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Special Libraries, January 1980

Special Libraries Association

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special libraries

January 1980, vol. 71, no. 1

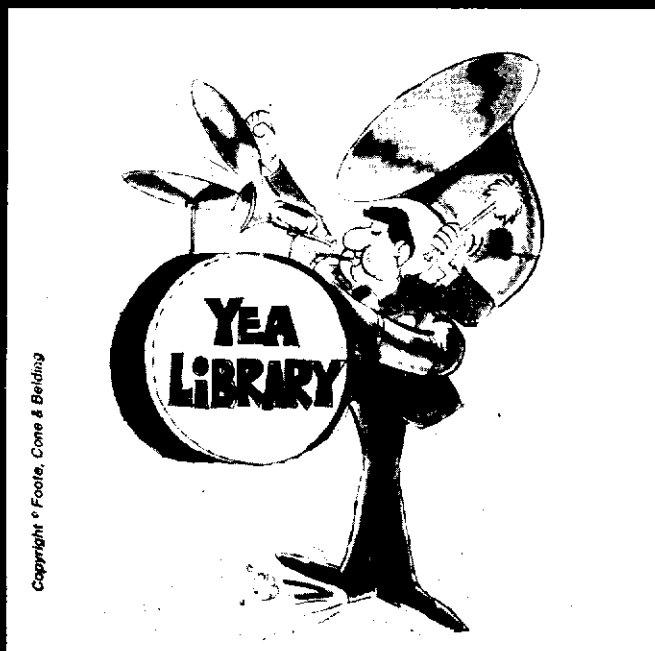
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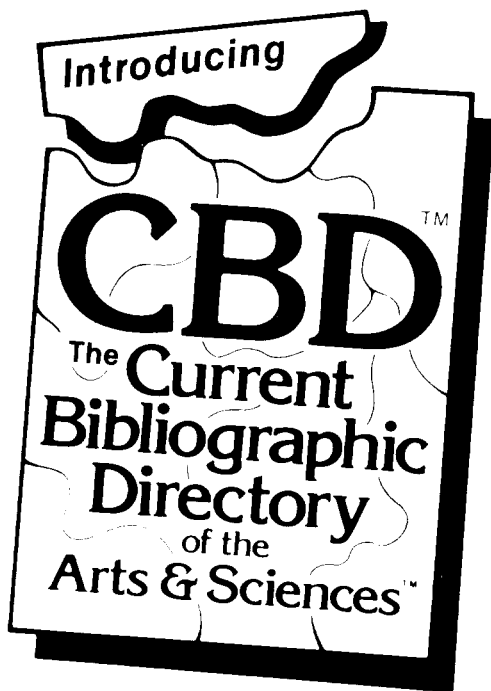
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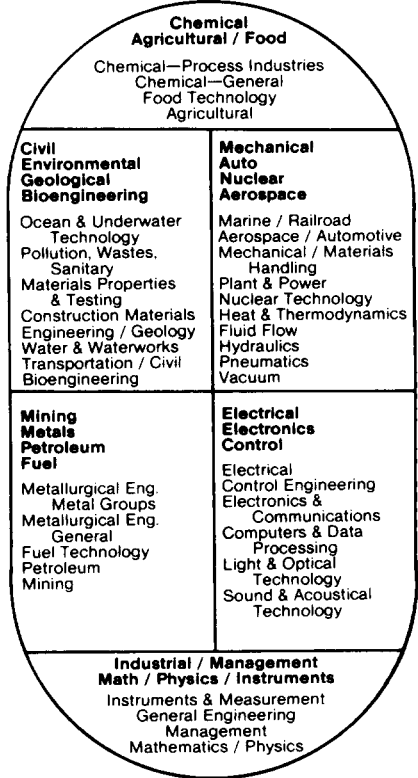
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LETTER FROM THE EDITOR

The "Editorial" that appeared in the January 1979 issue of *Special Libraries* predicted "a year of challenge." It has been that; but it has also been a year of frustration. When I wrote last year that not all the changes I planned for *SL* would be immediate, I had no idea that they would evolve so slowly. Just when *Special Libraries* was again on schedule, the new computer at the printers "crashed a disc." This must have been a simplified explanation because the backup system also failed. The result, of course, was one more delay. Then another vacancy occurred in the Assistant Editor's position—the third in three years. Once more it took several months to fill this position. The extended period of this vacancy accounts for the delayed publication of *Special Libraries*. Then, too, it seems to be the norm among printers that once you are a little behind, they can take as much time as necessary to complete your work. This may be somewhat understandable. However, it is certainly frustrating for us.

Although it was planned that the size of *SL* change to 8 1/2" x 11", it proved inadvisable on further consideration. Closer examination of our particular situation and careful comparison of the figures prepared by the printer showed that such a change could actually cost more money. I am secretly pleased by this turn of events for it allows *SL* to keep its unusual size. For now, anyway, *Special Libraries* will not join the ranks of uniformity imposed by paper manufacturers.

In addition, the brown kraft wrappers have been eliminated for issues mailed in the United States. The condition of the issues mailed to the Association Office seemed to indicate that the wrappers were not helping. Since they apparently served no real purpose and cost a considerable amount each year, they have been discontinued. Please be sure to let us know if your copies arrive in worse shape because of this change. There is no point in being penny wise . . .

From the complaints we have received, it would seem that two of the major issues of the *Special Libraries* publications program are timeliness and whether there should be an annual membership directory.

One way to remedy the lack of timeliness in the journal news sections is to publish a newsletter, in addition to a journal. There are arguments on both sides of this issue. However, your opinion will be the one to decide the issue.

On page 45 I have reported the recommendations of the Special Committee on *Special Libraries*. Because of budget considerations, the committee recommended that the *Directory* not be reinstated as the October issue of *Special Libraries* on an annual basis. The Special Committee on *Special Libraries* presented the figures that Chapters collected last winter concerning the *Directory*. Of the 19 Chapters that surveyed their members, 777 individuals responded. Of these, 525 said they "seldom" or "never" use the *Directory*, 204 said they "often" use it. When asked if they were willing to purchase a *Directory* with phone numbers, 366 said "no" while 332 said "yes." Thus, as the Special Committee noted, there seems to be little overall interest in this issue (except, perhaps, among Association officers—218 of those responding). The Board members to whom I spoke at the Fall Board Meeting seemed hesitant to ask members to pay for a membership directory. It was the feeling of these four or so that a directory should be a benefit of SLA membership. The issue will probably come up again at the Winter Meeting. The questions seem to be:

- 1) Should the *Directory* be a benefit of membership?
- 2) Should it be part of a subscription to *Special Libraries*?
- 3) If the answer to 1 or 2 is "yes," from where should the money come?
- 4) If "no" should it be available for sale?

The Board will again take up this issue in June. I am sure Board members would appreciate hearing from you on this, as well as on other issues.

The reader's survey questionnaire appeared in the November issue of the journal. By the time this is published, I had hoped to have tabulated the results and prepared a report for the Board at the Winter Meeting. Perhaps it will still be possible. From the information I received today, the November issue was mailed two weeks later than the printer told us it would be. Please return the questionnaires even if you receive the issue after the deadline. Each response is important. The responses need to be numerous enough for us to get a fairly clear idea of the direction in which you want your Association journal to grow and how the emphasis of the journal should change. We need a substantial return for the survey to be valid. One of the challenges that we share for the '80s is the formulation of the role and the format of *SL*. I look forward to that challenge and to working with you on it.

NMV

Letters

A Note of Encouragement

The September issue of *Special Libraries* was an excellent one, so much so that I want to write to express my appreciation.

Having retired from MIT Lincoln Laboratory and living where I cannot conveniently attend Chapter meetings, my reading of *Special Libraries* is strictly "academic"; there is nothing I now want from my journal.

However, while I was an active special librarian, I read the journal from cover to cover. Some articles were, of course, more useful and interesting than others. In the late 60s and early 70s there was frequent criticism that the journal was not scholarly enough for a professional association. An attempt was made to stimulate and solicit more erudite research writing, but the results were mostly trivial material in a stuffy, formal style.

I think that you have now achieved what was wanted but maintain it in a practical fashion, with items of interest to the small, one-person libraries, as well as the large sophisticated ones. I like the present layout, choice of articles, headings and sub-headings, and type styles. It is tastefully and attractively edited. Even the advertising matter is judiciously formatted and placed. Have I overlooked anything? Thanks for everything.

Lloyd Rathbun
Avalon, Calif.

Broader View

Having recently left Katmandu, where I was Public Affairs Officer for the U.S. International Communication Agency and the director of the American Cultural Center, I was pleased to read Barbara Foster's reportage on our library [SL70(no.8): 333-340(Aug 1979)]. I regret, however, that she did not take the time to interview me or the Assistant Public Affairs Officer for a broader and more correct view of the library than Mr. Durga Shrestha was able to provide. There are numerous minor errors in the article. For example, book selection is made in Katmandu and not in consultation with our library in New Delhi; the American Library in Katmandu is not part of an "interlibrary loan network," since there is no such

network in the city; the library does not "sponsor lectures and films on developing countries"; and Mr. Shrestha does not "administer a four-story structure."

However, I take issue with several more serious, misleading statements in the article. Perhaps the most damaging assertion is that "generally, books may not be borrowed from the library." This is categorically false. The American Library in Katmandu is patently a lending library, but, like any library, it only loans books to its members. Because of the somewhat advanced books in the collection, all of which require a good command of English, the library restricts membership to students who are at least at the University level and, thus, possess the level of English needed to comprehend our books. Adults do not have to be "properly affiliated" to become members, nor do Nepalis have to be "certified by their office" to become library members.

I am also disturbed by the bald assertion that U.S. tourists are denied the privilege of checking out books from our library when no mention of the rationale for this policy is given. The fact is that we reluctantly determined that we could no longer allow Western tourists to use our library because their increasing numbers were denying limited seating and materials to our Nepali members. Our mandate is to provide Nepalis with the best and most current books and periodicals about the United States. The taxpayers' dollars are not to be spent so that large numbers of news-hungry Americans can monopolize the USICA library to read U.S. newspapers and catch up on news from home.

As the first woman Public Affairs Officer to serve in Katmandu, I am personally rankled by the author's assertion that our library has "a few off-beat magazines such as *Aphra*, devoted to feminism." She omits that we also subscribe to *Signs, Ms.*, and two or three other periodicals, none of which most U.S. feminists consider "off-beat." The author's assertion that "so far there have been no requests for books on women's liberation" is simply false. During my two-year tenure in Katmandu, we substantially increased our library holdings on women's issues, and there is no question that Nepali feminists made excellent use of these materials. She is also wrong in saying that the "women's liberation movement is still to emerge in

Nepal." My agency cosponsored a large, very successful two-day seminar entitled "Women of Nepal: Approaches to Change" in May, 1978. A feminist movement—however weak and struggling—has certainly emerged in Nepal.

Diane K. Stanley
Cultural Attaché
U.S. International
Communication Agency

The Author's Reply

I would like to point out that Ms. Stanley was the Public Affairs Officer for the United States International Communication Agency at the time of which she writes; in other words, an official propagandist. I do not customarily interview persons in such positions. Their view is not, and cannot be, objective.

I have written articles on libraries in many areas of the world and have always proceeded by getting my information from librarians on the spot, as well as from the users of the library. The information contained in my article was supplied to me by the librarians of Katmandu and quoted accurately. Whether certain of their assertions were true or false, I am in no position to determine from New York City. Concerning the lending policy of the American Library: It is, in fact, restrictive compared to public libraries or certain other special libraries I have visited. Ms. Stanley admits that only university students may borrow because only they have a "good command of English." I doubt this. And, obviously, in a country like Nepal this policy invariably excludes the overwhelming majority of students, especially those at an impressionable age. Also, it is simply not the case that any adult Nepali may become a library member and thus check out books. As far as I could determine, the actual situation is that borrowing from the library is quite limited, especially when compared with the British Council Library and the Bharat Sanskrit Khendra.

Whether or not the denial of library access to Americans visiting Nepal is wise or necessary, I cannot say. But Americans have voiced complaints against this situation, a fact I duly reported without further comment. If Ms. Stanley is so concerned about the taxpayers' dollars, she might consider that these "large numbers of news-hungry Americans" are those very tax-

payers and may need to use the library for a variety of concerns other than merely devouring the news.

Ms. Stanley objects to my categorizing *Aphra* as "offbeat"; it is indeed so in Nepal. To state that the American Cultural Center held a two-day seminar on women hardly proves that there is a widespread women's liberation movement in Nepal. I stand by my assertion that such a movement is still to emerge there and that Nepal is indeed "a traditional land where females are just beginning to think of careers." Ms. Stanley states that the library has increased its holdings on women's issues, and that "there is no question that Nepali feminists made excellent use of these materials." This may well be true and I hope it is; however, she offers no figures but instead a totally subjective judgement. I regret the fact that Nepali women remain a small minority of the users of the American Library.

It would be useless for me to respond to Ms. Stanley's assertions that I did not adequately explain the reasons behind various of the American Library's policies. Since I was doing an article on all of the special libraries in Katmandu, of which the American Library is but one, I was essentially concerned with those matters of interest to professional librarians—bibliography, circulation and the like.

Barbara Foster
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Factors Affecting the Comparison of Special Libraries

James H. Schwartz

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■ When comparing special libraries in order to measure performance, there are numerous managerial, staff, user, and organizational factors that one may consider. The many factors make comparisons difficult. Moreover, changes in characteristics of library users and in organizations served by special libraries may influence library administrative policies and the attitudes and performance of the library staff. Instead of comparing libraries with one another, management may be more comfortable comparing the library with other units in the same organization, such as accounting or personnel departments that provide information services and support the making of decisions.

IN MOST MODES of business, comparisons are easily made among entities that compete in the same environment and have well-defined and generally accepted measures of performance. For example, corporations are compared by matching profits or earnings per share during a given year. Such comparisons are made frequently and seldom challenged. In most instances, there is a high positive correlation between quantity and quality. However, comparisons are more difficult to make in other areas. Consider the following examples:

- Educational services—a public school and a private school.

- Municipal services—the police department of one city and the fire department of another city.
- The U.S. Department of Commerce and the U.S. Department of Labor.
- Finally, the personnel, purchasing, and market research departments and the library of one corporation with corresponding departments of another corporation.

Although special libraries have several well-recognized characteristics of performance such as coverage of subject field, usage, accuracy, responsiveness, and quality of services, the lack of generally accepted yardsticks for measuring performance makes comparisons

Table 1. Possible Library Management Characteristics

Concern about cost-value relationships
Concern about staff productivity
Audit of use of services
Documented procedures
Long-range plans
Short-range plans
Relatively high budget
Open stacks
Diverse services
Promotion of use of services
Document delivery
Staff cross-training
User education
Advisor selection from clientele
Systematic acquisition of new publications

Table 2. Possible Library Staff Characteristics

Awareness of new developments in libraries
Awareness of new developments in the parent organization
Energetic
Enthusiastic
Satisfaction with job responsibilities
Satisfaction with level of supervision
Feeling of job security
Team spirit
Well-defined objectives
Motivated
Optimism about future of the library
Optimism about future of the parent organization
Good response to users' needs for library services
No prejudice against users

among special libraries difficult. Even if quantitative counting and tools such as Randall's ratios (1) were commonly used to measure and compare the performance of special libraries, would the comparisons be meaningful to a manager or a decision maker?

Before answering this question, think about the numerous factors that affect the quality and usage of services offered by a special library. A checklist of some administrative factors that may cause one special library to differ from another is presented in Table 1.

Factors for Comparison

Administration

One library may be judged better than another because of differences in administrative policies. For example, the library at the Butabenzene Corporation,* has a diversified chemical company, a relatively high budget, and a staff that offers many services and has been trained to perform all library tasks. The library acquires few new

publications, spends little time promoting its services, and is not concerned with the costs and use of its services.

By comparison, the library at American Halogen Corporation, another company in the chemical business, also has a relatively high budget, yet it has a staff that offers few services. The library acquires many new publications systematically throughout the year, vigorously promotes its services, carefully audits the use of its services, and is not concerned that every staff member is fully trained to perform all tasks. Attitudes and behavior of the people on the staff of a special library also may affect the quality and usage of library services. Some human factors that may cause differences in special libraries are listed in Table 2.

Based on the check-list in Table 2, a library such as the one at Hiprotein Products, an organization that manufactures food products, would have a staff regarded as energetic, enthusiastic, motivated, and responsive. However, the staff would be unaware of new developments in libraries and would seem to lack team spirit. They feel insecure about the future of their jobs and feel dissatisfied with the supervisory ability of their manager. In contrast, a *special libraries*

*All institutions mentioned herein have assumed names.

library such as the one at National Marigold Corporation, another company in the food processing business, would have staff that works well as a team and feel secure in their jobs. They have a favorable impression of their supervisor, keep aware of the latest library technology, respond slowly to requests for service, lack motivation, and appear lethargic.

User Characteristics

The quality and usage of library services also may be affected by perceptions, expectations, and needs of special library users. A checklist of some user characteristics that may cause one library to differ from another is presented in Table 3.

A profile of people who use the services of a particular special library may consist of the following: diverse work-related interests, a conviction that

• •

Table 3. Possible Library User Characteristics

<p>Belief that published information is important source of news about competitors and competitive products</p> <p>Belief that published information provides valuable ideas related to current and planned work</p> <p>Captive (not likely to use another library)</p> <p>Desire to participate as library advisors</p> <p>Devotion of considerable time to report writing</p> <p>Devotion of considerable time to writing of proposals</p> <p>Great need for current published information</p> <p>Great need for information published before 1970</p> <p>Great need for information published before World War II</p> <p>Great need for foreign language publications</p> <p>Highly structured interests</p> <p>Little resistance to reading</p> <p>Many work-related interests</p> <p>Use of considerable time writing for publications</p>

publications provide valuable information about competitors and competitive products, considerable time spent writing reports, little need for historical information, no interest in foreign language documents, and reluctance to serve as library advisors. For another special library, a different combination of user characteristics may be prevalent. This profile may include: few work-related interests, a belief that information about competitors is not adequately covered by publications, little time expended on report writing, a great need for foreign language publications, a high-level need for articles published and patents issued prior to World War II, and great enthusiasm for serving as advisors to the library manager.

Parent Organization

Factors inherent in the parent organization of a special library may have an impact on the quality and usage of library services. Moreover, organizational factors, as well as user factors, may affect the aforementioned library managerial and staff characteristics. Some organizational characteristics are listed in Table 4.

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Table 4. Possible Organizational Characteristics

<p>Consistently high profits</p> <p>Encouragement of innovation</p> <p>Encouragement of publication</p> <p>Encouragement of use of latest technology</p> <p>High level of competition</p> <p>High level of market research activity</p> <p>High level of patent applications</p> <p>High level of risk taking</p> <p>High level of self-developed technology</p> <p>High percentage of professional employees</p> <p>Highly regulated by U.S. Government</p> <p>Many markets for products</p> <p>Many product lines</p> <p>Many research projects</p> <p>Rapid technological change</p> <p>Supports in-house staff training</p>

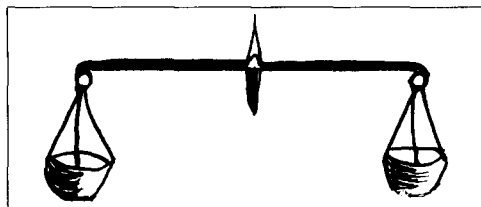
Generally, as users and organizations acquire more of the characteristics listed in Tables 3 and 4, respectively, there will be an increased demand for library services. More demand for service stimulates the library manager to implement or improve many of the policies listed in Table 1, such as offering more services, alerting users to existing services, cross-training staff, and auditing usage of services. The increased activity results in greater interaction of the library staff with their manager and with library patrons. As the library staff become more involved in providing service and more aware of their importance to their employer, they undoubtedly acquire more of the characteristics shown in Table 2.

Cross-Department Comparison

Since there are numerous combinations of factors that cause special libraries to differ from one another, perhaps there is more rationale for management to compare special libraries with other work units or groups such as accounting, purchasing, personnel, and marketing research within the same organization.

Each of these groups provides information services, supports decision-making, shares many of the same problems, and competes with one another for funding and the attention of management. Information from the accounting department is used to control the accuracy and reliability of business transactions, to promote efficiency, and to encourage adherence to prescribed policies. The marketing research department provides information that is used to maximize profits, establish pricing policies, and monitor the sales and promotion of products. Information from the personnel department is used to plan, coordinate, and control the human resources of the organization.

Although each group has its own jargon, all are concerned with tradeoffs among costs, timeliness, completeness,



and accuracy of their work. Often criticized for having people who are unimaginative and deficient in working knowledge of what goes on in the laboratory or on the production line, each group experiences problems relating to status, image, and recognition. In most phases of business, the worker who enhances the company's reputation or profit is rewarded in turn with prestige and a high salary. If this does not happen, there is sufficient demand for the worker's services so that another company will be anxious to provide the expected reward. In contrast, librarians regarded as excellent by their own organization may find that they will not be necessarily rated as highly by other employers.

