more quantitative information regarding comparative costs. It would also be encouraging if the Commission finds a more realistic perspective about the positive

achievements of the library community which has been developing state and regional networks long before the Commission sat down to consider the problem. And finally, is the Commission's assumption of the degree and kind of federal involvement needed truly a solution for the library network problems or indeed the representative wish of the library community, itself?

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The National Commission on Libraries and Information Science is to be commended on the direction taken in *Draft, a New National Program of Library and Information Service*. It is time to recognize our libraries and information services as a national resource to be nurtured, organized and made useful to all. As mentioned in the commission's draft if some national plan isn't formed soon we may find ourselves with systems incapable of future interconnection. The idea that each citizen should be able to get information in his own location is not new but there are still large segments of our population who are unserved. The burgeoning need for continuing education makes information at all locations even more important.

A permanent national library agency definitely should be created. It should have authority to plan a coordinated system, and set standards for the total library community. This should include all segments: public, special, academic and governmental libraries. It should be able to insure electronic communications necessary at a price within reach of the libraries.

The agency should have funding available not only to take care of the national and interstate segment but incentive funding to insure cooperation between agencies. In the past cooperation has been mostly in the field of Interlibrary Loan, photocopying and perhaps catalog copy. It is urgent that we have a national agency to see that other avenues of cooperation can be developed. Not mentioned in the draft is the item of copyright. The revision of that law should make it possible that information can be transferred in other ways without sending the original item (Interlibrary Loan). This is a problem of national scope.

We should not retrench on programs now in operation, but should have an integrated national program to make use of the best

available technology for the benefit of all. The new national agency should be able to do or sponsor research and long term development. After our system is established it is not too early to look into the feasibility of an international information system.

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The terms "information" and "information resources" are very widely used today. They appear in the National Commission's proposal, which centers basically on library resources, and they are used in other contexts which have little to do with libraries or information centers. For the U.S., the major pertinent document that comes to mind is the Conference Board's two-part report on *Information Technology* (1, 2). Other countries have produced official position papers. Japan, for example, has a "Computer White Paper," which projects an "information society" by the year 2000. This information society is described as "the postindustrial society in which processing and handling of information constitute the leading sector of the economy" (3).

The Conference Board report says, "Heretofore, we have looked at information in terms of printing, broadcasting, advertising, libraries, computers, and various other ways of transmitting ideas in tangible form. These have emerged as separate industries with separate trade and professional associations, each with its own distinctive objectives and policies. . . . It is now a matter of highest priority that we begin to perceive and conceptualize information technologies, industries, and resources in comprehensive, or what might be called strategic, terms" (4). Among fifteen "initiatives" called for in this report, two are to "Create an independent, nonpolitical center with the capability to formulate alternative national policies in the area of information technology" and "Survey and assess the present activities and regulations relating to information technology in all agencies of the Federal Government" (5).

What is the relation of the National Commission's proposal to this broader view of information problems? Should not the proposal be set forth within a framework that acknowledges this concurrent thinking and activity? If the nation is to begin to think

in terms of an "information society," there are certainly segments of such a construct that are of lesser concern to librarians and information scientists; yet how shall we define the facets that are our responsibility, and the necessary interfaces?

Within the draft proposal, the three basic assumptions stated in the preface may be viewed as goals. The institutional framework and the technical logistics outlined in the proposal provide an appropriate plan for working toward those goals. There are two observations that come to mind concerning the first statement, that "all citizens expect realistic and convenient access to library resources and information services in the United States for their self-enrichment and economic well-being."

First, how might we describe the "local point of contact" that will provide access for the citizen? Our visualization of this point of service is crucial, especially as it would affect personnel needs. The Commission provides an excellent statement about staffing and manpower as one of the six problem areas, but this particular aspect is important enough for special emphasis. Creative thinking and new approaches are most needed in developing the requirements for personnel to serve at the local contact point.

Second, there is the question of organizational needs for information. The goal is to provide access for all citizens for their self-enrichment and economic well-being, and this is of fundamental importance. But by saying *just* that, do we structure our thinking in too narrow a fashion? The accomplishments in management of scientific information in the post-Sputnik era can perhaps be viewed as providing handsomely for certain kinds of organizational needs for information. If so, the present concentration on individual needs may simply be a reaction. But the nation's ability to deal with pervasive problems such as conservation, pollution, productivity, and inflation depends on informed decision-making at many levels. Devising systems, or providing input for systems, which effectively support decision-making in both public and private organizations is also a basic goal. It may require a different perspective than individual "economic well-being," however broadly defined.

1. The Conference Board. *Information Technology, Some Critical Implications for Decision Makers*. New York, 1972. Report no. 537.

2. The Conference Board. *Information Technology, Initiatives for Today—Decisions that Cannot Wait*. New York, 1972. Report no. 577.
3. As quoted in Ref. (2), p.31.
4. Ref. (2), p.1.
5. Ref. (2), p.7,8.

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Regarding the draft of a proposal on "A New National Program of Library and Information Service," while I find it interesting and provocative, it is my personal opinion that it is, in its present form, unrealistic.

Is it realistic to assume that profit-making companies will be willing to share their research with competitors? Is it realistic to believe that an invaluable research collection could remain intact if forced to resource-sharing . . . by having access through loans?

"Federal legislation would adopt . . . equal accessibility of the nation's libraries and information centers." What does this statement propose?—that the government take over all libraries and *force* all libraries including those attached to private research institutions, profit-making companies, etc., to open its doors to anyone and everyone?

"The program advocates federal funding for the national elements of the program and funding by the states for their jurisdictional share." In my opinion, once funding—federal or state—is accepted by privately owned libraries, they cease to have the right to remain private.

"The federal government has a responsibility to insure people . . . are educationally prepared and qualified for their jobs." Who will judge their qualifications? The government or the libraries themselves? Will there be an omniscient body judging the ability, the subject expertise of specialist librarians? Who will in turn pass on the qualifications of that body? Will the government dictate to all libraries as to who can be hired and who not?

I think much more work needs to be done on the proposal for a new national program of library and information service. It is an important program for all libraries but must be very carefully planned to be both feasible and acceptable to special libraries.

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The draft report, admittedly "highly tentative and sketchy," is disappointing precisely for those reasons. Its contents sum up the feeling and opinions that have been abroad in the library field for some time. While one could not expect the report to be too specific, one did hope that after a year of hearings held all through the United States, more definite directions for further study would have been indicated. To state that a national network of libraries and information services, funded by the federal government, should be developed, does not go far enough. There are still unanswered questions: How will a network bring library service to those in remote areas or in the inner city? What kinds of information is the network to tap and to disseminate? What kinds of skills are going to be required to make the network operate and how are they to be developed? For the special librarian, there are further questions: How does the business community fit into the picture? How can we help to share our resources so that the businessman away from the large commercial areas can have the economic data he needs?

I hope that the Commission does, in fact, have the answers to these questions so that its work in the next 18 months will not be concerned so much with the why's and what's, as with the how's. I look to a report then that will set forth a truly workable plan for a national program of library and information services.

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After nearly three years of work by the Commission, I expected a much more imaginative and thought-provoking proposal than the one just submitted by the NCLIS.

Once again the computer is submitted as the answer to the problem of inadequate and insufficient library service. Perhaps it is, but with the cost of setting up such a program and I am sure that each year government money will be harder to obtain, why did not the report include other possible solutions? Why downgrade the cooperative networks already in existence? Would it not be possible to have alternatives in this proposal? If the Congress cannot be persuaded to fund a total package of computers, and I

think it is unlikely that they will be persuaded, why does not the Commission suggest other ways for improvement and extension of library service? One way would be to upgrade and increase the cooperatives.

I believe that cooperatives are a way which all types of libraries can support whether

they are special, academic, or public. And regardless of what the report states, cooperatives can probably become operational more easily and more cheaply than to cover the country with terminals.

Alleen Thompson
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MEMBERS IN THE NEWS

Beryl Anderson . . . appointed chief, Library Documentation Centre, National Library of Canada.