The possibility that managers or decision makers would be more comfortable comparing their organization's special library with selective work units within the same organization, rather than comparing it with libraries at other organizations, is a concept that requires more study and discussion. As a first step, the librarian's lexicon undoubtedly will be modified. Adjectives such as bigger, greater, and larger will yield to terms such as reliability, effectiveness, efficiency, productivity, and responsiveness.

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Moving Up

Librarians Who Have Become Officers of Their Organizations

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■ **Twenty-three special librarians in business-finance and advertising who became officers described the experience in a qualitative questionnaire study. Their responses provide insight into the circumstances of the appointment to officership, the external and personal factors that influenced the appointment, and the effects of the appointment both on their professional and personal lives and on their libraries and information centers. Perhaps they also suggest some professional guidelines for others who would like to follow a similar career path.**

The scene has become part of the American dream. It is a cliché everywhere. The call comes through to come up to the boss' office—or perhaps this time the boss comes down. There is something a little different about the occasion, and there is a good deal of smiling. And then, comes the news: "Congratulations. We've just had final word from the Board. You've been named a vice-president of the company."

Until recently this scene did not occur too often in special libraries. When it did, it usually meant that the librarian was not only moving up, but

out, that is, out of librarianship into work with a different emphasis. In fact, some of SLA's founding fathers moved on into nonlibrary executive positions within their own or other organizations. It is historically interesting to note that the 1932 issue of *Special Libraries*, devoted to SLA's founders, has one section entitled "The Special Library as a Stepping Stone to Other Occupations."* It certainly seems that the advancement of special librarians to

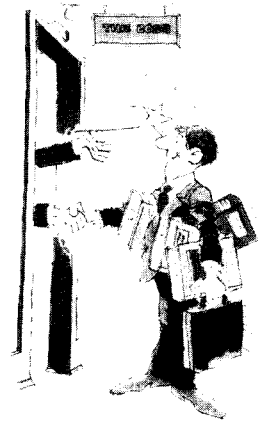
*The Special Library as a Stepping Stone to Other Occupations. *Special Libraries* 23 (no. 5): 214-216 (May-Jun 1932).

officership, while remaining librarians, is a modern development in the evolution of the profession.

This apparent increase in the number of special librarians who recently have become officers raises some interesting questions. For example, is this the development of a trend? Is there a certain climate of conditions that brings such appointments about? What changes occur in the professional lives of special librarians who have been made officers? Is it a good experience? What are the effects of the appointment on their libraries and information centers? Finally are there factors related to the phenomenon which, once identified and understood, can serve as professional guidelines for other special librarians?

In order to answer some of these questions, the authors attempted to identify the special librarians who had been made officers. It was decided to limit the search to the advertising-marketing and business-finance fields on the assumption that most of the appointments had occurred in these areas and that the experiential data in these areas would be more comparable. The list of advertising-marketing librarians who had been made officers was developed quickly by calling a few key people. The list of business-finance librarians who had been made officers was developed from an informal directory compiled at two sessions of the Special Libraries Association Business and Finance Division during the 1978 annual conference in Kansas City. This directory indicates those members who are officers of their organizations. In all, thirty-one librarian-officers were identified.† The people were sent a lengthy questionnaire that was used to determine how they viewed the appointment itself, what they thought the major factors had been that brought it about, and how they felt it had affected their professional and personal lives.

†A half-dozen additional librarian-officers were discovered as the research proceeded but deadlines precluded their inclusion in the survey.



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The moment of appointment.

The Respondents

Of the thirty-one librarian-officers who were sent the questionnaire, twenty-three participated in the project. Almost all exhibited considerable willingness to discuss their appointments and provided thoughtful, detailed responses to every question. Of the total respondents, seventeen are in business and finance—most are in banking, a few in management-investment firms. The remaining six work for advertising agencies. All except one of the organizations represented is profit centered. Sixteen respondents are women and seven are men.

Five organizations (three banks and two advertising agencies) are represented by more than one respondent. In fact, almost half the group work for these five organizations. Although a specific question was not included in the questionnaire to elicit this fact, it was clear from the responses that at least six of the respondents had received more than one promotion. However, there is only one recognizable instance of a promotion out of special librarianship.

The group, as a whole, is well-established. The majority of them have been professional librarians for quite some time, most for ten years or more. Furthermore, they all have strong

educational backgrounds. A bachelor's and a master's degree in library science is the dominant pattern for the group.

These people are not job hoppers. Two-thirds have been with their present employers five years or more. One-half have been with their companies for ten years or more. Also, most have worked for fewer than three employers during their professional careers. In addition, they are confirmed special librarians. Almost all of them have been special librarians at least three-fourths of their professional careers, and one-half have worked only as special librarians. As a result, they are experienced subject specialists. More than two-thirds of the group have worked in only one subject area of special librarianship.

The respondents indicated that they have large libraries by special library standards. Two-thirds of them supervise seven or more employees. Yet, officership is a relatively new position for them. Five became officers within the past year, and almost three-fourths of them received the appointment within the past five years.

The twenty-three librarian officers are clearly a rather homogeneous group. Of course, there are some interesting exceptions to the overall pattern. One respondent, for example, was hired into his present job as an officer,

and another was made an officer only a few months after being hired. One respondent had been an officer for only a few months, while a few others had been officers for as long as seven to ten years. One respondent had worked for as many as seven different employers. Another had worked in three different subject fields (all scientific) before working in the area of business and finance. Still another had come to special librarianship after a long and successful career in public libraries. As always, the exceptions are not only interesting, but they also remind us that the norm is just that—only a norm.

The Appointment

The circumstances of the appointment itself tended to be surprisingly similar for the members of the group. All were told first of their appointment in person, usually by the executive who was responsible for the library operation, but sometimes by someone higher up in the organization. And in all cases this was followed either by a letter of confirmation or by an in-house announcement. The following description by one of the respondents is quite typical: "I was told in person by my division administrator (an executive vice-president) before the written announcement was circulated throughout the organization."

The reasons that the administrators gave for the appointments were surprisingly similar also. In almost all cases the respondents were told in person that it was in recognition of the excellent work they had done. "Outstanding job," "excellent service," "outstanding performance," "outstanding service," and "outstanding capabilities" were reasons that were given repeatedly.

However, the reasons for the appointment were almost never given in the in-house announcements. As one respondent put it, "the announcement simply states that certain people were appointed officers and gives their names and titles." In a few cases the



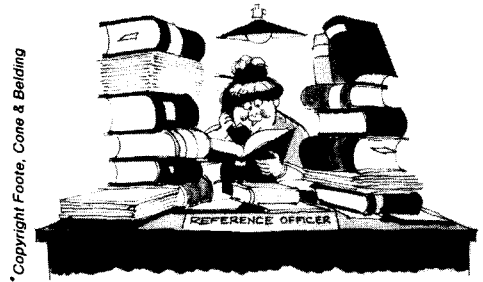
New title.

appointment was handled with a little more fanfare; in one bank, for example, the appointment was announced by the senior officer to a gathering of the entire staff. This situation was more usual in advertising agencies. (It would be interesting to speculate if this is because they are organized differently from banks, or because they are more public-relations oriented.) These agencies' in-house announcements frequently stated not only why the appointment was made, but also what it meant for the institution. One advertising agency timed the appointment to coincide with a major milestone in the library's development. Two other agencies arranged that the appointment receive more than token coverage in the local press.

Virtually all the respondents were given a new title to mark their appointment to officership. The others had their old titles elevated to official rank. In the advertising agencies represented, all the librarians were given the title of vice-president. However, in the financial institutions represented, the official titles tended to be descriptive, resembling job titles. Thus these titles varied widely: library officer; assistant secretary; staff officer; director, library services; banking services officer; economic resource officer; manager; reference officer; and so forth. Several of these librarians were, however, later appointed to the title of assistant vice-president.

A Promotion or Not?

When it came to the question of whether their appointment to officership was also a promotion, the respondents were almost evenly divided. Almost one-half said it was a promotion. But the rest either said it was not a promotion or that they were not sure. Those who said the appointment was not a promotion invariably said that, except for the change in title, everything else remained the same. Their salaries, responsibilities, and job grades had not changed: "My previous position . . . carried the same responsibility



A librarian by any other name. . . .

and department authority." Another respondent succinctly stated, "My job grade was not affected."

But the respondents who were not sure if their appointment was also a promotion tended to give less tangible reasons. They acknowledged that their salaries and job grades may not have changed, but they felt that the appointment itself was a promotion, or at least had the psychological effect of one: "At [my bank] a title is *personal*. Your *functional* job title and salary grade do not change. However, a title still has the aura of a promotion within the banking community." Another person replied, "I continued doing the same [job]. However, I was accepted into the club, so to speak, so I felt I had been promoted."

As for the respondents who said their appointment was also a promotion, they tended to give both tangible and intangible reasons for their opinion. Salary increases, added benefits, and expanded responsibilities were cited most often. However, several also mentioned the psychological aspect of the appointment, frequently in terms of increased prestige. One respondent said, "I went from a nonofficial position in the bank to an official one, having much more prestige, more responsibility, and a promotional raise."

Another typical comment was as follows: "At my corporation [there are] specific fiduciary distinctions between official and nonofficial staff, and the psychological differences within the corporate structure are substantial. Also, the promotion was accompanied by a substantial raise." One new officer

expressed it this way: "From director of the information center, I became manager of information services. My responsibilities increased from the management of one department to the coordination of services of a number of information units."

Position in the Organization

If there was a lack of agreement among the respondents about whether their appointment was also a promotion, there was no lack of agreement when it came to the question of whether their appointment had changed their job functions or their position on the organization chart. An overwhelming number said that the appointment had little effect in this area. In fact, almost all the respondents who earlier had said their appointment was also a promotion were in this group.

One such respondent said, "My previous title was research librarian and section manager. And while my title was changed, . . . my position as section manager remained the same on the organization chart." Another commented, "I cannot say that my functions have changed. I was hired as the head librarian and continue on in that capacity. I am now allowed to sign time sheets, some vouchers, and purchase orders, but my basic function of running the library remains the same."

Factors Influencing the Appointment

While some respondents were uncertain about whether or not their appointment was a promotion, most were quite clear both on the factors that had brought about the appointment and on the effects the appointment had on them, their libraries, and their colleagues. There was wide variety, but no lack of certainty.

External Factors

Of the external factors affecting the appointment, that is, those factors over which the respondents had little or no

control, the one by far most frequently mentioned was a supportive management, especially a supportive boss. Several respondents indicated that this was closely connected with management's growing awareness of the importance of library services to the success of the institution: "The chairman of the board liked the library. [He wanted] growth of the organization in general, the need for greater control over expenditures on information products, [and] a greater need for good information in the decision-making process."

The next most frequently cited external factor was the women's movement and affirmative action. Although two-thirds of the respondents were women, this factor was overshadowed by the factor of supportive management, which was cited more than twice as often. As one respondent said, "Needless to say, we are all aware of the fact that businesses are under pressure to promote more women and minorities, and I am sure this hastened my appointment."

The only other external factor that was mentioned several times, but far less frequently than the other two, was luck. According to one respondent, "Being in the right place at the right time helps."

Personal Factors

There were several questions that asked the respondents to list the personal factors that had brought about or influenced their appointment, that is, those things that they did and over which they had control. A wide variety of personal factors were mentioned, including having a creative approach and being able to handle several tasks at one time. However, a few factors were mentioned so frequently and in so many different ways as to overshadow the rest.

The two personal factors most frequently mentioned were hard work and the development of a service-oriented library staff. Almost every respondent at one time or another



Supportive management.

emphasized the importance of these two points, especially the development of a library carefully tailored to meet the information needs of its particular institution: "In the business world it is important to relate to the managerial structure within the corporation. Your product is information."

Other respondents stressed the importance of staff: "Work within the system. Provide management what they want in terms of service, quality, [and] visibility. Do a great job; build an excellent staff—user oriented." Another said, "Build a top-notch library staff. Realize that giving superior service over and beyond what seems feasible [plus] cultivating and knowing the users in the end makes for a better library."

Two other personal factors that were mentioned almost as frequently were the development of a promotional plan for the library and carrying out one's library responsibilities in a professional and businesslike manner. As one person said, "I have pushed the public relations angle in as many innovative ways as I could create. I have also worked on the assumption that to be treated as a manager, I must appear and act as a manager."

As far as promotion is concerned, the following comment was typical: "Sell, sell, sell the library's functions within one's organization. Public relations is never-ending. It consists not only of a

superior product, but [also] of an initiation of publications, bulletins, and services to project information, and [of] innovative ways to highlight the library as an indispensable service department which is an asset to the company."

Assertiveness was seen as part of being professional; it is important to be, as one respondent put it, "aggressive short of being abrasive." A businesslike library, for example, was viewed as providing an active rather than a passive service: "At this bank, librarians are far more than caretakers of information or preservers of knowledge. [The] library tends to be aggressive. It does not wait to be asked a question. It goes out and actively pursues questions."

Furthermore, being aggressive in pursuit of one's own career and pushing for advancement in a professional manner was frequently mentioned by the respondents as a factor that influenced their appointment. The general sense was that it is professionally acceptable and responsible to campaign for officership—not usually in terms of demanding it, but in terms of asking what the requirements are and then meeting them: "Ask what is necessary to meet the requirements—this shows you are serious. If they exist, strive to attain them, which may include any special training that everyone else in the organization must go through. If and when officership is accomplished, start working on the next level."

Curiously, although several respondents mentioned subject degrees or subject instruction as having had a significant influence on their career and appointment, only a few mentioned the master's in library science as being important. Even fewer mentioned membership in professional library associations as having been a significant influence.

Effects of the Appointment

All the respondents felt that the appointment had had a significant effect on their professional and personal lives, almost always in a positive

way. In fact, the majority of them indicated that there had been no negative effects from the appointment either for themselves or for their libraries. A few of the respondents mentioned that their appointment had resulted in more work and that they therefore had to spend more time on the job. An even smaller number said that their increased managerial responsibilities had left them with less time for actual library work. However, all felt that the added work and responsibility came with the new territory and, in any case, was more than compensated for by the benefits of the appointment.

The respondents cited a wide variety of benefits, both personal and professional, that came about as a result of their appointment. Two were mentioned so frequently as to dominate the rest. One was the tangible benefit of increased salary, often accompanied by such company benefits and "perks" as increased life insurance, free annual physicals, longer vacations, executive dining room privileges, paid attendance at conferences, larger offices, letterhead stationery, and business cards.

The other major benefit was the more intangible or symbolic one of increased prestige. The respondents felt that the increase in prestige that resulted from their appointment had its greatest impact within their own institutions. Most felt, for example, that it did not significantly change their working relationships with their library colleagues on the outside. When it changed them at all, it tended to improve them: "I don't think that my promotion has had any particular effect on my special library colleagues. I think that most . . . are basically pleased to see one of them become an officer. It is good for the whole library field and gives leverage to the other librarians."

Within their own institutions however, the increase in prestige had many practical, if sometimes subtle, consequences. Respondents frequently mentioned that with the increase in prestige they had gained an increase in authority; this made it easier for them to get

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Service oriented.

things done. "The appointment has given me some clout . . . in the inevitable cases where employee personalities are such that they are more cooperative with a person having a title."

It also was mentioned frequently that a related benefit was a wider acceptance into the managerial circle of the institution. As one respondent expressed it, "I became a member of the club." This position gave them a greater voice in the policy-making procedures of the institution. It also gave them access to more important channels of information, which in turn made them more effective as librarians.

One respondent summarized, "My opinions are now sought on matters [by senior personnel]. I am being told a little bit more about what is going on elsewhere in the organization, and I am being invited to get involved in projects where in the past a librarian's skills would have been overlooked. At the same time, I feel comfortable seeking opinions and advice from senior personnel."

As the respondents gained in prestige, so too did their libraries. The large majority of the respondents saw this as a major benefit of their appointment; the increased prestige of the librarian rubbed off on the library. As a result, the library became better able to compete with the other departments in the institution for its share of the budget. In addition, the library frequently gained greater freedom of control over its internal operations, including budget planning, formulation of policy, spending, and staff development. More important, however,

er, its "status as a service department is enhanced in the perceptions of the company's line officers." One respondent summed it up: "The library is now recognized as a vital part of the corporation. That the library is managed by someone with a title that is recognized in the corporation, places it and the librarian in competitive or comparable standing with other departments and officers."

Summary and Conclusions

It is, of course, impossible to make any final generalizations on the basis of this study of twenty-three cases, or to say that there is a trend underway to appoint librarians to positions of officership in all the areas of special librarianship. However it is clear that in business and finance organizations and advertising agencies there is enough such activity to indicate a strong tendency toward such a trend. The number of librarian officers who were identified and who participated in this study suggests that the appointment of special librarians to official status is no longer a rare phenomenon.

Is it a good phenomenon? Those who have experienced it feel that it is. It usually means an increase in salary and fringe benefits. Just as important, it invariably means an increase in prestige. In fact, it could be said that the increase in prestige is the most significant benefit of the appointment to officership. This was mentioned more often by more respondents in more parts of the questionnaire than any other benefit. It was also clearly the main reason why a significant number of the respondents felt their appointment was a promotion, even when their

job functions or position on the organization chart did not change.

Thus, it might be argued that the phrase "moving up" in this paper's title is misleading. The librarian-officers represented seldom underwent the kind of change in position implicit in the usual concept of a promotion. Their responsibilities also remained largely unchanged, even though the functions usually were carried out with greater authority and confidence after the appointment. What this seems to point to is a growing willingness on the part of financial organizations and advertising agencies to recognize their librarians without taking the self-defeating action of promoting them out of their profession and area of proven competence. One of the ways of recognizing their librarians is to promote them to officership while keeping them in their position as librarians.

Finally, does this group of librarian-officers provide any advice that can serve as professional guidelines for other special librarians? They do, but only for those who are willing to accept the following eternal verities: Stick to one subject field; stay with one job; work hard; be professional; be service oriented and promote it in the staff; and be assertive. If necessary, be aggressive: "I was doing a damn good job at a fraction of the salary the other professionals in the company were making. I made it clear I was not going to rest until I got it, or until they gave me absolutely compelling reasons why I would not get it."

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STABLE

An On-Line System With the Department of Defense

Larry Chasen

General Electric Company, Space and Reentry and Environmental Systems Divisions Library, Valley Forge Space Technology Center, King of Prussia, Pa.

■ **The General Electric Space and Reentry and Environmental Systems Divisions Library went on-line with the Defense Documentation Center Research Development Test and Evaluation data base system in October 1978. A description of the system is given, together with detailed examples of search strategy in each of the three data files. Cost factors, such as equipment fees, communication lines, printouts, and so on, are also detailed. The effects of the system on the Divisions Library and recommendations are also given.**

IN OCTOBER 1978, the General Electric Company, Space and Reentry Environmental Sciences Divisions (RES D) Library went on-line with the Defense Documentation Center (DDC) of the United States Department of Defense. The Space and RES D Divisions are major contractors to the Department of Defense (DoD) and therefore have access to DDC through their work with many of the DoD agencies.

The Divisions' Library was the first to have developed an on-line system in the early 1960s. The retrieval capability has now been enhanced by the addition of NASA/RECON, DOE/RECON, and DIALOG.

In mid-1978 the library requested approval from the Defense Documentation Center for on-line access to the DDC Research Development Test and Evaluation (RDT & E) data base system. The approval was given, and the library staff spent one week at DDC headquarters, Alexandria, Va., in order to learn the theory, hardware, practice, and fundamentals of the DDC system.

The library was given the choice of a classified or unclassified site. The unclassified site was selected because it would provide a year's experience in the operation of the system. Classified sites require rigid security measures and controls.

The Data Bases of the System

There are three major data bases within the DDC system to which the library now has on-line access. The first is the Technical Report File or the AD Document Series. This file covers unclassified citations (abstracts and identifying bibliographic information). It includes all unclassified documents performed under any DoD contracts, formerly classified reports, unclassified but limited distribution technical reports. NTIS only has access to unclassified and unlimited distribution reports.

The second base is the Work Unit Information File. This vital data base contains DoD objectives, approach, progress, dollar funding, and provides associated organizations and individuals information on research in process. This could be considered a marketing intelligence data base. The Smithsonian Scientific Information Exchange Program provides access to unclassified and unlimited work units.

A typical question of general interest that the library can direct to the Work Unit data base is as follows: "What research and development (R & D) plans do the U.S. Army, Navy, and Air Force have to improve their lighting systems?" Another question could determine the specific Army unit of the Corps of Engineers that is planning the procurement of gas turbines, as well as the dollar range of the action. The data base can also tell the user how the Department of Defense will be involved in energy storage during the next four years, as well as the principal investigators involved and what contracts have been let.

The third data base, recently made available to contractor sites, is known as the Program Planning File. This data base provides the embryo, as it were, of ideas and funding of all Department of Defense R&D Programs. This file can be searched for descriptors, government agencies, principal investigators of projects and programs, project identifying numbers, or any other specifics from those DoD agencies that register

their initial research plans with the Defense Documentation Center.

The terminal employed is a Univac 200, with direct access to DDC. This dedicated line is faster than the GE-Dial Comm interconnects that are associated with DOE, NASA, and DIALOG. The library's terminal has a CRT display, as well as a communications output printer that provides hard copy. If the search is going to be lengthy, an off-line search is requested; it generally arrives by mail within 36 hours.

Search Strategy

Once the power is activated on the terminal, the following message is displayed on the CRT indicating site activity: The Defense RDT&E On-Line System is now active for date (month, day and year). Once the proper terminal identification symbol is entered, the system responds with a list of commands available to the site. Some of the commands are as follows:

- Display information log;
- Display available files;
- Search technical reports file;
- Search work unit information systems file.

In order to perform a subject literature search effectively, one must make use of the thesaurus of terms known as the DRIT (*DDC Retrieval and Indexing Terminology—Posting Terms with Hierarchy and KWOC—AD/A 068 500*). The vocabulary does have sufficient flexibility to accomplish a search with relative ease.

In order to search for a corporate author, DDC has provided a *Source Hierarchy List—AD/A 059 800*. This list is well organized and cross-referenced; this is important since government agencies are famous for changing their names frequently. Each corporate author is assigned a numerical tag, and the user searches an organization by entering this tag. The corporate author file can be searched, for example, to determine what an organization has published in the last five years. The

corporate file also can be interwoven with the descriptors, limiting the search to a product or reports produced by the specific corporate author.

The search patterns for the three data bases are basically the same, except for slight differences in role codes.

There are three logical operations possible in the Defense RDT&E On-Line System: Coordination (AND Logic); Alternation (OR Logic); and Exclusion (NOT Logic). Users must learn to apply NOT Logic with caution. Any document may have several themes; however, the DoD/DDC indexing system does not provide for partitioning a document into themes (usually referred to as linking). If the term that is chosen to be excluded appears anywhere in the document, even as part of a theme totally unrelated to the current subject interest, the document will be rejected, and some appropriate and important material may be eliminated rather than increasing the specificity of the search.

The OR Logic mode permits use of synonyms, near synonyms, and alternative concepts in a single search. OR Logic, which is also the logic of hierarchy option, broadens the search, generally increasing the number of hits, or documents.

In contrast, the AND Logic operation is a primary means of increasing search specificity and reducing the number of documents retrieved. Whenever AND Logic is used, the only documents retrieved are those where all the specific terms appear in the document. Although this logic seems simple, it has two major drawbacks that were discovered at an early stage. First, AND used logically is not necessarily the same as AND used grammatically. Second, exhaustivity (combination of all facets of a search query) may be unwise. For example, a requestor may ask for all documents on color and color perception. The grammatical meaning in this instance, is probably not the logical meaning. If the intent is to retrieve all documents on *either* color vision or color perception, the appropriate Logic

is OR. If AND Logic is used, the documents retrieved will have to include both subject terms.

If users try to be too specific, they also run into another interesting problem. This can be illustrated best by a request, for example, for documents on shielded-arc welding of chromium nickel steels used in the fabrication of tube-to-tube heat exchangers. The facets involved here are process, material, and product. Perhaps all three concepts really must be present to satisfy the need but, since this is an extremely specific request, the chances are that few documents will be retrieved. However, elimination of one of the facets (depending on the purpose of the request) may provide quite satisfactory results. The librarian would much prefer to give the client a brief and accurate search, rather than have the user wade through dozens of nonrelated report citations.

The Thesaurus

DDC's thesaurus is arranged in three ways. First, there is an alphabetical section of posting terms (or descriptors), together with broader and narrower terms, when they exist. For example, in the area of "Lasers," the DRIT offers seventeen narrow terms for specific types of lasers and three broad terms. On the other hand, highly definitive terms such as "technical writing," "user needs," and "zooplankton" require no broader or narrower term scales.

Second, there is a hierarchical display section in the DRIT that shows the complete family of posting terms with their generic/specific relationships to the extent they exist within the DDC data banks. Finally, the thesaurus has a keyword out of context (KWOC) index, which lists the posting terms. This index provides an alphabetical entry to the vocabulary on an individual word basis independently of the location of the word in a posting term.

The DRIT provides a basic multidisciplinary subject term vocabulary that is

Figure 1. Sample Subject Search Development.

EXPRESSION OF NEED			
HOW MANY REPORTS HAVE BEEN WRITTEN CONCERNING THE USE OF DOGS FOR THE OLFACTORY DETECTION OF EXPLOSIVES, DRUGS, NARCOTICS, AND THE LIKE?			
TRF SEARCH. SUBJECT ONLY.			
INTERPRETATION OF NEED			
POTENTIAL TERMINOLOGY	DRIT EQUIVALENTS	POTENTIAL TERMINOLOGY	DRIT EQUIVALENTS
1. DOGS	DOGS, HAS BT BT NOT NECESSARY	9. NARCOTICS DETECTION	NOT IN DRIT, BT FOR NARCOTICS IS DRUGS
2. CANINES	NOT IN DRIT, BUT CANINE DETECTION SAYS USE DETECTION, HAS NT AND DOGS	10. OLFACTORY DETECTION	NOT IN DRIT, BUT OLFACTION SAYS USE SMELL
3. SENTRY DOGS	NOT IN DRIT	11. ODOR(S) DETECTION OR PERCEPTION	ODORS AND PERCEPTION, HAS NT NT NOT APPLICABLE ODOR DISCRIMINATION SAYS USE ODORS AND DISCRIMINATION, HAS NT NT NOT APPLICABLE
4. SCOUT DOGS	NOT IN DRIT	12. SMELL(S) DETECTION OR PERCEPTION	NOT IN DRIT SMELLS SAYS USE ODORS SMELL IS A POSTING TERM
5. MILITARY DOGS	DOGS	13. MARIJUANA DETECTION	NOT IN DRIT MARIJUANA HAS BT CANNABIS
6. POLICE DOGS	NOT IN DRIT	14. HEROIN DETECTION	NOT IN DRIT HEROIN IS A POSTING TERM
7. EXPLOSIVE(S) DETECTION	DETECTION, HAS NT AND EXPLOSIVES, HAS NT EXPLOSIVE DTECTION DOGS SAYS USE DETECTION, HAS NT AND DOGS AND EXPLOSIVES, HAS NT	15. COCAINE DETECTION	NOT IN DRIT COCAINE IS A POSTING TERM
8. DRUG(S) DETECTION	NOT IN DRIT, INFER DRUGS, HAS NT AND DETECTION, HAS NT		
FORMULATION OF SEARCH PATTERN			
DOGS	OR	%SENTRY DOG %SCOUT DOG %POLICE DOG	@STR@ DOGS %SENTRY DOG %SCOUT DOG %POLICE DOG AND %DETECTION ODORS SMELL AND %DETECTION SMELL %DETECTION SMELL PERCEPTION DISCRIMINATION AND %EXPLOSIVES %DRUGS %CANNABIS HEROIN COCAINE
AND			
%DETECTION AND %EXPLOSIVES %DRUGS %CANNABIS HEROIN COCAINE	OR	(ODORS AND PERCEPTION)	
		AND	
		%EXPLOSIVES %DRUGS %CANNABIS HEROIN COCAINE	
		OR	
		(ODORS AND DISCRIMINATION)	
		AND	
		%EXPLOSIVES %DRUGS %CANNABIS HEROIN COCAINE	
		OR	
		SMELL AND %EXPLOSIVES %DRUGS %CANNABIS HEROIN COCAINE	

used not only by DDC to index and retrieve information from its various data banks but is an invaluable aid to DDC On-Line Users in searching the system, since it gives flexibility and ease in searching.

For those libraries that do not have access to the On-Line System, the DRIT can serve as the basis of an ideal authority file in starting a Library Indexing System.

Use of the thesaurus is exemplified in

Figure 1, which gives a sample subject search development strategy. The figure shows a search for technical reports or AD documents covering the use of dogs in detecting explosives, drugs, narcotics, and so on. Here it can be seen how the best terms can be found for questioning the system, by exploring DRIT equivalents, and broader, narrow, or related terms. The searcher is given four options in formulating the search strategy. This flexibility in searching

Figure 2. Sample Nonsubject Search Across Data Bases.

EXPRESSION OF NEED

<ol style="list-style-type: none"> 1. HOW MANY UNCLASSIFIED PLANNING DOCUMENTS DO YOU HAVE ON TASKS REPORTED BY THE NAVY FOR BY 74? 2. FOR BY 75? 3. COMPARE THE RESOURCE ESTIMATES. 4. GIVE AN ALPHABETICAL LISTING OF FIVE OF THE RESPONSIBLE ORGANIZATIONS IDENTIFIED WITH THE TASKS FOR EACH BFY. 	<ol style="list-style-type: none"> 5. WHAT WORK UNITS ARE ACTIVE FOR THESE LISTED TASKS AND WHO IS PERFORMING THE RESEARCH UNDER WHAT CONTRACTS? 6. HOW MUCH MONEY HAS BEEN ALLOCATED? 7. WHAT REPORTS HAVE BEEN PUBLISHED ON THESE TASKS?
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PPF SEARCH: Q 1-4. WUIF SEARCH: Q 5-6. TRF SEARCH: Q 7.
A11 NONSUBJECT.

INTERPRETATION OF NEED - PPF

INFORMATION CATEGORY	SYSTEM TERMINOLOGY	ROLE CODE	QUAL. FIELD	SPECIAL OPTIONS	SEARCH OR QUALIFICATION STATEMENTS
UNCLASSIFIED RECORDS	SUMMARY CLASSIFICATION	09	5	--	?095 or ?09C
TASK RECORDS	LEVEL OF SUMMARY	13	4	--	?13TASK
NAVY RECORDS	AGENCY DIGRAPH	10	-	--	?10RN
BY 74	FISCAL YEAR - BFY	23	13B1	--	?2374; 13B1 EQ 74
BY 75	FISCAL YEAR - BFY	23	13B1	--	?2375; 13B1 EQ 75

FORMULATION OF SEARCH PATTERN - PPF

?13TASK	(a) @SPP@	(b) @OSR@	(e) @RSQ@	(f) @SPP@	(g) @OSR@
AND	?13TASK	END		?13TASK	END
AND	AND			AND	
?2374	?2374	(c) @SOSR@		?2375	(h) @SOSR@
AND	AND	K		AND	K
?10RN	?10RN	AEND		?10RN	AEND
AND	NOT			NOT	
NOT	?095	(d) @OSR@		?095	(i) @OSR@
	?09C	?0A1A		?09C	?0A1A
?095 OR ?09C	END	10A2A		END	10A2A
		8A3			8A3
		END			END
		1/4W			1/4W

INTERPRETATION OF NEED - WUIF AND TRF

INFORMATION CATEGORY	SYSTEM TERMINOLOGY	ROLE CODE	QUAL. FIELD	SPECIAL OPTIONS	SEARCH OR QUALIFICATION STATEMENTS
WUIF:					
ACTIVE RECORDS	KIND OF SUMMARY	05	4	--	?05A OR ?05D
TASK AREA NUMBER	TASK AREA NUMBER	17	10A3	--	?17xxxxxxxxxx OR ?17xxxxxxxxxx ETC. [FILL IN WITH NUMBERS FROM STEPS (d) OR (i)]
TRF:					
TASK AREA NUMBER	TASK AREA NUMBER	20	-	--	?20xxxxxxxxxx OR ?20xxxxxxxxxx ETC. [FILL IN WITH NUMBERS FROM STEPS (d) OR (i)]

FORMULATION OF SEARCH PATTERN - WUIF AND TRF

(j) @SWU@	(k) @LSR@	(n) @RSQ@	(o) @STR@	(q) REPEAT STEPS (j) THROUGH (p) FOR TASK NUMBERS FROM STEP (i)
?17xxxxxxxxxx			?20xxxxxxxxxx	
?17xxxxxxxxxx	(l) @OSR@		?20xxxxxxxxxx	
?17xxxxxxxxxx	20A		?20xxxxxxxxxx	
?17xxxxxxxxxx	20B		?20xxxxxxxxxx	
?17xxxxxxxxxx	17B		?20xxxxxxxxxx	
AND	END		END	
?05A				
?05D	(m) @OSR@		(p) @LSR@	
END	END			
USE TASK NUMBERS FROM STEP (d)				



parameters is ideal to prevent "false drops."

In addition to using the thesaurus for subject searches spanning the three data bases, one can perform nonsubject searches across the data bases through use of various role codes.

In the sample nonsubject search for determining the number of planning documents of an unclassified nature that can be found reported by the Navy for 1974 (Figure 2), the searcher is able to cut across all of the data bases to obtain the needed results, through

using role codes. These codes correspond to data slots found on DDC forms which must be processed for data entries into the various data bases, i.e., author codes, corporate author codes, report number codes, and so on.

The sample nonsubject search development shown in Figure 3 poses the following questions: 1) How many active work units are on file with DDC from the Air Force Human Resources Laboratory at the Williams Air Force Base, who is responsible, and is the work performed on contract or grant?;

Figure 3. Sample Nonsubject Search Development.

EXPRESSION OF NEED					
HOW MANY ACTIVE WORK UNITS ARE ON FILE FOR WHICH THE AIR FORCE HUMAN RESOURCES LABORATORY AT WILLIAMS AIR FORCE BASE IS RESPONSIBLE AND THE WORK IS BEING PERFORMED ON CONTRACT OR GRANT? HOW MANY OF THESE WORK UNITS ARE EXPECTED TO BE COMPLETED IN 1976?					
WUIF SEARCH. NONSUBJECT.					
INTERPRETATION OF NEED					
INFORMATION CATEGORY	SYSTEM TERMINOLOGY	ROLE CODE	QUAL. FIELD	SPECIAL OPTIONS	SEARCH OR QUALIFICATION STATEMENTS
ACTIVE RECORDS	KIND OF SUMMARY	05	4	--	?05A or ?05D
RESPONSIBLE ORGANIZATION	RESP ORG SOURCE CODE	26	19T	SOURCE CODE	?265390304
CONTRACT OR GRANT WORK	PERFORMANCE METHOD	23	16	--	?23A OR ?23B
COMPLETION DATE		--	14	--	14 GE 7600 and 14 LE 7612
FORMULATION OF SEARCH PATTERN					
?05A	OR	?05D		@QSR@ ?265390304	@Q5\$@ 14 GE 7600
AND				AND ?23A	AND 14 LE 7612
?265390304				AND ?23B	END
AND				AND ?05A	
?23A	OR	?23B		AND ?05D	
				END	

and 2) How many of these work units are expected to be completed in 1976? Here again, use is made of the role codes but within a particular data base.

In each of the data bases, one has the ability to qualify, sort, display, and print search results. The ability to sort and qualify makes it possible to perform certain tasks, such as limit the search to specified years, or retrieve older information first. The DDC system provides a variety of formats in both display and print modes and allows users to devise their own format or fields of display/print. Samples of such formats are shown in Figures 4-6.

Other new features are text search of both title and abstract in the technical reports file and work unit information files, and specific title recall in the technical reports file, provided the first five words of the title are known.

Other Commands

Some unique commands associated with the DDC On-Line system are as follows:

Recall Search Question: This com-

mand allows the searcher to recall the previous search strategy within a particular data base and have it appear on the CRT screen. At this point a new data base can be selected and the same strategy will be performed once transmitted. This is similar to DIALOG's "save/temp" or NASA's "query create."

Hierarchy (\$): This command allows the searcher to select a descriptor such as "Lasers" and, by placing the dollar sign before it, retrieve all narrower terms listed in the thesaurus, thereby broadening the scope of the search.

Masking (%): This command allows the searcher to retrieve free text or identifiers not posted in the thesaurus, plus misspelled data or data entered in an unorthodox manner. This feature is similar to DIALOG's "truncation" or NASA's "root" commands.

Weighing (*): This command allows the searcher to be more definitive in the search formulation by narrowing the scope of the search. Since terms are weighted by DDC indexers as being the most pertinent to the document, the searcher can retrieve high-specificity

Figure 4. Sample Format from the DDC Technical Report File.

<p>TR 6000 UNCLASSIFIED DDC REPORT BIBLIOGRAPHY SEARCH CONTROL NO. AKL10A AD- 880 386 9/2 ARMY ELECTRONICS COMMAND FORT MONMOUTH NJ COMMUNICATIONS/ADP LAB A SELF-REPAIR MULTIFUNCTION DESIGN ANALYSIS (U) JUL 69 S1P NEWMAN, BERNARD J. REPT. NO. CADPL-124 PROJ: DA-1-H-U62101-A-327 TASK: 1-H-U62101-A-32703</p> <p>UNCLASSIFIED REPORT</p> <p>DESCRIPTORS: (COMPUTERS, MAINTENANCE), FAILURE (ELECTRONICS), RELIABILITY (ELECTRONICS), REDUNDANT COMPONENTS, MAINTAINABILITY, MONITORS, INTEGRATED CIRCUITS, COMPUTER LOGIC, SHIFT REGISTERS, FIELD EFFECT TRANSISTORS, MEMORY DEVICES, MULTIPLEXING, SPARE PARTS, CHECKOUT PROCEDURES, TEST METHODS IDENTIFIERS: COMPUTER HARDWARE, COMPUTER PROGRAMS, FLIP FLOPS, LARGE SCALE INTEGRATION, MEDIUM SCALE INTEGRATION, OFF LINE SYSTEMS, ON LINE SYSTEMS, *SELF REPAIRING COMPUTERS</p> <p>THE FOLLOWING PAPER PRESENTS A REVIEW OF THE SELF-REPAIR MULTIFUNCTION DESIGN ANALYSIS OF THE</p>	<p>UNCLASSIFIED DDC REPORT BIBLIOGRAPHY SEARCH CONTROL NO. AKL18A AD- 769 675 9/2 CALIFORNIA UNIV SANTA BARBARA COMPUTER SYSTEMS LAB</p> <p>RESEARCH IN ON-LINE COMPUTATION AND COMPUTER NETWORK DEVELOPMENT. (U)</p> <p>DESCRIPTIVE NOTE: FINAL REPORT 1 JUL 71-31 AUG 73, OCT 73 BOP BRYAN, ROLAND F. STOUGHTON, RONALD M.: REPT. NO.: CSL-30 CONTRACT: DAMC04-71-C-0043, ARPA ORDER-1816 PROJ: AROD-P-10144-A MONITOR: AROD 10144, 2-A</p> <p>UNCLASSIFIED REPORT SUPPLEMENTARY NOTE: SEE ALSO REPORT DATED 30 JUN 72, AD-748 841.</p> <p>DESCRIPTORS: (*COMPUTERS, NETWORKS), (*SPEECH RECOGNITION, ON LINE SYSTEMS), COMPUTER PROGRAMMING, GRAPHICS, DATA BASES, SIGNAL PROCESSING IDENTIFIERS: *ARPA COMPUTER NETWORK, *COMPUTER NETWORKS (U)</p> <p>DURING THE TWO YEARS OF THE PROJECT, CSL RESEARCHERS (U) WORKED TO DEVELOP OVERALL ARPANET RESOURCES FOR THE BETTERMENT OF USER-NETWORK RELATIONS. THE GOAL BEING TO MAKE SERVICES MORE "FRIENDLY" AND READILY AVAILABLE.</p>
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Figure 5. Sample Format from the DDC Work Unit Information File.

UNCLASSIFIED
 DDC REPORT NUMBER T ASDUS, JUN 07, 1976
 DDC FORMAT B0075

TITLE: (U) HIGH SPEED ELECTRO OPTIC DEVICES		
PERFORMING ORGANIZATION NAVAL ELECTRONICS LABORATORY CENTER 2500 EO/OPTICS DIVISION SAN DIEGO, CALIFORNIA 92152	RESPONSIBLE GOVT ORGANIZATION NAVAL ELECTRONICS LABORATORY CENTER NELC 0200 OFFICE OF THE TECHNICAL DIRECTOR, SAN DIEGO, CALIFORNIA 92152	
PRINCIPAL INVESTIGATOR TAYLOR, H.F.	ASSOCIATE INVESTIGATOR CASSABOOM, J.A.	
TELEPHONE NUMBER 714-225-6641	CONTRACT/GRANT NUMBER	
PERFORMANCE METHOD IN-HOUSE	CONTRACT/GRANT AMOUNT \$ 0	
DATE OF SUMMARY 20 FEB 76	START DATE JUL 74	ESTIMATED COMPLETION DATE JUN 76
KIND OF SUMMARY CHANGE	SUMMARY SECURITY UNCLASSIFIED	WORK SECURITY UNCLASSIFIED
SCIENTIFIC AND TECHNOLOGICAL AREAS 005700 ELECTRONICS AND ELECTRICAL ENGINEERING 012000 OPTICS		
KEYWORDS: (U) LPS 005 ; (U) NONMILITARY APPL ; (U) ELECTRO OPTIC MODULATORS; (U) PHOTOEMISSIVE DETECTORS		

documents by placing an asterisk before a desired descriptor.