Charles K. Bauer (Lockheed-Georgia) . . . received the Daughters of the American Revolution Americanism Medal and Certificate from the Fort Peachtree Chapter.

George S. Bonn, Sarah M. Thomas, Mary Anglemeyer, Angela Imberman, and Janet Friedlander . . . are among the contributors to *Information Resources in the Environmental Sciences*; Papers presented at the 18th Allerton Park Institute Nov 12-15, 1972 (Champaign-Urbana, Ill., University of Illinois Graduate School of Library Science).

David K. Carrington . . . promoted from assistant head, Processing Section and coordinator, MARC Map Project . . . to head, Processing Section, Geography and Map Division, Library of Congress.

Virginia Daiker (specialist in American architecture, Library of Congress Prints and Photographs Division) . . . has been cited by the National Trust for Historic Preservation for her "38 years of scholarly dedication to American architecture" and its preservation.

Margaret A. Deitzer . . . appointed librarian, King of Prussia Graduate Center, Pennsylvania State University Libraries. She served previously as assistant reference librarian, Hunt Library, Carnegie-Mellon University.

SLA Salary Survey

Appendix D. American Management Association Survey—1973

The following material was received too late for inclusion with the SLA Salary Survey report in the Dec 1973 issue of Special Libraries.

Mention must be made of the salaries reported for "Technical Librarian—All Levels" by the American Management Association in Sep 1973 as part of the AMA compensation survey of "Administrative and Technical" positions. The survey was apparently conducted during Jul and Aug 1973.

The AMA survey reports on three levels of skill and responsibility; the SLA 1973 data were reformatted to allow comparison with the AMA presentation (see p.42).

The "Definition of Field of Work" and the statement of "Primary Responsibilities" in the AMA report are appropriate. However, a surprising statement appears in "Normal Qualifications":

"Normal Qualifications. *Education*: B.A. Degree (Library Science) or equivalent."

It would appear that AMA is not aware of the standard degree in librarianship as conferred by American or Canadian universities at the fifth year graduate school level.

The need for caution by users of the AMA survey is further reinforced by two other items: 1) "Typical Titles" which places Library Assistant at a level between Junior Librarian and Chief Librarian; and 2) The statement of responsibility for Chief Librarian, "Has some latitude for independent action. . . ."

The sample size of the AMA survey is quite small. Although the actual total of respondent *companies* is not reported, the number of respondent companies for each of the three levels is: I, 47; II, 53; and III, 76. The actual total is quite probably less than the sum of the three (176) because any one respondent company may well have reported staff in two or three levels. By contrast, the SLA survey includes data submitted by 3,756 *individuals*.

(continued on p. 42)

SLA/AMA Comparison

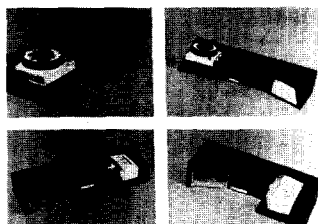
	AMA Survey Identification			25th Percentile	50th Percentile (Median)	75th Percentile	Mean	Range	
	Level	Typical Title	Years of Experience						
AMA SLA	I —	Junior Librarian* — — —	0-2 0-2	\$ 7,000 8,600	\$ 8,900 9,700	\$ 9,500 11,700	Not reported \$10,200	\$ 7,000-10,400 6,000-16,500	AMA SLA
AMA SLA	II —	Library Assistant† — — —	3-5 3-5	10,000 9,600	11,100 10,500	12,100 12,200	Not reported 10,800	9,200-13,400 6,000-18,500	AMA SLA
AMA SLA SLA	III — —	Chief Librarian‡ — — — Responsibility: Admin. Head	Over 5 Over 5 No limit	12,300 11,700 12,700	14,000 14,500 15,500	15,700 17,200 18,800	Not reported 15,000 16,400	11,300-16,400 7,000-32,500 7,000-32,500	AMA SLA SLA
AMA SLA	Overall Overall			← 10,600	Not Reported 12,800	→ 16,200	Not reported 14,000	Not reported 6,000-32,500	AMA SLA

* Lowest or entering classification. Performs assigned functions of a routine nature, such as compiling records, sorting and shelving books, and issuing and receiving library materials.