The library's experience with the Defense RDT&E On-Line System has been favorable. The users also have shared our enthusiasm for the system, with satisfactory results.

Negative parts of the system are few. Some of the criticisms found in the RDT&E On-Line system are as follows:

- It is not as flexible as DIALOG or NASA & DOE/RECON. The author file is particularly difficult to search

if the first name or exact initials are unknown.

- The system cannot create sets; it works by implied OR, and the search question must be reformulated and retransmitted.
- It needs to expand its command incorporation.
- The system has some indexing inconsistencies. DDC is fully aware of these problems and has indicated that it is working actively to improve the system.

Figure 6. Sample Format from the DDC Program Planning File.

UNCLASSIFIED
DDC REPORT NUMBER AX4480, FEB 12, 1975
DDC FORMAT RDF001

RESEARCH AND DEVELOPMENT SUMMARY	DDC ACCESSION RS759999	1. AGENCY ACCESSION OS200100	2. DATE OF SUMMARY FEB 75
3. KIND OF SUMMARY NEW	4. LEVEL OF SUMMARY TASK AREA 01	5. SUMMARY SECURITY U	6. REGRADING GROUP
8A. PROGRAM ELEMENT/PROJECT/TASK AREA NUMBER 668015 75001		8B. FORMER PROGRAM ELEMENT/PROJECT/TASK AREA NUMBER 68015 74009	
9. TITLE: (U) SAMPLE FOR PROGRAM PLANNING SUMMARIES			
10. RESPONSIBLE DOD ORGANIZATION NAME: DEFENSE SUPPLY AGENCY DEFENSE DOCUMENTATION CENTER		11. START DATE FEB 75	12. COMPLETION DATE 7503
ADDRESS: CAMERON STATION, VA 22314			
RESP. IND.: MAXWELL, NT TELEPHONE NO.: 202-274-7206			
DDC SOURCE CODE: 107200		13.	
14. PARTICIPATION: USA, USAF, USN		15. MISSION OBJECTIVE: DSAM #185.13	
16. SCIENTIFIC/TECHNICAL AREA (1) 004200 COMPUTERS (2) 005100 DOCUMENTATION AND INFORMATION TECHNOLOGY (3)			
17. OBJECTIVE/APPROACH: (U) THIS SPACE CONTAINS A CONCISE PROBLEM AND OBJECTIVE FOR THE EFFORT; THE APPROACH TO BE TAKEN TO MEET THE OBJECTIVE OR SOLVE THE PROBLEM; THE RATIONALE FOR CHOOSING THE APPROACH VERSUS OTHER ALTERNATIVES; THE IDENTIFICATION OF KEY TECHNICAL ISSUES.			
18. PLANS: (U) THIS SPACE PROVIDES A CONCISE STATEMENT OF THE PLANS AND OBJECTIVES FOR THE BUDGET FISCAL YEAR AND THE BUDGET FISCAL YEAR PLUS ONE. REVISIONS SHOULD REFLECT CHANGES TO PLANS OF THE NOW CURRENT FISCAL YEAR AND THE BUDGET YEAR.			
19. PROGRESS: (U) THIS SPACE CONTAINS A STATEMENT OF PROGRESS TO DATE IN MEETING OBJECTIVES AS DEMONSTRATED THROUGH RESULTS OF TESTS, MILESTONES MET OR OTHER EVENTS, WHERE VARIANCES EXIST FROM PLANS. THESE SHOULD BE EXPLAINED IN TERMS OF THE EFFECTS ON THE OBJECTIVES OF THE EFFORT.			

Availability and Costs

The availability of the DoD/RDT&E On-Line Service is open to any qualified Department of Defense Contractor library or information center that has contract(s) registered with DDC in accordance with the Defense Department's regulations. There is no charge for those libraries that wish to subscribe to the RDT&E Data Base; there is no charge for the training program. At the present time there are over one hundred fifty users, primarily from the military establishments, and about ten contractor libraries.

Pertinent to any library considering applying for the DoD/RDT&E On-Line System are the costs involved. (Since this library's on-line system is now over one year old, one should factor in about 12%-14% increase to the following rates:

- Training for one week at DDC, Alexandria, Va. Cost of living and travel only, since DDC does not charge for training or for the use of their system to DoD qualified contractors: \$650.00 for two people;

- Rental of the UNIVAC-200 On-Line Terminal: \$279.00 per month (this includes a \$73.00 maintenance fee);
- \$543.00 per month for unclassified AT&T communication equipment services;
- \$573.00 for classified AT&T communication equipment services;
- Cost per page from the printer: approximately \$0.35;
- Stylus for printer: \$18.00 (the stylus has a life expectancy of about two months with extensive use).

The library has been able to absorb some of the recurring expenses involved by charging a modest service fee for research work done via the terminal.

At the present time only UNIVAC equipment can be used by the end user. However, DDC is planning to permit a diversified terminal within the next several years. In the meantime, the U-200 or equivalent Univac terminal is required to search the DoD/RDT&E On-Line System, which operates on the latest Univac 1100/82.

Although costs are somewhat steep, the on-line service has paid off for this

library, time and time again, because it provides the necessary data whenever it is needed.

The value of the DoD RDT&E On-Line System is tremendous to an aerospace library, both in terms of timeliness and accuracy of results. The author feels that DDC has done a superb job in the operation of the system and in its availability to libraries in the defense community.

Acknowledgments

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Further Reading

Klingbiel, Paul H./*Machine-Aided Indexing in Practice: An Encounter with Automatic Indexing of the Third Kind*. Defense Documentation Center, Alexandria, Va. Informal Paper, 1979.

Received for review Jul 16, 1979. Revised manuscript accepted for publication Sep 21, 1979.



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A User Study of the Alberta Alcoholism and Drug Abuse Commission Library

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Charles H. Davis

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Urbana, Ill. 61801

■ A user needs study of the Alberta Alcoholism and Drug Abuse Commission was carried out using reference worksheets as the data source. The study investigated the reference tools used and the amount of time required to answer information requests from each of three groups of library clientele: administrative staff, counselors, and consultants. Results showed that an in-house manual index received the highest percentage use by all clientele, and that the administrative staff were the most frequent users of the on-line index. It is suggested that analyses of this type might be useful to other special libraries and technical information centers.

MANY LIBRARIES, particularly special libraries, are faced with restricted book budgets and inadequate numbers of staff. As a result, it is extremely important to make effective use of the tools and materials acquired by the library, and have economical use of staff time. This study

represents an attempt to determine the tools and materials that are used most frequently to satisfy information requests and to determine the demands made on staff time. Through an investigation of these two areas, preliminary recommendations will be made concerning budget allotments for various reference tools and materials, as well as the most effective use of staff time. Ultimately, studies of this type may enable the library to meet the needs of all its users more effectively.

Charles H. Davis was dean and professor, Faculty of Library Science, University of Alberta, Edmonton, at the time of this study.

Library Under Investigation

The Alberta Alcoholism and Drug Abuse Commission (AADAC) library houses approximately 2,000 books, 80 serial titles, and 4,000 reprints. The book collection is accessed by an author/title and subject entry card catalog and is classified according to the Library of Congress classification scheme. The reprint collection and a portion of the serials collection are accessed by a KWOC (Keyword Out of Context) index. The library has several commercially produced indexes, such as *Psychological Abstracts* and the *Classified Abstract Archive of the Alcohol Literature*; it also offers an on-line search service using the Lockheed Dialog system. The most commonly used data bases on the latter are ERIC, *Psychological Abstracts*, SCISEARCH and SOCIAL SCISEARCH, NTIS, and *Sociological Abstracts*. Library staff consists of one professional librarian, one library technician, and one clerk typist. The population served consists of approximately 300 AADAC staff members; in addition, the library is open to the public.

Methodology

Many studies have been conducted in the area of user needs. Several studies have used the critical incident technique in an attempt to avoid a survey of user wants, demands, or opinions. Typical examples of such studies appear in the selected bibliography. This technique can be defined as the isolation of a specific information-seeking incident, followed by a series of questions that lead to a definition of the informational tools and materials actually used in the performance of that particular task.

The methodology used in this study was a modification of this technique. The librarian and three technicians under her supervision performed virtually all of the searches. A small number of client searches were also performed under the librarian's guidance. Reference worksheets, filled out by library staff during an actual information search, were used as the data

source indicating the actual procedure followed and the tools and materials used to answer an information request. The worksheets have categories for type of client, subject of request, search strategy, and amount of time taken to answer the request. The data collection method was relatively free of bias, because the worksheets were completed before it was known that the present study would be conducted. Information requests varied from simply directional information to in-depth questions. As a result, a considerable variety of tools and materials was required to satisfy the requests.

A total of 176 worksheets were completed while answering information requests for AADAC staff during 1978; All of these were examined. Of this total, 7 recorded an unsuccessful search. An unsuccessful search was defined as a search that was unable to provide the client with any information. A successful search was defined as a search that provided the client with at least one piece of information. For the purpose of this study, only the tools and materials that successfully answered an information request were investigated. Consequently, 169 reference worksheets were examined further. The ultimate value of the information to the client was not investigated.

The clientele were divided into three groups according to job function: administrative staff, counselors, and community extension consultants. The administrative staff consisted of managers, clerical assistants, researchers, staff trainers, and public relations personnel. Included with the counselors were medical professionals who operate in a counseling capacity. The community extension consultants also provide an informational service to the public. The reference tools were divided into four categories: card catalog, commercial manual index, in-house manual index, and on-line index. The materials were divided into three categories: books, journal articles, and reprints.

For each reference worksheet, the

reference tool and material used in the search strategy were entered under the type of client for whom the search was conducted. Similarly, the time required to answer each information request was entered under the type of client for whom the search was conducted.

Findings

Reference Tools

Figure 1 represents the percentage use made by each type of client of the available types of reference tools. The administrative staff required the use of tools a total of 81 times. The in-house manual index (48%) was used most frequently, followed by the on-line index (35.8%). The commercial manual index (12.3%) and the card catalog (3.7%) were required less frequently.

The counselors' information requests also required use of the reference tools a total of 81 times. Of this total, the

in-house manual index (72.8%) was used the most frequently. The card catalog (13.6%), the on-line index (7.4%), and the commercial manual index (6.2%) were used considerably less often.

The consultants required the use of reference tools 22 times. Once again, of this total, the in-house manual index (50%) received the most use. The commercial manual index (22.7%) and the on-line index (22.7%) received an equivalent amount of use. The card catalog (4.5%) was largely neglected.

Figure 2 represents a breakdown of the use made by each type of client of each type of reference tool. The card catalog was used 15 times and received the heaviest amount of use by the counselors (73.3%), followed by the administrative staff (20%) and the consultants (6.7%).

The commercial manual index was used 20 times and answered administrative staff information questions most often (50%), followed by equal use for

Figure 1. Percentage of Use Made by Each Type of Client of the Available Types of Tools.

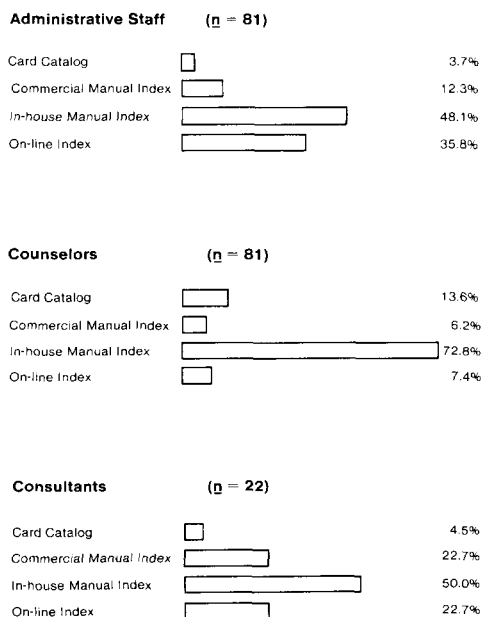
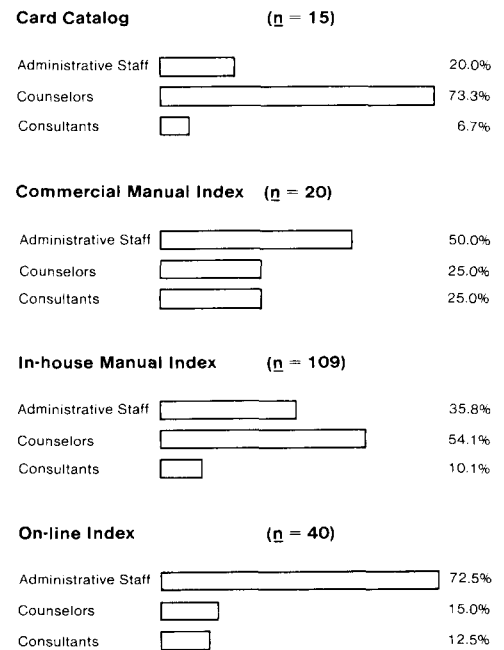


Figure 2. Percentage of Total Use Made Per Type of Tool by Type of Client.



questions from counselors (25%) and consultants (25%).

The in-house manual index was used 109 times and received the heaviest use by the counselors (54.1%), followed by the administrative staff (35.8%) and the consultants (10.1%). In contrast, the on-line index was used a total of 40 times.

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Figure 3. Percentages of Use Made by Each Type of Client of the Available Types of Materials.

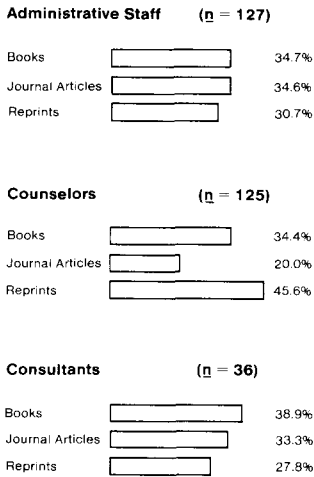
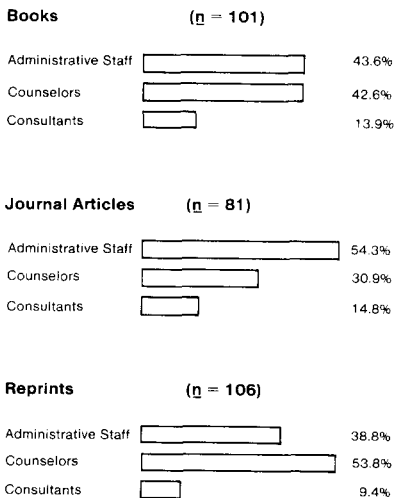


Figure 4. Percentage of Total Use Per Type of Material by Type of Client.



The administrative staff (72.5%) were by far the most frequent users of the on-line index. The counselors (15%) and the consultants (12.5%), by comparison, used it infrequently.

Materials

Figure 3 breaks down the type of materials used by each category of client. The administrative staff information requests required the use of materials 127 times. The reprints (30.7%), journal articles (34.6%), and books (34.7%) received a similar amount of use.

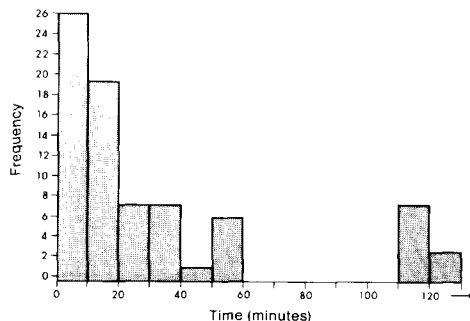
The counselors required the use of materials a total of 125 times. Of this, reprints (45.6%) received the most frequent use followed closely by books (34.4%) and journal articles (20%). By comparison, the consultants' information needs were satisfied by using materials 36 times. The books (38.9%) and journal articles (33.3%) received a similar amount of use followed closely by reprints (27.8%).

Figure 4 represents each group's contribution to the total use of all materials. Books were used a total of 101 times. They received similar use by administrative staff (43.6%) and counselors (42.6%) and, in comparison, were rarely used by the consultants (13.9%).

The journal articles were used a total of 81 times. They were used most

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Figure 5. Amount of Time Required to Fill Information Requests Received from Administrative Staff.



heavily by administrative staff (54.3%), followed by counselors (30%) and consultants (14.8%). However, reprints were used 106 times. The counselors (53.8%) accounted for slightly over half of this total, followed by administrative staff (38.8%) and the consultants (9.4%).

Amount of Time Required

The administrative staff submitted a total of 76 information requests, the counselors submitted 70, and the consultants submitted 23. Figures 5-7 illustrate the amount of time spent by library staff answering information requests from administrative staff, counselors, and consultants, respectively. The mean for time spent on administrative staff was 35.6 minutes, on counselors 52 minutes, and on consultants 86.3 minutes. The population mean was 49.3 minutes.

Further Calculations

The chi-square test was employed to test the significance of the observed frequencies of reference tools used in answering the information requests of the three types of clientele (Table 1), and to test whether the type of reference tool that satisfies an information request varies significantly according to type of library clientele and cannot be accounted for by chance. The chi-square equation reads as follows:

$$\chi^2 = \sum \frac{(fo - fe)^2}{fe},$$

$$= 30.2,$$

where *fe* is the expected frequency and *fo* is the observed frequency.

The number of degrees of freedom for the sample is 6, and the critical value at the 0.01 level of significance is 16.812. Thus, the result supports the hypothesis that the type of reference tool used varies significantly with the type of client.

The same chi-square test was employed to test the significance of the observed frequencies of materials used

Figure 6. Amount of Time Required to Fill Information Requests Received from Counselors.

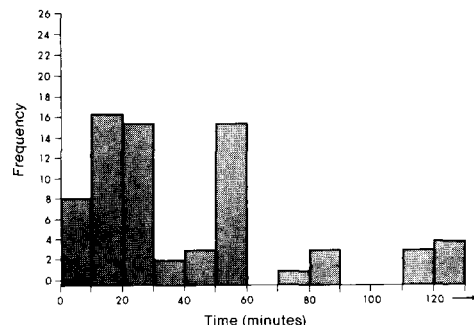
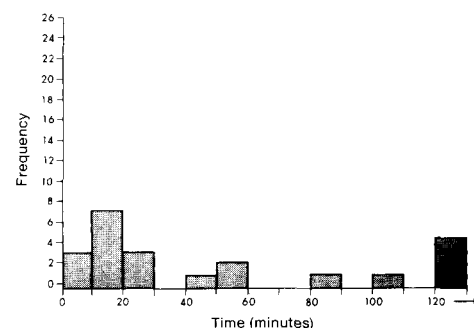


Figure 7. Amount of Time Required to Fill Information Requests Received from Consultants.



to satisfy the information requests of the three types of clientele (Table 2), and to test the hypothesis that the type of material that satisfies an information request varies significantly according to the type of client and cannot be accounted for by chance.

The number of degrees of freedom for the sample is 4, with a critical value of 9.488 at the 0.05 level and 13.277 at the 0.01 level of significance. The calculated value of χ^2 is 10.2, which may indicate that the results are significant.

Chi-square tests were employed also for each type of client in order to test the significance of the various amounts of time required to answer an information request at 0-10, 11-20, 21-30, and greater than 30 minute intervals and to

Table 1. Observed Frequencies (*fo*) of Reference Tools Used to Answer Information Requests from Clientele.

Tools	Administrative staff	Counselors	Consultants	Total
Card Catalog	3	11	1	15
Commercial Manual Index	10	5	5	20
In-house Manual Index	39	59	11	109
On-line Index	29	6	5	40
Total	81	81	22	184

Table 2. Observed Frequencies (*fo*) of Materials Used to Answer Information Requests from Clientele.

Materials	Administrative staff	Counselors	Consultants	Total
Books	44	43	14	101
Journal Articles	44	25	12	81
Reprints	39	57	10	106
Total	127	125	36	288

test whether the amount of time required to answer an information request varies significantly according to type of client. Tables 3-5 represent the observed frequencies, which provide qualitative and descriptive illustrations of the situation, and which are needed to calculate the expected frequencies for the chi-square test.

Administrative Staff

The first hypothesis tested is that the amount of time required to answer an information request received from administrative staff varies significantly from the amount of time required for all other clientele.

$$\begin{aligned}
 \chi^2 &= \sum \frac{(fo - fe)^2}{fe} \\
 &= 14.189.
 \end{aligned}$$

The number of degrees of freedom for the sample is 3, and the critical value is 11.341 at the 0.01 level of significance. Consequently, the result strongly supports the hypothesis.

Table 3. Observed Frequencies of Time Intervals Required to Fill Information Requests from Administrative Staff and Other Clientele.

Time (minutes)	Administrative staff	Counselors and consultants	Total
0-10	26	11	37
11-20	19	23	42
21-30	7	18	25
>30	24	41	65
Total	76	93	169

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Counselors

The second hypothesis is that the amount of time required to answer an information request received from a counselor varies significantly from the other two groups of clientele.

The number of degrees of freedom for the sample is 3, with a critical value of 7.815 at the 0.05 level and 11.341 at the 0.01 level of significance. The calculated χ^2 of 10.683 indicates that there is some support for the hypothesis.

Table 4. Observed Frequencies of Time Intervals Required to Fill Information Requests from Counselors and Other Clientele.

Time (minutes)	Counselors	Administrative staff and consultants	Total
0-10	8	29	37
11-20	16	26	42
21-30	15	10	25
>30	31	34	65
Total	70	99	169

Table 5. Observed Frequencies of Time Intervals Required to Fill Information Requests from Consultants and Other Clientele.

Time (minutes)	Consultants	Administrative staff and counselors	Total
0-10	3	34	37
11-20	7	35	42
21-30	3	22	25
>30	10	55	65
Total	23	146	169

Consultants

The third hypothesis is that the amount of time required to answer an information request received from a consultant varies significantly from the other two groups of clientele.

The number of degrees of freedom for the sample is 3, and the critical value is 7.815 at the 0.05 level of significance. The calculated χ^2 of 1.485 shows clearly that there is no support for the hypothesis.

Conclusions

The in-house manual index clearly receives the highest percentage of use by the administrative staff, the counselors and the consultants, with rates of 48.1%, 72.8% and 50%, respectively. This rate of use indicates the value of the tool for all library clientele. The index is presently distributed to many of the branch offices and is accessible to the majority of users. Stressing client use of the tool before calling the library would eliminate a good deal of staff time that is usually devoted to reference questions of a relatively straightforward nature and would allow more time to be devoted to more complex information requests.

The results also show that administrative staff had the most frequent information requests that involved only a short period of time to answer. The administrative staff (72.5%) were

also by far the most frequent users of the on-line index. The counselors (15%) and the consultants (12.5%), in comparison, used it infrequently. These findings indicate the value of the on-line index as a device for saving staff time and underscore its importance to the library.

The card catalog was not used to a great extent by any of the groups of clientele. Of the available tools, it was used to fill 3.7% of the administrative staff requests, 13.6% of counselor requests, and 4.5% of consultant requests. However, books received substantial and nearly equal use by administrative staff (34.7%), counselors (34.4%), and consultants (38.9%). The discrepancy between catalog and book use may result in part because library staff are familiar with the collection and tend simply to browse the shelf rather than search for items through the catalog. It is also highly probable that the catalog will receive further use as the collection becomes larger.

Analysis of this type, using basic inferential and descriptive statistics, can provide insights that are more valuable than studies relying solely on tallies and percentages. It is suggested that the use of such techniques, which are common in library and information science research, would facilitate administrative decision-making in all forms of libraries and information centers.

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Davis

New Zealand Map Collections

Lilian Griffin

Massey University Map Library, Palmerston North, New Zealand

■ The isolated world position of New Zealand has caused maps and charts to play a vital part in its history, but the value of maps as library media was not appreciated until recently. An organization of New Zealand mapkeepers was founded in 1975 with the aim of helping to rationalize acquisition and specialization policies, standardize cataloging and storage systems, and encourage an education program for librarians responsible for maps. This paper describes the main New Zealand map collections under the headings of size, specialization, administration, and function; outlines some aspects of staffing, storage, and housing; and distinguishes the different roles of the public, university, and government map libraries. Characteristics of New Zealand maps and the future organization of New Zealand map collections are discussed.

MAPS, especially coastal charts, have played an important part in New Zealand's history. Early exploration has associations with hydrographic mapping. The first expeditions from Europe to the remote South Pacific were not initiated primarily to chart the area, but the first to reach New Zealand were responsible for drawing the first coastal charts. In 1642, Abel Tasman, the first European to sight New Zealand, mapped a fragment of the coastline as he interpreted it, joining the North and South Islands. Cook's map of 1773 is generally accu-

rate apart from showing Banks Peninsula as an island and Stewart Island attached to the South Island. Further exploration and settlement soon followed. In 1788, when the first convict settlement was established in Australia, Port Jackson became a base for trading ships, and detailed charting of the coast of New Zealand followed.

Today the land of New Zealand is well mapped. The Lands and Survey Department, which celebrated its centennial year in 1976, produces high-quality, attractive maps. The small size of the country allows for complete

coverage, and the variety and ruggedness of the landscape give the maps vitality and interest.

However, the value of maps as library media has not been appreciated fully. Although four main collections date from the beginning of this century, map collections in New Zealand have grown haphazardly, usually based on private collections, reciprocal deposits, teaching needs, or obligatory preservation. In addition, New Zealand does not have a National Map Collection.

The Government Lands and Survey Department holds the country's largest contemporary collection in its reference library but, at present, has neither staff nor space to make the collection readily accessible to the public. The Alexander Turnbull Library in Wellington has a notable collection of New Zealand printed maps and is now the copyright depository for maps and atlases pub-

lished in New Zealand. The National Archives has the largest collection, 500,000 maps and plans, but these are mainly unprinted maps and not organized for convenient public access.

There are now twenty-one map collections in New Zealand holding more than one thousand maps, with ten of these having more than twenty thousand. A total of 1,125,000 maps is held in these known collections and up to twenty persons are designated "map-keepers," but there are only two full-time staff attending solely to maps (see Table 1).

New Zealand's map collections fall into three categories: government, university, and public library. The government collections hold the greatest resources, university maps are the most accessible and the most used, while public libraries have maps whose use as a library medium has not been recognized.

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Table 1. New Zealand Map Collections in 1979.

Name	Number of maps	Staff
National Archives	500,000	1 with other duties
New Zealand Lands and Survey	300,000	1
General Assembly Library	22,500	No separate staff
Alexander Turnbull Library	17,500	1
New Zealand Geological Survey	4,000	No separate staff
Antarctic Division, D.S.I.R.	1,000	1 with other duties
University of Waikato	69,000	2 part time
Geography Department—University of Canterbury	65,000	1 full time } with other 2 part time } duties
University of Auckland	25,000	2 with other duties
Geography Department—Massey University	25,000	2 part time with other duties
Geography Department—Victoria University	25,000	1 full time } with other 1 part time } duties
Geography Department—Otago University	21,000	1 with other duties
University of Otago	17,000	No separate staff
Hocken Library	10,000	1 part time
Auckland Public Library	4,750	No separate staff
Canterbury Public Library	2,500	No separate staff
Dunedin Public Library	1,600	No separate staff
Wellington Public Library	1,250	No separate staff
Palmerston North Public Library	1,000	No separate staff
Auckland Institute and Museum	3,200	No separate staff
Hawkes Bay Art Gallery and Museum	1,200	No separate staff

Government Collections

The New Zealand Lands and Survey Department is the government map-producing agency; in 1978, 1,400 maps were published by this department. The department's collections are held at the Map Centre which occupies an underground, air-conditioned, humidity-controlled 10,000 square-foot building formerly used by Air Force Command. Here over 2,000,000 current mapsheets are held for distribution. Also housed at the Map Centre is a reference collection of 300,000 maps, carefully stored in metal cabinets and card cataloged by area, subject, and scale. This collection includes copies of all maps published by Lands and Survey and other government departments, such as Soil Survey, Geological Survey, and the N.Z. Forest Service. This section has approximately 100,000 sheets, while the remaining 200,000 sheets comprise a world collection almost wholly acquired by reciprocal arrangement with official sources—on a government-to-government basis. For instance, it includes approximately 3,000 Antarctic maps received through the agreement of the Scientific Committee on Antarctic Research.

This is New Zealand's largest and most comprehensive collection of the world, but at present access to it is restricted. It is used by the Cartographic Section of Lands and Survey, by other government departments, and by the Armed Services. This latter use occurs because New Zealand Lands and Survey does all of New Zealand's military mapping, and the Surveyor-General is also the Director of Military Survey.

This well-managed collection is not accessible for general use because of inadequate staffing and space. The Map Centre's executive officer and his one assistant hold and distribute the current stocks of Lands and Survey maps and maintain the record section as well as the valuable world reference set.

The Surveyor-General has plans for moving the collection and providing an adequate staff; then these maps could

be incorporated into a library open to the public. However, with the current cutback in government spending, the collection is likely to remain in storage for some time.

The National Archives Collection is another government-administered holding included in the Department of Internal Affairs. The Archives Act of 1957 provides for the custody and preservation of New Zealand's public archives. The official description of public records includes maps and plans; as a result, over 500,000 maps and plans have been deposited in National Archives. This number is increasing rapidly since many government departments now microfilm their maps and send the originals to the Chief Archivist.

Until recently these cartographic archives merely have been received and added to the stacks on the floor, because space and staffing are quite inadequate. Over the last few years, three different people have tackled the collection, but none were employed full-time on cartographic material. An estimated 15% is now listed and stored. Shortage of staff and cabinets means that this great wealth of research material is not accessible. It still needs to be sorted into archival order, cataloged and suitably stored.

There has been a recent change of opinion towards cartographic archives, and one archivist may be allocated full-time to map work. There is also a five-year plan to house the collection in acid-free folders and suitable cabinets. A geography graduate has been active in publicizing the value of the cartographic archives and in decrying the present chaotic state of their storage. He advocates a ten-point plan for the care of all archival maps and is seeking support for its implementation.

The need for such action has become most urgent since 1977, when a Local Government Amendment Act, which requires local bodies to retain records, was enacted. Territorial local bodies cannot destroy maps or plans without permission of the Chief Archivist.

Although these regulations are being redrafted at present, a mass of cartographic material will accumulate from this source and will aggravate the situation at National Archives.

The Alexander Turnbull Library originated in the bequest of the private library of Alexander Horsburgh Turnbull (1868-1918) to "His Majesty the King . . . to constitute a reference library in the City of Wellington . . . as a nucleus of a New Zealand National Collection." In 1966 the Turnbull Library became part of the National Library of New Zealand and was to retain the responsibility for developing and maintaining a comprehensive collection of library material relating to New Zealand and its people. The original 1918 bequest consisted of some 55,000 volumes, many paintings, but only a few maps. The map section of the

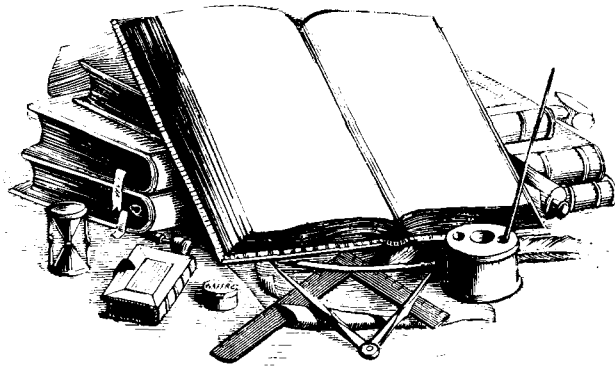
library has, however, shown the greatest increase and now holds 17,500 maps; they are well-housed, Boggs and Lewis cataloged, and presently under the care of a full-time map librarian. In keeping with its terms of reference, the collection basically contains printed maps of New Zealand and the Pacific area; it is now also the copyright depository for maps and atlases published in New Zealand. Some interesting manuscript maps are held, e.g., an early chart of Stewart Island drawn from surveys carried out in 1804 by an American sealer, O. F. Smith. The first printed town plans for Auckland, Wellington, New Plymouth, and Nelson are also housed at the Turnbull.

The previous copyright depository for cartographic material was the General Assembly Library at Parliament. All New Zealand published maps and

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Table 2. Administration of University Map Libraries.

Name	Number of maps	Administration
Auckland	25,000	Housed in geography department Funded equally by geography department and main library Staffed by main library Atlas collection in main library
Waikato	69,000	Housed in main library Funded by main library (2/3) and geography and earth science departments Staffed by main library Atlas collection held
Massey	25,000	Housed in geography department Funded by geography department Staffed by geography department Atlas collection in main library
Victoria	25,000	Housed in geography department Funded by geography department Staffed by geography department Atlas collection held
Canterbury	65,000	Housed in geography department Funded by geography department Staffed by geography department Atlas collection held
Otago	21,000 17,000 10,000	Geography department collection Geology department collection Main library collection—includes atlases Hocken library collection



atlases deposited before 1976 remain here together with a world collection that is aging rapidly. In all, the General Assembly library holds over 20,000 maps, all classified under the Boggs and Lewis system. The librarians plan to combine most of these maps with the Turnbull Library collection when space permits, retaining only the Electoral maps and a New Zealand topographic set. In the meantime, the collection is still another example of maps that remain stored and little used.

University Collections

Whereas the government map collections are characterized by a preservation priority and limited access, university map libraries have developed from geography teaching needs; they are in constant use by an increasing clientele including users outside geography departments and outside the universities as well. Questionnaires have shown that university collections are best funded. There is, however, little uniformity in administration and organization of university collections. The Auckland collection is cataloged under the Boggs and Lewis system, while Waikato and Massey use the rules of the American Geographical Society. Although originating in geography departments, three of the six libraries are now housed or staffed to some degree by the main university library; the three remaining collections are housed, funded, and staffed by the individual

university geography departments (see Table 2).

Otago University presents a special case with almost equal-sized collections in the geography department and main library, a small collection in the geology department, and a special section in the Hocken Library. The Hocken Library in Dunedin has a similar origin to the Turnbull Library in Wellington, but it is housed within the university. In 1910, Dr. Thomas Morland Hocken gifted his outstanding collection of books, pamphlets, and manuscripts to the people of New Zealand. There were less than eighty maps when the collection was cataloged in 1912 but they are valuable documents today, since they are mainly of pre-1870 vintage. In 1936 there were still less than 150 maps but during the last decade an active acquisition policy has resulted in a present map holding of approximately 10,000. This collection, located in the far south of New Zealand, has a strong section of maps and town plans of the surrounding area. It also includes many maps issued in the 1840s by the colonizing agency, the New Zealand Company, to depict their settlements. In addition, the library has a major holding of early British hydrographic charts and is currently building a complete collection of road maps of New Zealand issued by oil companies and automobile associations. One important item is the only known copy of the first map printed in New Zealand, a chart of Port

Nicholson based on a survey by E. M. Chaffers. This was drawn and lithographed in Wellington in 1841.

As part of the University Library the Hocken serves academic researchers but is also open to public enquirers.

Map libraries within departments of geography have additional functions. They are, in differing degrees, resource centers for their departments. The Massey Map Library is a busy center of the Geography Laboratory Block. Map drawing equipment is loaned out, basic texts and statistical material are held for reference, and a time-consuming service of lending copies of relevant class reading is provided. Accessioning, cataloging, issuing, repairing, ordering, and displaying maps is only one facet of the work of map library staff. This multipurpose use does, however, assist in advertising the map collection.

Public Library Collections

In the October 1978 edition of *New Zealand Libraries*, Patterson contributed an article entitled: "Muddle, Mayhem and Myopia: Maps in New Zealand Public Libraries." In that article, he claimed that public librarians have ignored or downgraded maps as library material and that the collections are inadequate in size and scope, are often inaccessible, badly stored, understaffed, and their existence not publicized.

This provocative statement, while in part true, generalizes a range of situations and perhaps indicates a too high expectation of the standard required in the smaller map collections. The chief librarian of the Palmerston North Public Library sees a two-fold function of the public library map section: first, to store satisfactorily local historical maps, and second, to provide a small basic reference set of current maps. His library holds a complete set of New Zealand one-inch-to-the-mile topographic sheets, a world coverage of Bartholomew Travel Maps, and a good selection of atlases. The New Zealand maps are well displayed, easily accessible, and in frequent use. This small,

systematically acquired holding appears adequate in an area that has a larger collection available at nearby Massey University. Public libraries that house the only collection in their area have a different responsibility. In general, smaller centers need larger collections.

Conclusion

New Zealand map collecting has been haphazard rather than systematic. All collections rely heavily on free issues and other donated material. National Archives stores what is deposited; the Map Centre collection relies on reciprocal acquisition; the Turnbull and Hocken collections were based on bequests and are maintained largely by free deposits. The university collections rely on free issues from New Zealand Lands and Survey and other map agencies. This can be dangerous practice. For example: map librarians recently learned with regret that Directorate of Overseas Survey maps from Great Britain no longer would be distributed gratis to New Zealand libraries. University collections are augmented by donations from staff, the public, and by exchange. The Massey map library Australian collection has become more extensive since contact with Australian map libraries was established and a rather one-sided exchange system instituted.

The manuscript copies of the most important early maps of New Zealand are not deposited in the country. Tasman's 1642 map is in the Dutch State Archives; The Hague and Cook's map of 1769-70 resides in the British Library Map Room, although the Turnbull Library holds a copy of a redrawing, probably were Dickenson. All pre-1840 British hydrographic charts are housed at the office of the Hydrographer to the British Navy at Taunton.

The future of New Zealand map collections may be viewed with optimism. Mapkeepers are putting their houses into order, the National Archives may have a full-time carto-

graphic archivist, and all other larger collections are well-housed and arranged for easy retrieval.

Maps are stored in a variety of ways, but mapkeepers aim eventually to store all holdings in metal cabinets, preferably slim-line. Although there is no uniformity in cataloging systems or completeness, libraries are encouraged to conform with ISBD(CM) specifications in recording cartographic material.

The New Zealand Mapkeepers' Circle is instituting moves to avoid duplication of little-used map series, and a Union List of series maps has been started. A *Manual for Mapkeepers* is also in preparation.

Pressures from outside are encouraging also. Collections have become the focus of a new interest with a developing public awareness of the value of maps. Increased map use for research, business, administration, and leisure creates greater interest in map collections. Recently the Massey map library was described during a news feature on regional television. Inquiries have been received by the Mapkeepers Circle from information services regarding documentation on map holdings and the desirability of a Union List.

The main goal for New Zealand mapkeepers must now be the establishment of a National Map Collection. The New Zealand Mapkeepers Circle discussed this need at the seminar in February 1979, and the National Collec-

tion will be the principal topic at the next meeting. Government approval and support must be gained first; then the practical considerations can be determined. The present main collections in Wellington are complementary in composition and would provide a base of almost one million maps and plans; however, the sectional interests involved there make a simple amalgamation seem unlikely. But a reorganization of existing resources is urgently needed. All collections suffer from lack of adequate financial support. Many world reference sections are aging, and lack of staff, space, and cabinets means that maps often are not accessible to the public. Careful storage of existing incomplete collections by dedicated mapkeepers is not sufficient. Establishment of a National Collection would allow for the best use of present resources. Historical maps could be preserved and a comprehensive world reference section could be made available to all potential users. Once the National Collection is inaugurated other holdings can be rationalized and a suitable hierarchy of map libraries arranged and unnecessary duplication avoided. New Zealand, with only 3.2 million people, is too small to support more than one main collection.

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Lilian Griffin is keeper of the map collection, Department of Geography, Massey University, Palmerston North, New Zealand.

1980 Candidates for SLA Office For President-Elect



GINADER



LANE

GEORGE H. GINADER is director, Information Resource Center, Morgan Stanley Libraries Worldwide, Morgan Stanley & Co., Inc. He received his BA in political science from Allegheny College (1955) and his MSLS from Drexel University (1964).

He was acting curator, Automobile Reference Collection, Business, Science and Industry Department, Free Library of Philadelphia (1961/63); head librarian, New York Chamber of Commerce and Industry (1964); chief librarian, New York Stock Exchange (1966); executive director, Special Libraries Association (1967/70). He assumed his present position in July 1970.

SLA Chapter Activities. As a member of the New York Chapter, he served as chairman, Downtown Luncheon Group (1965/66); chairman and editor, *Directory of Special Libraries of Greater New York*, 11th ed. (1966/67); vice-chairman, Business and Finance Group (1966/67); member, New York Chapter Executive Board and Advisory Council (1966/67); display chairman, Seminar on Planning the Special Library (1971); chairman and parliamentarian, Bylaws Committee (1972/73); currently a member of the Princeton-Trenton Chapter.

SLA Division Activities. He was editor, *What's New in Advertising & Marketing* (1966/67); director, Advertising & Marketing Division (1971/73), chairman-elect (1978/79), chairman (1979/80). In the Business and Finance Division, he was chairman-elect and bulletin editor (1973/74), chairman (1974/75). As a member of the Petroleum and Energy Resources Division, he served on the Special Committee to Develop the Scope Note (1976) and on the Program Committee for the 1977 Conference.

Association-Level Activities. He was a member, Tellers Committee (1966/67); SLA representative, Council on National Library and Information Associations (1967/70); member, Special Committee on Structure of the Association (1970/71); member, Bylaws Committee (1972/74); chairman, Committee on Committees (1975/78) and committee member (1978/80). A member of SLA since 1963.