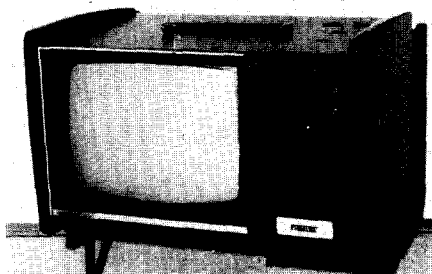
† Performs duties and makes studies that are varied and somewhat difficult in character. Searches literature and annotates or abstracts materials. Assists in research problems. Responsibility is usually limited.

‡ Plans and administers program of library services, with responsibility for recommending and installing changes in library policies and services. Has some latitude for independent action or decision.

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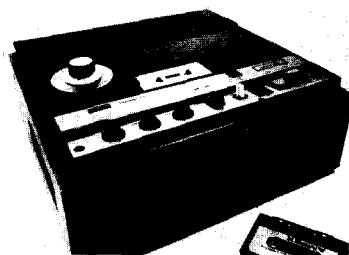


The Visualek Miniviewer^(TM), is a portable electronic device, which magnifies reading material up to 25X and electronically sharpens the contrast of the enlarged image to ease reading. The Miniviewer is a closed-circuit television camera, a variable-magnification zoom lens, a cathode ray tube, and built-in illumination for the material being read, in a 27-pound portable case. The zoom lens, in conjunction with the 12" TV screen (diagonal measure), magnifies material 5X to 25X. The Miniviewer is manufactured and distributed by Visualek, Santa Monica, Calif.

JANUARY 1974



The 7700 reduction duplicator adds computer forms printing capability to the Xerox 7000. Conversion can be done on the customer's premises. Each fanfold page is automatically fed into place, copied and reduced to 8½" × 11" in preselected quantities. Copies are sorted into complete collated sets. The unit can also operate as a copy-per-second reduction duplicator for originals up to 14" × 18". Copies are made on ordinary, unsensitized paper. Contact: Robert L. Stearns, Xerox Square, Rochester, N.Y. 14644.



The Varispeech^(TM) machine allows speech recorded on tapes to be played back at any speed between ½ and 2½ times original recording speed without affecting pitch or speaker's identity. The machine compresses and expands playing time through electronic signal processing by means of a small special-purpose computer built into the unit. Available from Rogers, Stewart, Cox and Associates Ltd., Suite 4912, 44 Charles Street West, Toronto, Canada.

HAVE YOU HEARD ?

Library Bibliographies Project

A project to produce a subject guide to source materials available from libraries information centers, and library associations in the United States and Canada has begun. The project hopes to produce a list which will be a guide to previously inaccessible bibliographic and index data. Organizations which have not yet received questionnaires soliciting details about their bibliographic systems may request forms from Mrs. E. Knight, College of Library and Information Services, University of Maryland, College Park, Md. 20742.

Environmental Resource Packets

These packets are now being offered by the Department of Physics and Astronomy, University of Maryland, College Park, Md. 20742. Four topics are covered in the packet. Noise Pollution, Automobile and Air Pollution, Urban Transportation, and either Natural Resource Management or Technological Assessment. Cost: \$3.00.

International Documentation

An experimental advanced training course on international documentation will be held in Geneva from Feb 18 to Mar 15, 1974. It is sponsored by UNITAR, FID, IFLA, and AIL.

Former Documentation Director Dies

John Boynton Kaiser, former executive director of the American Documentation Institute (now the American Society for Information Science), died Sep 30, in Florida. He served in this post from 1960 to 1963.

Former ALA Director Dies

David H. Cliff, executive director of the American Library Association for more than 20 years, died Oct 12, 1973. Mr. Cliff, who retired last year, was 66 years old.

Two New Standards

National Microfilm Association has approved two new ANSI Standards: *Method for Measuring Thickness of Buildup Area on Utilized Microfilm Carriers*, and *A Standard Method for Determining Adhesion of Protec-*

tion Sheet to Aperture Adhesive of Unitized Microfilm Carrier.