Other Professional Activities. He was an official observer at the White House Conference on Libraries and Information Services. He has had articles published in various professional society journals.

He is a member of the Administrative Management Society; a member and past treasurer of the New York Chapter of the Association of Records Managers and Administrators; librarian and a member of the Board of Trustees, Cranbury Historical and Preservation Society, Cranbury, N.J.; member, National Trust for Historic Preservation; member, National Micrographics Association; member, Administrative Services Committee, New York Metropolitan Reference and Research Library Agency; member and councilor, New York Library Club.

ROBERT B. LANE is director, Air University Library, Maxwell AFB, Ala. He received his AB and MLS from the University of California at Berkeley in 1954 and 1957, respectively.

He was USAF area librarian, Hq 3AF, South Ruislip, England (1963/65) and USAF staff librarian for the Middle East, Ankara, Turkey (1965/67). From 1971 to 1973, he simultaneously held the positions of field director, Library of Congress Office, Karachi, Pakistan and acting field director, Cairo, Egypt. He was chief, Reader Services, Air University Library (1967/73) and (1973/74). He assumed his present position in 1974.

SLA Chapter Activities. He is a member of the Alabama Chapter and served on the Bylaws Committee (1975/76).

SLA Division Activities. He is a member of the Military Librarians Division and served as chairman-elect (1968/69) and chairman (1969/70).

Association Level Activities. He was SLA representative to the Conference on Interlibrary Communication and Information Networks (1970); member, H. W. Wilson Company Chapter Award Committee (1970/71); chairman, Networking Commit-

tee (1975/77); member, *ad hoc* panel to review the final draft of the NCLIS program document (1975); chairman, Conference Program Committee (1977/78). A member of SLA since 1967.

Other Professional Activities. He has written several articles for *Special Libraries*: "The Conference on Interlibrary Communications and Information Networks," 61:523-526 (Nov 1970); and "Toward New Horizons for Academic Libraries: Impressions of the First National ACRL Conference," 70:110-111 (Feb 1979). He is also the author of "SOLINET Meets with State Librarians," *Southeastern Librarian* (Spring 1977), and "The USAF Air University Libraries," *Encyclopedia of Library and Information Science* (to be published in 1980).

He is a member of the American Library Association; the Alabama Library Association; and the Southeastern Library Association. He served as president, Federal Librarians Round Table, American Library Association (1975/76); chairman, Alabama State Library Advisory Council (1976/79); and chairman, Nominating Committee, American Library Association (1978/79).

He received the Air Force Decoration for Exceptional Civilian Service (1978).

For Division Cabinet Chairman-Elect



BECKER

BARBARA K. BECKER is supervisor, Library Services, Warner-Lambert Company, Ann Arbor, Mich. She received her AB from Oberlin College (1945) and her ABLS from the University of Michigan, Ann Arbor (1948).

She was librarian at Jones, Day, Cockley & Reavis, Attorneys, Cleveland, Ohio (1945/57); library assistant, International and Foreign Law Acquisitions, University of Michigan Law Library, Ann Arbor (1947/48); assistant librarian/cataloger, Findlay Public Library, Findlay, Ohio



BICHTELES

(1951/52); librarian, Michigan Municipal League, Ann Arbor (1959/63); assistant librarian/cataloger, Parke, Davis & Co., Ann Arbor (1963/69); research librarian, Parke, Davis & Co. (1969/78) at which time she assumed her present position.

SLA Chapter Activities. As a member of the Michigan Chapter, she served as secretary (1969/70); president-elect (1970/71); president (1971/72); and director (1972/73) and (1976/77).

SLA Division Activities. She was a member, Joint Microfilm Committee/Pharmaceutical Division, with the Chemistry and Petroleum Division (1967/69); she was treasurer (1972/75), chairman-elect (1976/77), and chairman (1977/78) of the Pharmaceutical Division.

Association-Level Activities. She was co-chairman, Registration Committee and local representative, Pharmaceutical Division for the 1970 Detroit Conference (1969/70); member, Education Subcommittee/Teaching of Special Librarianship (1971/72). A member of SLA since 1965.

Other Professional Activities. She is a member of the Medical Library Association; Midwest Regional MLA; Metropolitan Detroit Medical Library Group; Washtenaw Library Club; Michigan Health Science Libraries Association; and South Central Michigan Health Science Libraries Association.

JULIE BICHTLER is associate professor, Graduate School of Library Science, University of Texas at Austin. She received her BS in Chemistry (1960), MLS (1965) and her PhD in library and information science (1973) from the University of Texas at Austin; engaged in part-time study in geology at Southern Methodist University (1965/68).

She was a chemist with Dow Chemical Co., Midland, Mich. (1960/62); library intern, NASA-Lyndon B. Johnson Space Center, Houston, Tex. (1964); science reference librarian, Southwest Center for Advanced Study, Southern Methodist University, Dallas, Tex. (1964/69); lecturer/assistant professor (1969/77) and associate professor (1978) at the University of Texas at Austin; and visiting associate professor, Indiana University (1977).

SLA Chapter Activities. As a member of the Texas Chapter, she was placement chairman (1965/66); publications chairman (1972/73); first vice-president (1974/75); and president (1975/76). She was a member of the following committees: Program, Continuing Education, Nominations, and Local Arrangements.

SLA Division Activities. In the Sci-Tech Division, she was treasurer (1974/76); chairman-elect (1976/77); chairman (1977/78); and chairman, Nominations Committee (1979/80).

Association-Level Activities. She has been a member of the Positive Action Program for Minority Groups Committee (1976/79) and the committee chairman (1977/78). A member of SLA since 1964.

Other Professional Activities. She has written the following articles: "Dextranucrase V and the Role of Metal Ions in Enzyme Catalysis," *Nature* 191:385-386 (1961) with W. B. Neely; "Examination of Distribution of Substituents in Partially Methylated Cellulose by Gas Liquid Partition Chromatography," *Analytical Chemistry* 34:1423-1425 (1962) with W. B. Neely and C. B. Roberts; "Dextranucrase, an Induced Enzyme from *L. mesenteroides*," *Biochemistry* 1:1136-1140 (1962); with W. B. Neely; *Report of an Internship Served in the Library of the*

Manned Spacecraft Center, National Aeronautics and Space Administration, Houston, Texas, March 4-September 2, 1964; "Library Service by Contract: A Joint Venture," *College and Research Libraries* 28:107-109 (1967) with M. Wheeler; "Self-Paced Instruction in Library Science—Second Thoughts," *Journal of Education for Librarianship* 13:188-192 (1973); "Retrieval of Current Physics Journal Literature Utilizing Automatic and Traditional Classification Techniques" [unpublished doctoral dissertation], The University of Texas at Austin (1973); "Document Retrieval by Means of an Automatic Classification Algorithm for Citations," *Information Storage and Retrieval* 10:267-278 (1974) with Ronald G. Parsons; "An Introduction to Generalized Data Management Systems," *SLA Texas Chapter Bulletin* 25 (no. 4):20-24 (1974); "A Practicum for Library School Students—The Austin Program," *Texas Library Journal* 50:192-196 (1974) with David Price; "GEOREF—The User's View," *Proceedings of the Geoscience Information Society* 4:36-48 (1974); *Audio Cassette Journal*. Dallas, Southwestern Library Association (1976-78). Contributor of summaries of articles from current literature to this continuing education project of SWLA; "Conferences, Congresses and Symposia—Applied Geology and Related Fields," invited contribution to *Encyclopedia of Applied Geology* (v. 13 of *Encyclopedia of Earth Science*) [in press]; "Notes from the Philippines," *SLA Texas Chapter Bulletin* 27:26-27 (1976); "Special Libraries in the Philippines," *Special Libraries* 68:28-34 (1977); *The Library of the National Computer Center, Republic of the Philippines*, Report to the United Nations Development Programme, Austin (1976). 37pp; "Publications of the International Union of Geological Sciences: Their Influence on U.S. Geoscientists," *Proceedings of the Geoscience Information Society* 7:1-16 (1977); "Comparing Two Algorithms for Document Retrieval Using Citation Links," *Journal of the American Society for Information Science* 28:192-195 (1977) with Edward Eaton; "Geoscience Information Reviewed," *Geotimes* 24 (no. 4):32 (1979); "The Combined Use of Bibliographic Coupling and Co-Citation for Document Retrieval," *Journal of the American Society for Information Science*, with Edward Eaton [in press]; "Geoscience Information Sources and Services from the User's Viewpoint." In *Geoscience Information* edited by A. P. Harvey and J. A. Diment. Heathfield, England, Broad Oak Press (1979). pp. 263-270. She is the editor

of *Texas Looks at Science Information: An Appraisal of Resources and Services*, Special Libraries Association, Texas Chapter (1966); one of several editors, *Geologic Field Trip Guidebooks of North America: a Union List Incorporating Monographic Titles*. Houston, Geoscience Information Society (1968); "Geoscience Information and User Needs," testimony at the *Regional Hearing, National Commission on Libraries and Information Science*, 24 April 1974, San Antonio, Texas. Washington D.C., NCLIS (1974). Individual contribution to the testimony: "An Evaluation of GEOREF," pp. 8-10, ERIC ED 092 129; and *Geoscience Information: Publication—Processing—Management*, Geoscience Information Society (1979). She has also written

more than 25 book reviews that have been published in *Choice*, *American Reference Books Annual*, and *Network*.

She is a member of Geoscience Information Society (of which she was president 1977/78); Association of Special Libraries of the Philippines; American Society for Information Science (chairman, Texas Chapter, 1975/76); Texas Library Association; Association of American Library Schools (member, Editorial Board, 1977/81); and has served on many national and local committees.

She is a member of Phi Beta Kappa, Iota Sigma Pi, Phi Kappa Phi, and Beta Phi Mu. She has received fellowships and scholarships from General Motors, Dow Chemical, NSF and USOE.

For Chapter Cabinet Chairman-Elect



BERGER



DYSART

PATRICIA WILSON BERGER is chief, Library and Information Services Division, U.S. National Bureau of Standards, Washington, D.C. She received her BA degree from George Washington University, Washington, D.C., and her MLS from the Catholic University of America, Washington, D.C.

She was chief librarian, Institute for Defense Analyses, Washington, D.C., and Arlington, Va. (1957/67); director, Technical Information and Security, Lambda Corporation, Arlington, Va. (1967/71); chief librarian, U.S. Commission on Government Procurement, Washington, D.C. (1971/72); deputy chief librarian, U.S. Patent and Trademark Office, Washington, D.C. (1972/76); chief, Library Division, U.S. National Bureau of Standards, Washington, D.C. (1976/78); and chief, Information Resources and Services Branch, U.S. Environmental Protection Agency, Washington, D.C. (1978/79).

SLA Chapter Activities. In the Washington, D.C. Chapter, she was chairman, Hospitality Committee, treasurer, and chairman, Documentation Group (1966/68); corresponding secretary (1970/71); president-elect and president (1977/78).

SLA Division Activities. She is a member of the Documentation and Sci-Tech Divisions.

Association-Level Activities. She was a member, Special SLA Committee on the White House Conference on Libraries and Information Services (1978/79), member, Planning Committee, 72nd Annual SLA Conference, Atlanta, Georgia (1979/81); and speaker, 3rd Plenary Session, 71st Annual SLA Conference, Washington, D.C. (1980). A member of SLA since 1961.

Other Professional Activities. She is the author of: *Psychological Warfare in Support of Military Operations, An Annotated Bibliography* with Gwendolyn Murphy. Washington, U.S. Govt. Print. Off. (1951); Report of the U.S. Commission on Government Procurement. Volume 6, *Index, Bibliography and Acronyms* prepared by the Commission's Library staff under the direction of Patricia W. Berger. Washington, U.S. Govt. Print. Off. (1972); "The Transfer of Information Resources in Federal Libraries—A Survey of Practices and an Analysis of Options," and "The Nation's Patenting System: The Support It Receives from the Patent Office's Scientific Library," *Proceedings of the Second Annual Federal Interagency Field Librarians Workshop, Denver, Colorado, Sep. 1973*. Denver, U.S. Bureau of Reclamation Engineer-

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ing and Research Center (1974); *A Union List of Microforms in Selected Washington, D.C. Libraries* ed. with J. Ellenberger. Washington, D.C. Chapter, Special Libraries Association (1974); "Guidelines for Federal Library Disestablishment." A study prepared for the U.S. Federal Library Committee, Washington (1974); "Public Relations in the National Bureau of Standards Library," *Proceedings, 20th Annual Military Librarians' Workshop, Annapolis, Maryland, Oct 1976*. Annapolis, U.S. Naval Academy (1978); "SLA Faces the Equal Rights Amendment." *Special Libraries* 69 (nos. 5/6): 223-4 (May-June 1978); "The Contributions of Special Libraries to Library and Information Services in the District of Columbia." A briefing to the delegates, Mayors' Pre-White House Conference on Libraries and Information Services, Washington, D.C. (Sep. 28, 1978); "The Relationship of Federal Libraries to NCLIS and to the Evolving National Information System." A joint address with Alphonse Trezza, Executive Director of NCLIS, to the Seventh Annual Federal Interagency Field Librarians' Workshop, Arlington, Va., Oct. 30, 1978; "Program Review and Zero Base Budgeting in the National Bureau of Standards." An address to an American Society for Information Science Workshop, N.Y. November 17, 1978; *Issues for Delegate Consideration: White House Conference on Libraries and Information Services*. New York, H. W. Wilson, 1979. Also in *Special Libraries* 70 (no. 9) 384-394 (Sep. 1979); "Evolving Careers for Information Managers." Address to a NICE II Conference Workshop, Washington, D.C., May 2, 1979; "The Slow-Scan TV Experiment—A Report of a Partial Failure." Address to the Library Management Division at the 70th Annual Conference, Special Libraries Association, June 12, 1979, Honolulu, Hawaii; "Library and Information Services for Improving Organizations and Professions." *Dialogues on the Future of Library and Information Services*. Washington, D.C., White House Conference on Libraries and Information Services (October 1979); "Closing the Card Catalog—A Management Overview." A speech to the 23rd Annual Military Librarians' Workshop, October 3, 1979, Alexandria, Virginia. To be published in the *Proceedings*, Washington, U.S. Defense Documentation Center (1980); *Telecommunications Technologies, Networking and Libraries*, Washington, D.C., U.S. National Bureau of Standards (1980); "Standards and Guidelines for Data." Chapter 8,

A Sourcebook on Handling Scientific and Technical Data edited by S. Rossmassler and D. Wasson. New York, Elsevier (1980) with Jane C. Tucker.

She is a member of the American Library Association and served as secretary of ALA's Federal Librarians Roundtable (1978/79); the American Society for Information Science; and National Micrographics Association. She was a representative for special libraries in the metropolitan Washington, D.C. area to the Librarians' Technical Committee, Metropolitan Washington Council of Governments (1977/78); appointed representative for the Federal Library Committee to the Librarians' Technical Committee (1978/79); an alternate delegate to OCLC, Inc., to represent Federal Librarians Network (1977/78 and 1979/80); vice-chairman, Librarians' Technical Committee and member of the Committee's Executive Board (1978/79); member, Editorial Board, *Science and Technology Libraries* (1979/82).

She is a member of Beta Phi Mu. The U.S. Department of Commerce awarded her a Special Achievement Award for International Women's Year Activities (1976). She is listed in *Who's Who in America* (1977/78 and 1979/80 eds.) and in *Who's Who of American Women* (1976/77 and 1978/79 eds).

JANE I. DYSART is librarian, Royal Bank of Canada, Toronto. She received her BS (1972) and MLS (1974) degrees from the University of Toronto.

She was formerly a librarian at the Reference Library, Canadian Standards Association, Rexdale, Ontario, and librarian, Information Centre, Canadian Imperial Bank of Commerce.

SLA Chapter Activities. She is a member of the Toronto Chapter and served as student liaison (1974/75); program chairman (1975/77); president-elect (1977/78) and president (1978/79); past president (1979/80).

SLA Division Activities. She is a member of the Business and Finance Division and is serving as membership chairman (1979/80).

Association-Level Activities. She is a member of the Joint Chapter/Division Cabinets Archives Study Committee. An Association member since 1973.

Her other memberships include the Canadian Library Association and the Canadian Association of Special Libraries and Information Services.

For Directors (1980/83)



CRENSHAW



DESOER



HALL



POST

TENA L. CRENSHAW is adjunct associate professor and deputy director, Louis Calder Memorial Library, University of Miami School of Medicine, Miami, Fla. She received her BS from Florida Southern College (1951); did graduate work at the University of Florida, Gainesville (1952/1955); received her MLS from the University of Oklahoma, Norman (1960); and did coursework in medical librarianship at Emory University, Atlanta, Ga. (1969). She taught in the Florida and Texas public school systems (1951/59); was a technical librarian, Army Rocket and Guided Missile Agency, Redstone Arsenal, Ala. (1960/61); acquisition librarian, Martin Marietta Corp., Orlando, Fla. (1961/64); reader services librarian, National Aeronautics and Space Administration Library, John F. Kennedy Space Center, Fla. (1964/66); research information specialist and research information analyst, Lockheed Missiles and Space Company, Palo Alto, Calif. (1966/68); and head, Services to the Public, A. W. Calhoun Medical Library, Emory University (1969/78). She assumed her present position in 1979.

SLA Chapter Activities. She is a member of the Florida Chapter and the South Atlantic Chapter; and a former member of the San Francisco Bay Area Chapter. As a member of the South Atlantic Chapter, she served as treasurer (1970/72); chairman, Membership Committee (1973/74); vice-president (1974); president (1974/75); and chairman, Nominating Committee (1978).

SLA Division Activities. She was a member of the Biological Sciences Division Nominating Committee (1974/75); chairman-elect (1976/77); chairman (1977/78); and a member of the Joint Chapter/Division Cabinets Archives Study Committee (1978).

Association-Level Activities. She was program coordinator for the SLA program at

the 1974 ASIS Conference. A member of SLA since 1960.

Other Professional Activities. She has contributed articles to the Biological Sciences Division newsletter; published bibliographies for scientists and engineers at Lockheed Missile and Space Company, and indexed the *Space Materials Handbook* (1968).

She is a member of the Medical Library Association and served as Southeastern Representative, Membership Committee (1977/79); chairman, Bylaws Revision Committee, Southern Regional Group, MLA (1979). She is also a member of the American Society for Information Science, the Southeastern Library Association, and the Florida Library Association. While a member of the Georgia Library Association, she served on the Librarianship as a Career Committee (1974/77) and the Automation Committee (1978/79). She is a member of Kappa Delta Pi (Education).

She received the University of Oklahoma Graduate Scholarship (1959/60). She is a member of Kappa Delta Pi.

JACQUELINE J. DESOER is research librarian, Technical Information Center, Chevron Research Company, Richmond, Calif. She received her BS from McGill University, Montreal (1952), and her MS in Library Science from Case Western Reserve University, Cleveland, Ohio (1962). She was a bacteriologist at Sunnybrook Veteran's Hospital, Toronto (1952/54); librarian, Technical Service Division (1955/58) and assistant reference librarian (1958/61) for Imperial Oil Ltd., Toronto; reference librarian (1962/64) and assistant engineering librarian (1964/65), Columbia University, New York; reference librarian, Standard Oil Company of California, San Francisco (1965/72); librarian, Manalytics, Inc., San Francisco (1972/74); and associate librarian,

Chevron Research Company (1974/78). She assumed her present position in 1978.

SLA Chapter Activities. She is a member of the San Francisco Chapter and has served as bulletin editor (1968/69); director (1969/71); and chairman of the following committees: Hospitality Committee (1969/70); Program Committee (1970/71); Elections Committee (1973); Employment Committee (1973/75); Membership Committee (1976/77); and By-laws and Procedures Committee (1978/79). She was also president-elect (1976/77); president (1977/78); member, Board of Directors (1978/79); and member, Finance Committee (1978/79).

SLA Division Activities. In the Engineering Division, she was chairman, Tellers Committee (1972) and in the Library Management Division, a member, Nominating Committee (1979/80); also a member of the Chemistry, Information Technology, and Petroleum and Energy Resources Divisions.

Association-Level Activities. She has been a member of SLA since 1958.

Other Professional Activities. She is a member of the American Society of Information Science. In 1961 she was the recipient of an SLA scholarship.

SANDRA K. HALL is director, Special Services, The Arizona Daily Star. She received her BA (1963) and a Diploma of Education (1964) from the University of Sidney; an MEd (1969) and MLS (1972) from the University of Arizona, Tucson.

From 1965-1970, she taught various subjects, including Chinese History, modern European History, and Creative Writing at high schools in the U.S. and Australia. She was chief librarian at the Arizona Daily Star (1973/79) and assumed her present position in 1979.

SLA Chapter Activities. She was a member of the Rio Grande Chapter (1973/78). Since the formation of the Arizona Chapter in 1978, she has served as chairman, Consultation Committee (1978/79) and as member, Nominating Committee (1979/80).

Division Activities. In the Newspaper Division, she was a speaker at seminars on personnel and administration (1974/75); chairman, Education Committee (1975/77); member, Automation Committee (1975/78); coordinator, Continuing Education Seminars (1976/77); director (1976/77); secretary-treasurer (1977/78); acting chairman (1978/79); chairman (1979/80); member Library Management Division and bulletin

editor (1977/78). She is also a member of the Telecommunications/Communications Provisional Division.

Association-Level Activities. She has been a member of the Education Committee since 1977; an Association member since 1973.

Other Professional Activities. She is the author of "Survey on the Teaching of Special Librarianship and Continuing Education Needs," Rio Grande Chapter *Bulletin*, Fall 1975 (survey results were published Spring 1977); "Microfilm at the Arizona Daily Star," Proceedings of the Australasian Micrographics Congress, Nov. 1978; "Public Relations for Special Libraries," *Library Management Division Bulletin*, Winter 1979; "Picture Collections in News Libraries," British Library Association (in preparation); an indexer of *History of The Arizona Daily Star* by David Brinegar; and editor of the University of Arizona Graduate Library School Self-Study Accreditation Report (1978).

She is listed in *Who's Who of American Women*, *Dictionary of International Biography*, and *World Who's Who of Women*. She has served as consultant to many organizations, including newspaper libraries in the United States and Australia; and is a frequent speaker and lecturer.

She was appointed as special libraries representative to Pima Regional Library Service (1977/80); received the University of Arizona Community Educator Award (1979); was elected an associate of the Library Association of Australia (1979); and was a member of the Selection Committee for the American Book Awards (1977/80).

She is a member of CLENE; the Library Association of Australia; the Arizona State Library Association; and the Arizona On-Line Users Group. She is also a member of Beta Phi Mu.

J. B. POST is map librarian, Free Library of Philadelphia. He received his AB in philosophy/history from the University of Rochester (1960) and his MSLS from Columbia University (1961). He attended the 28th Institute on Modern Archives/National Archives at American University (1973) and the Workshop on Videotape Production held at Drexel University (1977).

He has held his present position since 1961. During 1962/63 he served in the United States Army.

SLA Chapter Activities. He was chairman, Social Science Section, Philadelphia Chapter in 1966.

SLA Division Activities. He served in the Geography and Map Division as, chairman, Disaffiliation Committee (1970); chairman, Nominating Committee (1973); chairman-elect (1976/77) and chairman (1977/78); member, Joint Chapter and Division Cabinets Archives Study Committee (1978).

Association-Level Activities. A member of SLA since 1965.

Other Professional Activities. He was editor,

Drexel Library Quarterly ("Map librarianship" issue), October 1973. He is also the author of *Atlas of Fantasy*, rev. ed., New York, Ballantine, 1979; *Travel in the United States: A Guide to Information Sources*, Detroit, Gale Research (forthcoming), in addition to numerous articles and reviews in library journals.

He is a member of the Private Libraries Association, the Philobiblon Club, and the Francis Grose Society.

Ballots and voting instructions will be mailed from the Association Office in early April.

Officers and Directors who will continue to serve on SLA's Board of Directors in 1980/81 are: James B. Dodd, who automatically succeeds to the office of President. Dorothy Kasman who will continue as Treasurer. Didi Pancake who automatically succeeds to the office of Chairman, Chapter Cabinet. Ruth S. Smith who automatically succeeds to the office of Chairman, Division Cabinet. Beryl L. Anderson and Pat Molholt will serve the third year of their three-year terms (1978/81) as Directors. Jack Leister and Mary Vasilakis will serve the second year of their three-year terms (1979/82) as Directors.

Actions of the Board of Directors

October 25–26, 1979

The Special Libraries Association Board of Directors met October 25–26, 1979, at the Doral Inn, New York City. The following actions were taken.

Finances—The Fall Meeting of the Board of Directors is primarily devoted to discussions of the SLA budget for the coming fiscal year. This year the Board again heard that a year-end deficit is projected. This net loss for the year is due mainly to the low Conference registration and fewer exhibit booths at the 1979 Annual Conference and the expenses incurred in the *Special Libraries Program*.

To help project a more realistic financial picture at the end of each month, a new format for the monthly financial statement will be adopted beginning Jan 1, 1980. This reporting scheme will show income and expenses when they are actually earned or incurred.

A condensed budget for the General Fund as approved by the Board appears on page 49 of this issue of *Special Libraries*. The net earnings for the year are anticipated at \$200. The income from dues and fees is based on conservative membership projections approved by the Board.

Continuing Education Program—The support of the Chapters and other Association units for a 70%–30% fee split for the regional continuing education seminars led the Education Committee to recommend to the Board that this system be reinstated. The Board agreed to reinstate a split of the income as first used in the pilot program (70% to the Association and 30% to the cosponsoring Association unit) for 1980 and 1981. The Education Committee will continue to study the program; further recommendations on the continuation of this policy will be made to the Board at the 1981 Fall Meeting.

The Education Committee brought to the Board's attention a conflict in the policy concerning speakers' fees and honoraria for SLA members. In order to resolve the conflict and formulate a well-thought through policy, the Board authorized the President to appoint a special committee of no more than eight members to review the

issue and report to the Board at its June 1980 meeting.

As a result of discussions during the last year and a recommendation of the Chapter Cabinet at the Annual Conference in Honolulu, the Chapter Cabinet Chairman and Chairman-Elect asked the Board to instruct the Manager, Professional Development to prepare a proposal for a membership needs assessment in continuing education. The Board agreed with the need for such a survey and asked the Manager, Professional Development to seek outside sources of funding for the project. A preliminary report will be made to the Board at the 1980 Winter Meeting.

Annual Membership Directory—In the Fall of 1978 the Board voted not to budget funds for a membership directory in 1979 because of the poor financial position of the *Special Libraries Program* budget. A Special Committee on *Special Libraries* was appointed in February 1979 to investigate the policy of subsidizing the official journal of the Association.

The Committee reported to the Board that without the Directory issue, *Special Libraries* would probably publish on a break-even basis. Advertising rates were increased effective Jan 1, 1979, and income in 1979 has risen considerably over previous years. However, production costs increase as the rate of inflation increases and paper costs rise almost on a monthly basis. Therefore, the committee recommended that the "membership Directory as the October issue of *Special Libraries* should not be reinstated, as an annual publication." The Board approved this recommendation.

The Board also realized that, with a barely break-even budget for FY 1980, no funds are available for the production of a free Annual Membership Directory. Therefore, the Board voted to consider the publication of a membership directory in 1981 when the 1980/81 Board meets on Jun 13, 1980. The Board reaffirmed an action taken at the 1978 Fall Meeting that should future membership directories be published, they contain telephone numbers.

Chapter and Division Allotments—The Board voted to approve the recommenda-

tion of the Chapter and Division Cabinet Officers to set Chapter and Division allotments for 1980 at \$3.75 per member for Chapters and \$2.50 per member for Divisions.

The policy instituted in 1977 to pay only one-half the allotment to those Chapters or Divisions having substantial funds already on hand will be discontinued in 1980. Most Chapters and Divisions requested the second half of their allotments before the end of the fiscal year. The Board decided that the plan to make funds available for worthy projects by using funds not needed by Chapters and Divisions had not worked. It was decided that, in the future, the Board would submit proposals to wealthier Chapters and Divisions when the Association did not have adequate funds to support a project.

Conference Registration Fees—Since 1975 Conference expenses have increased 110.8%. However, Conference registration fees have increased only 22.2% in the same time period. This was not sufficient to keep up with either inflation or the request by members for more detailed program information that has resulted in larger preliminary and final Conference programs. To partially close the gap between Conference income and the expenses attributable to registration costs, the Board approved the following fees for the 1980 Conference: \$75 advance, \$90 on-site, and \$45 one-day for members; \$90 advance, \$105 on-site, and \$55 one-day for nonmembers; and \$25 for retired, student, and family/companions. Included in the registration fee is a reception at the Library of Congress and two exhibitor receptions.

Reciprocity with Other Professional Organizations—The President-Elect reported to the Board on a meeting with representatives of SLA, ALA, MLA, ASIS, and NMA at the ASIS pre-White House Conference sessions to discuss increased collaboration among information-related associations. The Board then authorized the Executive Director to investigate means of establishing reciprocity, including (but not limited to) the possibility of the reduction of joint membership dues and the reduction of registration fees for conferences. A preliminary report will be given to the Board at the 1980 Fall Board Meeting.

Division Activities—The Library Management Division membership increased by 215 members from December 1978 to July 1979. The Division allotment was, of course, based on the 1978 figures. To bridge the gap in the Division's finances caused by supplying Division newsletters and other material to the new members, the Division asked for a grant of \$1,200. The Finance Committee reviewed this request at its October meeting and instead recommended a \$500 advance to the Division from its 1980 allotment. The Board reviewed the figures presented by the Division and voted against a grant. The \$500 advance to cover the cost of the November 1979 *Newsletter* and mailings to new members was approved.

The Picture Division came to the Board with a well-prepared proposal for a grant totaling \$2,560 to pay for four quarterly issues of the publication *Picturescope* in 1980. The Division had already voted to commit its funds to pay a free-lance editor to revise the purpose, content, and style of the present Division bulletin to meet the "needs of picture professionals within and outside SLA"; but it did not have sufficient funds to cover all the costs. While the Board favored the concept, it regretted that there were not sufficient uncommitted funds to make a grant to the Division. Therefore, instead of approving a grant, the Board authorized a loan of up to \$2,600 on an interest-free basis for the production of *Picturescope* in 1980 to be repaid on or before Jan 1, 1983, by which time the editor felt the bulletin would be self supporting.

Committee Activities—The Networking Committee proposed to the Board that it publish a newsletter to go to Chapter and Division committee liaisons. The newsletter will be published four times a year and will supplement the "Networking Notes" column in *Special Libraries* that is aimed at a more general audience. An amount of \$150 for this project was approved on a one-time basis for 1980.

The Networking Committee also asked for \$165 to cover the costs of interviewing top officials at four major North American networks (OCLC, RLIN, UTLAS, WLN) to comparatively study how each "relates to various types of special libraries." The results will be organized into a publishable form and submitted to the SLA Publications Department for consideration. The funds for the project were approved. A final report

will be given to the Board at its June 1980 meeting.

A successful program session was conducted by the Positive Action Program for Minority Groups Committee during the Kansas City Conference. The Committee feels that a program session at the 1980 Washington Conference would further promote the goals of the Committee and provide an important opportunity for Chapter-Committee liaisons to meet with minority stipend winners. Other sources of funding were sought without success. The SLA Board granted up to \$375 to the Committee to cover the expenses of the speaker at a program session during the 1980 Conference.

ANSI Z39—In July the Chairman of the Council of National Library & Information Associations (CNLIA) wrote to the SLA President asking for support for the American National Standards Institute (ANSI) Sectional Committee Z39 on Library Work, Documentation, and Related Publishing Practices.

CNLIA now serves as the secretariat for Z39 and provides support for the staff and office expenses. For 1980 these expenses are budgeted at \$59,200. To help the Council meet this amount, the Chairman of CNLIA has requested contributions from all member associations.

The Z39 Committee has extended its public information mechanisms and has embarked on an active program to identify areas in which standards are needed, to develop these new standards quickly, and to employ experts in the field to undertake this work. The SLA Board recognizes the importance of the work of the committee and approved the SLA Finance Committee recommendation that the Association contribute \$500 toward ANSI Z39 operating expenses in FY 1980.

Plenum Scholarship—The Plenum Publishing Corporation has pledged \$1,000 for a scholarship to be granted annually for graduate study leading to a PhD degree in library or information science. At the 1979 Winter Meeting the Board asked the Scholarship Committee to develop guidelines for the Plenum Scholarship. The SLA Scholarship Committee's procedures and documents were presented to the Board and accepted in principle. It is expected that the first scholarship will be awarded for the 1981/82 academic year.

Endowment Fund—After hearing the report of the Executive Director that SLA's legal counsel advises that a 501(c) (3) tax exempt organization may establish an Endowment Fund to finance projects which are within its tax exempt purposes, the Board moved to establish a Special Projects fund. Staff will prepare a statement of the intent and purposes of the fund for review and approval of legal counsel, and will present the statement to the Board at the 1980 Winter Meeting.

Title 44 Revision Legislation—The Government Information Services Committee sent to the Board a report on new legislation that has been introduced to replace "The Government Printing Bill of 1979." The new legislation, HR 5424 "The National Publications Bill of 1979," has incorporated a number of recommended changes and should be welcomed by special librarians. The Board thanked the committee for its report and encouraged it to speak on behalf of the Association in support of this legislation.

GODORT Representative Approved—The Chairman of the Government Documents Round Table of the American Library Association invited the SLA President to appoint an ex-officio, nonvoting member of SLA to the GODORT Steering Committee. Although members of SLA who are also members of ALA have attended GODORT meetings, both SLA and ALA feel that more can be accomplished for both Associations in this area if an official representative is present at GODORT meetings to speak for the Association. The Board approved the appointment to be effective immediately. John Henry Richter has accepted the position.

Action on U.S. Senate Bill Endorsed—The Executive Director presented a Government Relations Update Report and asked the Board to support a bill recently introduced by Senator Danforth. The bill, S1094 to Amend the Internal Revenue Code of 1954 to "Treat as Public Charities Certain Organizations which Operate Libraries," was approved in concept by the SLA Board. The Executive Director was authorized to convey the Association's position to appropriate government officials.

Nominating Committee for Spring 1981 Elections—The Board elected the Nominating Committee as submitted by the two senior Directors. The Committee consists of Mary Lou Stursa; Ruth C. Smith; M. "Jims" Murphy; Hugo W. "Bill" Jones; and Mary Lou Kovacic, Chairman.

Although the Committee on Committees reviewed the procedures of the Nominating Committee at the request of the 1979 Committee (see the report on p. 411 in the September 1979 issue of *SL*) and recommended no change in procedures, the 1981 Committee still felt that some action needed to be taken. The Board thus asked the Committee for the Spring 1981 elections to review the Nominating Committee Guidelines and prepare recommendations for presentation in June 1980.

Contingency Fund—At the request of the SLA Representative to the American Society for Information Science, a contingency fund has been established to help cover the costs of speakers at SLA-sponsored sessions during other professional association conferences. This action was taken to strengthen inter-association cooperation and in realization that programs of national importance cannot always be produced from either local or free talent.

Dues Increase Action Amended—The Special Committee that submitted the dues increase recommendations to the Board in June 1979 inadvertently omitted Associate Members from its recommendation. In order to correct the Board action that passed in June, the Board rescinded its June motion and resubmitted a similar motion that differed only in the addition of Associate Members. The same increase given to Members will apply to this category, i.e., an increase in the annual dues from \$40.00 to a proposed \$55.00.

1980 Fall Board Meeting—The Fall 1980 Meeting will be held Oct 29–31 at the Grand Hyatt New York Hotel.

New SLA Staff Positions Created—The Assistant Executive Director formerly had responsibility for managing the Membership Department. The Supervisor, Membership Department oversaw operations on a day-to-day basis. Under the recently instituted reporting scheme for SLA Department Heads, however, the Assistant Executive Director has assumed responsibility for the

supervision of four SLA Departments and the Supervisor, Membership Department has increased responsibilities. Therefore, the Board approved an upgrading of the position Supervisor, Membership Department from Pay Grade 5 to Pay Grade 6, effective Jan 1, 1980.

A secretarial position to support the Professional Development and the Conference & Exhibits Departments was approved by AOCC and subsequently was approved by the Board. Although funds for a part-time secretary for the Professional Development Department were originally approved in 1977, the position was never authorized. The Board's action clarifies this situation.

A definite need for a clerk/typist has long been felt at the Association Office. Although temporary help has been hired when necessary, the quality of the work done by temporary employees is usually less than good, and their reliability is minimal. To better meet the needs of the Association Office, a clerk/typist position has been authorized, effective Jan 1, 1980.

Equipment Purchases Authorized—Since parts for the mailroom equipment are no longer being manufactured, the Board authorized the replacement of this equipment.

Funds were also allocated for a microfilm and fiche reader-printer now that filming of the SLA Archives is about to begin. Among the other authorized purchases are several file cabinets, a fireproof safe for the protection of computer disk files, two electric typewriters to replace heavily used machines, and an electric typewriter for the newly authorized secretarial position.

Staff Membership Dues—The Board approved paying 100% of the dues of each professional staff member in one professional society of his/her choosing. This membership must be approved by the Executive Director based upon whether the membership contributes to the professional development of the staff member. Publications received through such membership will become the property of the Association.

Also, in cases where a personal membership is primarily for the benefit of the Association, the Board deemed it appropriate that SLA, rather than the employee, should pay the membership fee. This has been done in one or two cases in the past and clarification of the policy was needed.

SLA Employee Manual Revised—Two major changes in the Association Employee Manual have been made, effective Jan 1, 1980. One involves changing the current policy of ten paid holidays to nine; however, the new policy allows two days of personal leave with pay. The previous policy permitting "one day for religious observance" has been discontinued. The second change allows vacation time not used in the year in which it is earned to be cumulated up to a maximum of thirty days, with no more than twenty days of annual leave to be taken consecutively. AOOC has asked the Executive Director to review the entire package of employee benefits with a report to AOOC at its May meeting.

Auditors Appointed—The Board appointed the accounting firm of Weber Lipshie & Company for the FY 1979 audit.

Association Jewelry—For a number of years there has been little interest among SLA members in the purchase of the Association insignia jewelry. At present there are nine gold tie tacs, ten gold charms, ten silver tie tacs, and twenty-two silver charms still in stock.

The AOOC recommended and the Board agreed that the supply of items should not be replenished once the current stock was sold out.

General Fund Budget (Summary) Jan 1-Dec 31, 1980

Dues & Fees	\$447,100	EXPENSES GENERAL OPERATIONS	
Less Chapter Allotments	\$(45,300)	Salaries (Net)	\$240,300
Division Allotments	(33,600)	Employee Benefits (Net)	85,900
Student Group Allotments	(600)	Office Services	88,700
Allocation to Special Libraries*	(102,700)	Occupancy Costs	48,100
		Professional Fees & Services	23,800
Dues & Fees (Net, after allotments & allocations)	\$264,900	Travel (Net)	33,400
		Member Services	47,300
		Bank Charges	100
		Depreciation on Furniture	2,700
		Miscellaneous	1,100
			<u>\$571,400</u>
INCOME GENERAL OPERATIONS			
Dues & Fees (Net)	\$264,900	Overhead Transfers from Program Budgets	(139,200)
Contributions (Patrons & Sponsors)	2,500	Overhead Transfers from Other Funds	(57,900)
Special Libraries Program Budget (Net)	5,600	NSP Postage & Handling Fees—Transfer	(3,000)
Conference Program Budget (Net)	84,500	Expenses of General Operations	\$(371,300)
Education Program Budget (Net)	5,300	Income for General Operations	387,000
Promotion Program Budget (Net)	(14,800)	Expenses of General Operations	(371,300)
Non-Serial Publications Fund (Transfer)	0	Anticipated Income over Expenses	\$15,700
Equipment Reserve Fund (Transfer)	0	Transfer to Reserve Fund	0
Interest Income	21,000	Transfer to Equipment Reserve Fund	(15,500)
Mailing List Service	15,000		
Miscellaneous	3,000	Net Gain	\$200
Income for General Operations	<u>\$387,000</u>	Restricted Net Earnings	0
		Net Gain after Restriction	\$200
*Required by Internal Revenue Service.			

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CHAPTERS & DIVISIONS

Michigan New and old members had a chance to get acquainted and re-acquainted at the Sep 26 membership round-up.

On Oct 31, the Chapter sponsored a panel discussion on resource sharing. Mary Frances Mullin, GM-Industry/Government Relations, moderated the program.

A meeting was scheduled for Nov 29 to hear library delegates report on the White House Conference on Library and Information Services. Lay delegates to the Conference were also invited to offer their reactions.

Minnesota Robin Stibbe of the Milwaukee GPO bookstore was the guest speaker at a Sep 18 meeting. He gave an informative talk on services offered by the bookstore.

At an Oct 16 ASIS/SLA meeting, members had a chance to hear several of the Minnesota delegates to the White House Conference discuss the need for a National Periodicals Center.

New Jersey A one-day workshop on INSPEC was offered in Oct. An INSPEC representative from London led the training session for the Chapter's Online Users Group.

New York The Chapter's Continuing Education Committee sponsored a two-day seminar Dec 6-7 on how to conduct effective employment interviews.

North Carolina On Dec 7, Chapter members toured the World Headquarters Building, Corporate Library, and Whitaker Park cigarette plant of R. J. Reynolds Industries in Winston-Salem. A dinner meeting followed at which speaker Joel B. New, director, District Office, U.S. Department of Commerce, talked about services available through the U.S. Department of Commerce.