Intellectual Freedom Award

The Graduate School of Library Science, University of Illinois at Urbana-Champaign is accepting nominations for the 1974 Robert B. Downs Award. The nominee may be anyone "who has worked to further intellectual freedom and the cause of truth in any type of library." Deadline: Apr 15, 1974. Send letters to Herbert Goldhor, Director, Graduate School of Library Science, University of Illinois, Urbana, Ill. 61801.

New Library Program

Case Western Reserve University School of Library Science has a new program leading to an M.S.L.S. with a specialty in pharmaceutical and clinical drug information. All applicants must be registered pharmacists and able to reciprocate their license to Ohio. For information: Drug Information Program, School of Library Science, Case Western Reserve University, Cleveland, Ohio 44106.

Updated Periodicals Collection Published

The Engineering Societies Library has published its *Periodicals Currently Received, as of September 30, 1973*. It is available for \$10.00 from the Engineering Societies Libraries, 345 East 47th Street, New York, N.Y. 10017.

Revised Environmental Reference

Your Government and the Environment has been revised and updated to include fiscal year 1974. Covers legal, technical, and medical aspects of pollution. Write: Output Systems Corporation, 2300 South 9th Street, Arlington, Va. 22204.

History of Housewares

The National Housewares Manufacturers Association has published *The Housewares Story*. A complimentary copy is available with a request on your letterhead to NHMA, 1130 Merchandise Mart, Chicago, Ill. 60654.

NTIS to Publish 9 New WGA Series

Weekly Government Abstracts is a subscription series reporting technical information. The new areas covered: Agriculture and Food; Chemistry; Civil & Structural Engineering; Electrotechnology; Government Inventions for Licensing; Medicine and Biology; Natural Resources; Ocean Technology and Engineering; and Physics. For further information request NTIS-PR-34 from U.S. Department of Commerce, National Technical Information Service, Washington, D.C. 20230.

New Library Group Formed

The Art Libraries Society/North America has formed a special interest group for librarians in architecture libraries. For information: Judith A. Hoffberg, Chairman, ARLIS/NA, P.O. Box 3692, Glendale, Calif. 91201.

Help for the Handicapped

A new international symbol of access has been introduced to identify facilities which have eliminated architectural barriers to the handicapped. The symbol is available from Seton Name Plate Corporation, Dept. NR, New Haven, Conn. 06505.

New LARC Series

Beginning in January 1974 *Computerized Acquisitions Systems* will be published six times a year. The subscription is available from LARC Press Ltd., 105-117 W. Fourth Ave., Peoria, Ill. 61602.

New Guide to 1970 Census

The "1970 Census Geography: Concepts, Products, and Programs" published by the Bureau of the Census groups aspects not previously described. Copies of the 23-page booklet are available from the Publica-

tions Distribution Section, Social and Economic Statistics Administration, Washington, D.C. 20233. Price: \$0.50.

IFIP Travel Grants

The National Science Foundation will make grants available for IFIP Congress 1974 through the Division of Mathematical Sciences of the National Research Council. Grants will go to qualified people from the United States whose accomplishments in and potential contributions to the field of information processing are most noteworthy regardless of specialty. Date: Aug 5-10, 1974. Place: Stockholm. Applications from: Math Division, National Research Council, Washington, D.C. 20418. Deadline: Dec 31, 1973.

New Canadian Bibliographic Tool

The Canadian Index provides access to the contents of Canadian anthologies and literary or "little" magazines previously irretrievable. For information: Dean or Nancy Tudor, 300 Robert Street, Toronto, Canada M5S 2K8.

New Engineering Journal

The American Society of Mechanical Engineers is publishing an international quarterly journal in the pressure vessel and piping field. First issue February 1974. For information: ASME, 345 E. 47th Street, New York, N.Y. 10017.

ACURIL

The Association of Caribbean University and Research Libraries is now publishing a quarterly newsletter to facilitate closer and more effective communication in order to promote interlibrary cooperation. For information: Association of Caribbean University and Research Libraries, Apartado Postal 5, Estacion de la Universidad, San Juan, Puerto Rico 00931.



COMING EVENTS

Jan 24-25. Symposium on management of data elements in information processing . . . at National Bureau of Standards, Gaithersburg, Md. For information: Mrs. Hazel McEwen, Institute for Computer Sciences and Technology (tel.: 301/921-3551).

Feb 20-21. National Conference on Standards for Environmental Improvement . . . at the Marriott Twin Bridges Motel, Washington, D.C. For registration information: Dorothy Hogan, American National Standards Institute, 1430 Broadway, New York, N.Y. 10018.

Feb 27. Symposium on Reorganizing Information Resources to Improve Decision-Making . . . at the Sheraton-Palace, San Francisco, Calif. Sponsor: ASIS, in cooperation with AAAS. Contact: Dr. Kochen, Mental Health Research Institute, University of Michigan, Ann Arbor, Mich. 48104.

Mar 12-13. National Federation of Abstracting and Indexing Services (NFAIS) . . . in Chicago, Ill. For information: NFAIS, 3401 Market Street, Philadelphia, Pa. 19104.

Mar 17-30. International Seminar on Public Records Management, to assist developing countries . . . at the National Archives Building, Sponsor: NARS and UNESCO in cooperation with the International Council on Archives.

Mar 18-21. Information Industry Association, sixth national meeting . . . Washington, D.C. Theme: Information . . . by and for people. Contact: Paul G. Zurkowski, IIA, 4720 Montgomery Lane, Bethesda, Md. 20014.

Mar 26-28. Texas Library Association . . . at Convention Center, San Antonio. Contact: Joe F. Dahlstrom, San Antonio Public Library, San Antonio, Tex. 78205.

Apr 5. Rutgers Library School Alumni-Faculty Symposium . . . at Rutgers Labor Management Institute Auditorium, New Brunswick, N.J. Contact: George Lukac, Dept. of Alumni Relations (tel. 201/247-1766, ext. 6695).

Apr 28-May 1. 11th Annual Clinic on Library Applications of Data Processing . . .

at Graduate School of Library Science, University of Illinois, Champaign. Theme: "The Application of Minicomputers to Library and Related Problems." For information: Leonard E. Sigler, Clinic Supervisor, 116 Illini Hall, Champaign, Ill. 61820.

May 6-10. National Computer Conference and Exposition . . . McCormick Palace, Chicago. For information: 74NCC, AFIPS Headquarters, 210 Summit Avenue, Montvale, N.J. 07645.

May 9-11. Library Orientation for Academic Libraries Conference . . . at Eastern Michigan University. For information: Hannelore Rader, Orientation Librarian, Eastern Michigan University, Ypsilanti, Mich. 48197.

May 16-18. ASIS 3rd Mid-Year Regional Meeting . . . at University of Pittsburgh, Johnstown, Pa. Theme: On-line Information Retrieval Systems and Standardization Activities as They Affect Libraries and Information Centers. Contact: American Society for Information Science, 1140 Connecticut Avenue N.W., Suite 804, Washington, D.C. 20036.

May 19. Architectural Librarians Meeting . . . at AIA Headquarters, Washington, D.C. Contact: Miss Susan Cosgrove, AIA Library, 1735 New York Avenue N.W., Washington, D.C. 20006.

May 20-31. Advanced Study Institute on the Application of Scientific Management and Evaluation Techniques in the Optimization of Information Centres in Science and Technology . . . in Athens. Joint directors: F. W. Lancaster (Graduate School of Library Science, University of Illinois, Urbana, Ill. 61801) and C. W. Cleverdon (Cranfield Institute of Technology, Cranfield, Bedford MK430A1, England). Closing date for application is Jan 31, 1974.

May 20-31. North Atlantic Treaty Organization, Advanced Study Institute . . . at National Technical University of Athens. Subject: Evaluation and Scientific Management of Libraries and Information Centers. Applications due by Jan 31, 1974. In U.S. contact: Prof. F. W. Lancaster, Graduate School of Library Science, University of Illinois, Urbana, Ill. 61801.

Williams & Wilkins

On Nov 27, 1973, the U.S. Court of Claims, reversing its opinion of Feb 16, 1972, handed down its long-awaited decision in the suit for copyright infringement of Williams & Wilkins *vs.* the National Institutes of Health and the National Library of Medicine, by a decision of 4-3.

The decision was based on a four-part argument: 1) “. . . plaintiff has failed to show that the defendant's use of the copyrighted material has been ‘unfair,’ and conversely we find that these practices have up to now been ‘fair.’ There has been no infringement.” 2) “. . . our holding is restricted to the type and context of use by NIH and NLM, as shown by this record. That is all we have before us, and we do not pass on dissimilar systems or uses copyrighted materials by other institutions or enterprises, or in other fields, or as applied to items other than journal articles, or with other significant variables. We have nothing to say, in particular, about the possibilities of computer print-outs or other such products of the newer technology now being born. Especially since we believe, as stress *infra*, that the problem of photo and mechanical reproduction calls for legislative guidance and legislative treatment, we feel a strong need to obey the canon of judicial parsimony, being stingy rather than expansive in the reach of our holding.” 3) “. . .

our holding rests upon this record which fails to show a significant detriment to plaintiff but does demonstrate injury to medical and scientific research if photocopying of this kind is held unlawful. We leave untouched, because we do not have to reach them, the situations where the copyright owner is shown to be hurt or the recipients (or their interests) would not be significantly injured if the reproductions were ruled to infringe.” 4) “*Finally, but not at all least, we underline again the need for Congressional treatment of the problems of photocopying.* The 1909 Act gives almost nothing by way of directives, the judicial doctrine of ‘fair use’ is amorphous and open-ended, and the courts are now precluded, both by the Act and by the nature of the judicial process, from contriving pragmatic or compromise solutions which would reflect the legislature's choices of policy and its mediation among the competing interests. The result in the present case will be but a ‘holding operation’ in the interim period before Congress enacts its preferred solution.

“On this record and for these reasons, we hold the plaintiff not entitled to recover and dismiss the petition.”

It is not known at this time whether the decision will be appealed to the Supreme Court; 90 days are allowed to file an appeal.

REVIEWS

On Documentation of Scientific Literature. Loosjes. T. P. 2d ed. London, Butterworth, 1973. 187p. \$13.00

This is a particularly dull book. I read it because I am seriously interested in the relationship between the library and innovation by scientists and engineers.

The author begins the book by trying to define what “documentation” is. I do not think that he succeeded very well. He could just as easily have titled the book something like “The Bibliographic Control of Scientific Information” and avoided any problem with the word “documentation.” In the United States, we have dropped the usage of the word “documentation” almost completely. The American Documentation Institute changed its name to American Society for Information Science and changed the name of their journal from *American Documentation* to *Journal of the American Society for Information Science*. Prof. Loosjes would have written a better book by omitting any reference to “documentation.”

Prof. Loosjes is the Director of the Library of the State Agricultural University at Wageningen, Holland, and Professor of documentary information at the University of Amsterdam. He has written this book with a European bias, and that is as it should be. I am writing this review with an American bias.

The book is in my estimation another in the series of books attempting to describe the various steps in information storage and retrieval. There is liberal use of bibliographic references to other works which shows familiarity with the field. This book does try to analyze scientific literature and the reading habits of scientists. However, the major portion of the book is concentrated in information storage and retrieval.

If you are looking for a book on information storage retrieval from a continental European's point of view, this book is for you. Otherwise, save your \$13.00.

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PUBS

(74-001) **Public Relations for Libraries: Essays in Communications Techniques.** Angoff, Allan, ed. Westport, Conn., Greenwood Press, 1973. (Contributions in Librarianship and Information Science, no.5) ix,246p. \$12.50. LC 72-776 ISBN 0-8371-6060-X

Essays on different types of libraries. Elizabeth Ferguson's 20 page article on special libraries is especially interesting and concludes with a bibliography. John Rothman's essay on newspaper libraries will also be of interest.

(74-002) **Key Papers on the Use of Computer-Based Bibliographic Services.** Keenan, Stella, ed. Amer. Soc. Inform. Sci. (Wash., D.C.) and Natl. Fed. of Abstracting and Indexing Services (Phila.), 1973. i,179p. LC 73-88744 ISBN 0-87715-105-9

Collection of 12 papers published between 1969 and 1973 with a variety of viewpoints presented.

(74-003) **The Requirements to be Met by National Scientific and Technical Information Systems.** Arutjunov, N. B. *Unesco Bulletin for Libraries* 27(no.5):246-249 (Sep-Oct 1973).

The author is Head, Directorate for Scientific and Technical Information of the State Committee for Science and Technology, USSR Council of Ministers, Moscow.

(74-004) **Guide to Special Collections: Univ. of Calif., Berkeley, Library.** Phillips, Audrey E., ed. Metuchen, N.J., Scarecrow Press, 1973. vi, 151p. \$5.00. LC 73-9572 ISBN 0-8108-0657-6.

Briefly describes 434 special collections at the Univ. of Calif., Berkeley, listing source, format, size, subject and availability of shelf list, guide or index. Subject index.

(74-005) **Librarianship: Recent Books and Periodicals.** An Exhibition Arranged by the British Council. London, British Council, 1972. 40p.

A selective bibliography of British books published in the late 1960s and early 1970s, arranged by subject. Sterling prices and publisher addresses included.

(74-006) **How to Get It: A Guide to Defense-Related Documents.** Nellor, Regina A., ed. Ar-

lington, Va., Institute for Defense Analyses, 1973. (An IDA Library Project) viii,289+p. Apply.

"... intended for all who have to identify or acquire government published or sponsored documents of interest to the defense community. The contents are limited to technical documents and related material that scientists and engineers ordinarily have to use... arranged alphabetically... by document type, acronym, series designation, or short title." Each entry includes detailed acquisition information.

(74-007) **Marketing: A Selected List of Current Titles.** Raber, Nevin W. and Coachys, Richard, comp. Bloomington, Ind., Div. of Research, Grad. Sch. of Business, Ind. Univ., 1972. (Bibliographical Aids for Business, no.1) vi,50p. LC 72-619541 ISBN 0-87925-003-8.

Lists in-print titles published since 1964 in broad subject categories.

(74-008) **Information for Science and Technology: The International Scene.** Adams, Scott. Champaign, Graduate School of Library Science, Univ. of Ill., Nov 1973. (Occasional Papers, no.109) 46p. ISSN 0073-5310. Single copy free.

Examines the bases of American national policies regarding the international exchange of scientific and technical information from the end of W.W.II to date. Scott Adams is a special asst. for UNISIST (Unesco Program of International Co-operation in Scientific and Technical Information) in the Natl. Academy of Sciences.

(74-009) **Survey of Abstracting and Other Secondary Services on Environmental Science.** Bonn/Bad Godesberg, W. Ger., Bundesanstalt für Vegetationskunde, Naturschutz und Landschaftspflege, Jul 1972. 141p. (in English and German)

(74-010) **Aspects of the Organization and Operation of the Central Data and Information Bank of the National Institute for Scientific and Technical Information and Documentation.** Nemoda, Livia. *Probleme de Informare Si Documentare* 7 (no.3): 730-755 (Aug 1973).

Describes the stages in building up this Romanian information bank in 1971 and its operation since then.

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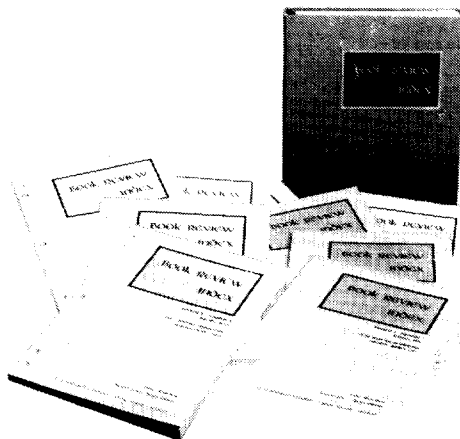
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