Philadelphia The 60th anniversary of the founding of the Chapter was celebrated at the traditional wine and cheese party, held on Sep 26 in the Rare Book Room of the University of Pennsylvania's Van Pelt Library. All of the Chapter's past presidents were invited to attend. Dr. David Bender, executive director, SLA, and Richard Griffin, assistant executive director, were also on hand to offer their congratulations. A special tribute was paid to Gretchen Little and Dorothy Bemis, Chapter members in the SLA Hall of Fame.

On-line bibliographic searching was the topic of a Nov 15 meeting. Representative from four on-line services attended the meeting.

Pittsburgh The Chapter's Christmas meeting was held Dec 11. It included a tour of the Hunt Botanical Library, Carnegie-Mellon University, followed by dinner on the university campus.

Rio Grande The Chapter will hold a Regional Workshop on Conference Literature in Science and Technology in Albuquerque, N.M., on May 1-3. For further information, contact: Ruth Drug, New Mexico State University, Library, Box 3475, Las Cruces, N.M. 88003 (505/646-3103).

St. Louis Metropolitan Area The Chapter met on Nov 15 to discuss on-line bibliographic data bases for Missouri Libraries. Karen Luebbert was the speaker.

Southern Appalachian A joint meeting was held Sep 15 with the Kentucky Chapter to discuss planning concepts. Members toured the library facilities at Berea College, Kentucky, and examined the library's Appalachian Collection.

The Chapter met Nov 3 at the Center for Business and Economic Research, University of Tennessee, Knoxville.

HAVE YOU HEARD?

Reprints of Product Safety Laws

A compilation of six major federal product safety laws is available in enlarged type, featuring screens to highlight key sections and including all amendments up through November 1978. The 107-page document contains reprints of the Consumer Product Safety Act, Hazardous Substances Act, Poison Prevention Packaging Act, Flammable Fabrics Act, Refrigerator Safety Act, and the Radiation Control for Health and Safety Act. Copies can be purchased from: Product Safety Letter, 235 National Press Bldg., Wash., D.C. 20045 (202/737-3830).

On-Line Ordering System

The Information Store, an information retailer in Northern California, has adopted a new type of computerized on-line ordering and electronic mail system. The system has a built-in "hold" function that allows parties on either end to leave messages which are printed out as soon as the receiving party hooks up the terminal and requests them. The system can be used by any client firm or library that has a standard dial access computer terminal. Write: The Information Store, 235 Montgomery St., Suite 800, San Francisco, Calif. 94104 (415/421-9376).

National Periodicals Center

At its September meeting, the National Commission on Libraries and Information Science adopted a resolution supporting legislation to establish a National Periodicals Center, HR 5192, Title II(D). Members

of NCLIS and the American Library Association testified in October at the Senate hearings to extend and amend the Higher Education Act and to include funding for the establishment of the Center. Owing to the two-hour limit that was set for testimony at the hearings, SLA was not able to offer direct testimony; however, then SLA president, Joseph Dagnese, submitted a letter in support of the measure on behalf of the Association.

Medicine Classification Scheme

The Norris Medical Library has devised an expanded classification scheme for materials on drug dependence and abuse. The new system is based on the National Library of Medicine Classification Scheme. Copies of the revised scheme can be obtained free of charge from: Administrative Office, Norris Medical Library, USC Health Science Campus, 2025 Zonal Ave., Los Angeles, Calif. 90033. Be sure to enclose a self-addressed, stamped envelope.

New MARC Format

The Library of Congress Network Development Office has completed the first draft of a new MARC format for machine readable data files. Copies of the draft are available from the Network Development Office, Library of Congress, Washington, D.C. 20540. Those wishing to submit comments are invited to do so, but the deadline for sending suggestions is March 31, 1980.

STAFF DEVELOPMENT

Alpin, John C., Charles G. Schoderbek and Peter P. Schoderbek / Tough-Minded Management by Objectives. *Human Resources Management* 18(no. 2):9-13 (Summer 1979).

The question of why so many well-designed MBO programs, initiated by competent managers and consultants at substantial cost, fail after the first several years is raised. Difficulties with MBO often stem from a number of fallacies engendered by "humanistic" pressures on managers. Five of the most common fallacies that interfere with the successful operation of an MBO program are discussed. The authors point out that MBO is essentially a "hard-nosed" technique that demands a tough-minded management attitude, but it is more humane and rational than any other management procedure in existence. When it is tough-minded, that is, when it is properly managed, and when efforts are rewarded and procedures and goals are unambiguous, it is supported by employees. Managers have found the results extremely productive and encouraging.

Baytos, Lawrence M. / Easing the Pain of Terminations. *Personnel* 56(no. 4):64-69 (Jul-Aug 1979).

The mutual discomfort and emotional trauma that are part of any termination can be eased by a well-structured program that considers both economic and noneconomic aspects of termination for the individual employee. The noneconomic factors include the manner in which the termination is handled, the outplacement assistance provided, and saving the pride of the individual, while the economic factors consider such aspects as health and life insurance benefits and severance pay. Whatever is done to provide a graceful exit for the employee will in the long run be cost-effective, since a company's reputation as an employer depends on the perceptions of both current and former employees.

Buffenmyer, Jay Ralph / Is Your Company Promoting Incompetence? *Management World* 8(no. 8):8-12 (Aug 1979).

Examines the impact of the "Peter Principle" on individuals and organizations. Because it is commonly held by both employers and employees that a successful individual deserves a chance at a higher promotion, many people are promoted from a successful position to one for which they do not have the requisite skills and attitudes. The resulting incompetence leads to a decrease in the efficiency of the organization. Three ways of preventing this occurrence are discussed: changing attitudes toward rewards and promotion; encouraging skill-based promotions; and preparing individuals for future jobs.

Johnson, Sidney P. / Leading the Way to Success. *Supervisory Management* 24(no. 9):2-11 (Sep 1979).

Becoming a new manager does not necessarily mean becoming a leader. The author contends that formal leadership—that which embraces responsibility for the results produced by the group—is necessary for any successful team effort. Each new manager is put through a period of testing by subordinates, peers, and superiors. Ways of establishing leadership by building appropriate relationships with these three groups are outlined. One of the characteristics that set a leader apart from a manager is the quality of the decisions he/she makes; thus, the importance of establishing a broad information network based on these relationships.

McConkey, Dale D. / Why the Best Managers Don't Get Promoted. *The Business Quarterly* 44(no. 2):39-42 (Summer 1979).

Although it is generally assumed that the best managers get promoted, in practice "the best" often refers to an outstanding person from one unit of a large organization. The author points out several reasons why selection is frequently made from a narrow rather than a broad sample of potentially eligible managers. These reasons include: failure to consider staff for line promotions and vice-versa; the promotion-from-within policy; overlooking women and minorities for promotion; selecting deputies who are trained to take over; and the refusal of some potentially good managers to accept a promotion when it means a move. Seven action steps are suggested for insuring the promotion of better managers.

Newstrom, John W. and Jon L. Pierce / Alternative Work Schedules: The State of the Art. *Personnel Administrator* 24(no. 10):19-23 (Oct 1979).

Alternative work patterns, such as the staggered start system, flexible working hours, and the task contracting system are described. A comprehensive review of the literature on these systems revealed that most is descriptive, based on single case studies, and not conclusive from a research standpoint. The strongest conclusion is that satisfaction increases with almost any of the nontraditional work patterns. The authors offer a set of suggestions for personnel professionals interested in adopting alternative work patterns, including participation of employees in the program design, pilot testing, and rigorous evaluation procedures.

Phillips, Eleanor and Ric Cheston / Conflict Resolution: What Works? *California Management Journal* 21(no. 4):76-83 (Summer 1979).

Conflict is inevitable in organizations; it can serve a productive function if handled properly. The authors studied the conflict experiences of 25 middle-level managers. Findings of their study showed that of the four methods of conflict resolution—forcing, problem solving (the joint resolution), compromise, and avoidance—the two

most often used are forcing and problem solving. Benefits and obstacles of each are presented. Four stages to good conflict resolution are described: facing up to the conflict, planning the resolution, implementing the plan, and following up.

Shaw, Malcolm E. / Managing in Style. *Supervisory Management* 24(no. 9):20-28 (Sep 1979).

Many managers make the mistake of modeling themselves after someone they admire even though there are great differences in temperament and personality between the individual and his/her model. No one management style is effective for everyone. Ways of determining whether a certain management style is appropriate, and if not, what alternatives are available, are discussed. How to analyze and use the two basic sets of resources everyone has—those to influence others and those to utilize the capabilities of others—is explained.

Sleeth, Randall G. / The Mediocrity Paradox. *Personnel Administrator* 24(no. 9):63-67 (Sep 1979).

High appraisal scores on performance tend to encourage a good performer to continue the behavior which led to the high ratings. Since average scores tend to be high, low extreme scores have a greater impact than high extreme scores; one who changes his/her behavior risks lowered overall performance ratings. Continued

high average performance ratings may signal resistance to change and mediocre future performance. Five alternatives to this "mediocrity paradox" are suggested: new scales, behaviorally anchored scales, quotas for each level of appraisal, outside raters, and management by objectives.

Verheyen, Leland, G. / Change Through Employee Feedback. *Training and Development Journal* 33(no. 9):40-43 (Sep 1979).

Describes an employee attitude survey sponsored by the city of Phoenix to obtain employee feedback and stimulate organizational change. A private consulting firm designed the questionnaire, translated the responses, and made recommendations based on the results. A city-wide steering committee comprised of executives, middle managers, and supervisors representing many city departments worked in teams to set targets for their department's survey response to each question on the questionnaire. Variances between these acceptable responses and the actual responses were used to establish priorities for the issues raised by the survey. Over 400 improvement actions were identified and pursued. Significant changes were planned for supervisory training, communication, career pathing, productivity, employee relations, and management's credibility with employees.

Lucille Whalen

Olympic Library

Gladys Ann Wells, Upstate New York Chapter, serves on the Ad Hoc Committee on the Olympic Library. The Olympic Committee designated funds to staff a recreation library in the Olympic Village. The Ad Hoc Committee formed to help collect books in the 24 languages of the 1980 Winter Olympics. The Ad Hoc Committee hopes to expand this collection into a permanent collection of recreation litera-

ture and sports medicine housed at the Olympic & Winter Sports Museum. The collection would travel to each Olympic site.

If you or your library wish to donate books or periodicals to the Olympic Library, kindly send them to: Gladys Ann Wells, Senate Mail Room, State Capitol, Albany, N.Y. 12247.

Networking Notes

Report on Interview Project

The Networking Committee project to conduct interviews with OCLC, RLIN, UTLAS, and WLN, and publish the comparative data obtained is proceeding well. By the time you read this, the interviews will be well underway and the finished report might even be close to completion. This detailed comparison of requirements and products should then be available to you, either in this periodical, or separately, not long thereafter.

Study of Impact of Linking Bibliographic Utilities

It has just been announced that The Council on Library Resources has signed a contract with Battelle Columbus Laboratories to investigate the feasibility and impact of linking bibliographic utilities.

The study will consider the effects of such linkages on libraries, library users, brokers of bibliographic services, and the utilities themselves. Data acquired from OCLC, Inc., the Research Libraries Information Network (RLIN), the Washington Library Network (WLN) and the Library of Congress will form the basis of the six-month project.

The study, which will be divided into three phases, will result in a set of recommendations on the linking issue. These recommendations, a final report, and an integrated model of a nationwide bibliographic network that will be developed in the third and final phase of the study will be delivered to CLR as the products of the project.

Upcoming Meeting on Networking

The Long Island Chapter, in conjunction with the Special Libraries Association, is sponsoring a day-long seminar entitled: "Multi-type Library Network Development" on Friday, Mar 28, at Brookhaven National Laboratory.

The speakers will be concentrating on political and technical considerations for developing a nation-wide library network, with implications for local and regional library network development.

At the meeting will be *James B. Dodd*, President-Elect of S.L.A.; *Glyn T. Evans*, Director of SUNY Central Library Services; *Alphonse F. Trezza*, Executive Director of N.C.L.I.S.; and *William Basinski*, Assistant Director of Computing Services for NELINET. Other speakers will be announced. For information, contact: M. Bruce Maxian, Palmer Graduate Library School, C.W. Post Center, Greenvale, New York 11548 (516/299-2866).

Networking Panel and Meeting at Washington Conference

The Networking Committee's program for the upcoming Annual Conference promises to be every bit as informative and well-attended as last year's.

On Tuesday, Jun 10, at 3:15, we will conduct a panel entitled: "O.C.L.C., Special Libraries, and Networking." Four papers will be presented: "O.C.L.C., Special Libraries, and Networks—an Overview," by Miriam A. Drake; "O.C.L.C. Find Rate in a Special Library," by Trisha A. Davis and Ann T. Dodson; "A Methodology for Measuring the Quality of Bibliographic Data Bases," by Neal K. Kaske and Thomas B. Hickey; (Title to be announced) by Glynn T. Evans.

On Wednesday, Jun 11 at 1:30, there will be an open meeting of the Committee which will feature a number of reports. Already confirmed are: Council of Computerized Library Networks, presented by Glyn T. Evans; The Network Advisory Committee, presented by Irving M. Klempner. Four other reports have been invited, and project reports will be included.

New Committee Member

While on the subject of the Networking Committee, there have been a few changes in the membership within the past three months. Committee member Richard S. Huleatt has resigned, and has been replaced by Dian Gillmar, Information Coordinator at the Metropolitan Transportation Commission in Berkeley, Calif. Also, long-time member, Vivian Arterbery, has left Aerospace Corporation to assume the position of Library Director at the Rand Corporation.

James K. Webster
Chairman, Networking Committee
Special Libraries Association

Title 44 Revision

The revision of the law governing government printing and the status of the Government Printing Office is moving through the legislative process, but whether it will reach a vote this session of Congress is uncertain.

HR 5424, the "National Publications Act of 1979," was introduced into the House of Representatives on Sep 27 by Frank Thompson, Jr., Chairman of the House Administration Committee, as a replacement for HR 4572, the "Public Printing Reorganization Act of 1979." In introducing it, he explained in detail the differences between the two bills. (*Congressional Record*, Sep 27, pp. H8646-8652; also 96th Congress, 1st session Committee Print "HR 5424. National Publications Act of 1979" Oct 1979.)

With the exception of how "public document" is defined, which none of the various groups interested in legislation like, and on which none agree would be an acceptable revision, SLA's Government Information Services Committee feels the new bill answers most of the points in the old bill to which special librarians could object.

Testimony was heard from four federal agencies at a Nov 14 hearing on the new bill, with all four agencies expressing opposition for various reasons, almost all of which relate to operations of their own agencies. At least two of the four agencies also did not like the definition of "public document." NASA and the Department of

Defense do not like the provision that federal agencies would be given only short-term waivers for having printing done outside the Government Printing Office. David O. Cooke, Deputy Assistant Secretary for Administration, DoD, made the point the bill continues the present micromanagement of government printing, and that it may be time to abandon this and allow government printing and publishing to be controlled by the usual budgetary processes that control other programs. What effect this would have on distribution of government documents was not mentioned.

Mark-up of the bill is expected in mid-January. Whether the revised bill reaches the House floor for a vote may depend on public interest. Printing and publishing government documents are not subjects sufficiently interesting or newsworthy to make them attractive in an election year to Congressmen who must educate themselves in the subject, unless a real public interest has been noted through the receipt of letters and other means. At the time this is written, only GODART and the Depository Library Council among library groups have evinced much interest in the revision of Title 44 by calling on members to express interest in the bill to their Representatives.

Paula M. Strain
Chairman
SLA Government Information
Services Committee

REVIEWS

Minicomputers in Libraries 1979-80, by Audrey N. Grosch. White Plains, N.Y., Knowledge Industry Publications, 1979. 142 p. \$24.50

Embarking on any automation project is a serious business and neophytes generally need all the help they can get. This book can provide substantial help with a listing of fifty-five minicomputer systems installed in libraries. The completeness of the entries varies, since the list was compiled from questionnaires, but most of the system descriptions include hardware, software, configuration, and type of application. In addition, nearly all of the system descriptions include a name and telephone number. Finding the one person who can discuss your application intelligently can justify the purchase of the book.

Unfortunately, the directory of systems is preceded by nine chapters intended to serve as a tutorial for students and librarians having some basic familiarity with data processing. For the most part they fail in this mission, primarily because the broad scope of the chapter topics necessarily results in superficial treatment. As an example, the entire subject of peripherals is covered in a fourteen-page chapter with non-impact printers reduced to the statement, "The non-impact type uses techniques such as thermal, optical, electrostatic, electrolytic or photographic printing." This

The Structure and Governance of Library Networks. Allen Kent and Thomas J. Galvin, eds. New York, Marcel Dekker, 1979. ISBN 0-8247-6866-3.

This volume contains the proceedings of the Conference on the Structure and Governance of Library Networks, held Nov 6-8, 1978, in Pittsburgh, and cosponsored by NCLIS and the University of Pittsburgh. It was one of three "theme" conferences that NCLIS sponsored (the other two concern funding and literacy) as a prelude to the White House Conference. The editors are both affiliated with the Pittsburgh Graduate School of Library and Information Sciences.

The conference proceedings differed from the usual format. Five position papers

is not likely to be helpful to librarians who are planning to buy terminals. What *would* have been helpful is a reference to the May 1978 issue of *Datamation* which featured a tutorial on printers and listed the characteristics of one hundred forty-five models.

In fact, almost nothing in the nine chapters needs to be viewed narrowly as a library consideration; distributed computing, computer architecture, data base management systems, and similar topics are the concern of all computer users. For that reason, these topics are regularly treated in the trade press (*Datamation*, *Mini-Micro Systems*, *Computer Decisions*, *Data Communications*, and so on) at an appropriate tutorial level. Naturally, there would be great merit in gathering and synthesizing all this material into one convenient book. Given the number and scope of these topics, however, such a book would be several times as large as this volume. As it is, the treatment of some topics may limit the usefulness of this volume.

J. L. Divilbiss
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were prepared in advance and distributed to registrants prior to the conference. Several principal speakers were invited to respond to each of these position papers, and discussion followed. The editors present the proceedings in six parts: the five position papers and accompanying material, and a concluding section with the dinner speech and two summaries.

One aspect of this arrangement that I found particularly valuable was the availability of responses and discussions right along with the position paper. For readers

like myself who haven't majored in library networks, it is extremely helpful to read a well-phrased, convincing paper followed by some equally thoughtful counter-arguments and criticisms.

I suspect that there will be a natural tendency on the part of most people to be put off by 340 pages of small print, but the book will be rewarding to the determined reader. I recommend that the book be viewed and read the same way the conference was organized—in six separable parts that do not absolutely depend on each other.

The conference participants included many prominent people from the information world. A summary of the authors contributing to the first five sections follows:

"Network Anatomy and Network Objectives," by Allen Kent. (Includes as an appendix: "A Case for Resource Sharing in Children's Literature," by Margaret Mary Kimmel.) *Respondents:* Melvin S. Day, James H. Kennedy and Ervin J. Gaines.

"Network Topology: Functions of Existing Networks," by James G. Williams and Roger Flynn, both of the University of Pittsburgh. *Respondents:* Joseph Becker, Stephen R. Salmon, James P. Riley, and Roderick G. Swartz.

"The Impact of Technology on the Governance of Library Networks," by William D. Mathews of NCLIS. *Respondents:* Donald W. King, Roger K. Summit, Robert M. Hayes, and Sara Fine.

"The Governance of Library Networks: Purposes and Expectations," by K. Leon Montgomery and C. Edwin Dowlin, both of

the University of Pittsburgh. *Respondents:* Susan H. Crooks, Vincent E. Giulano, Beverly P. Lynch, Henriette D. Avram, Charles H. Stevens, and Patricia B. Pond.

"A Proposal for New Federal Legislation," by John W. Bystrom of the University of Hawaii at Manoa. *Respondents:* William J. Welsh, Anthony W. Miele, Dick W. Hays, Lawrence F. Buckland, and William DeJohn.

The sixth section consists of three papers:

"Library Networks: Possibilities and Probabilities," by Shirley Echelman. This was the dinner speech, and is in the usual trenchant style that we have all come to expect from our Past President.

"A Summary of Issues for Consideration at the White House Conference on Library and Information Services," by Thomas J. Galvin.

"Closing Summary," by Alphonse F. Trezza, Executive Director, NCLIS. Most of Trezza's remarks concern the planning and organization of the White House Conference, and is of interest now mainly for purposes of comparison with what really happened.

I think that the value of this volume will transcend the event that brought it into being. It will likely become the essential and required reader on library networks for many years to come.

James K. Webster
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State University of New York at Buffalo
Buffalo, N.Y. 14214

PUBS

(80-001) **Selected Test Methods for Books, Documentary Materials and Works of Art.** Cunha, George M., ed. Atlanta, Technical Assn. of the Pulp and Paper Industry-TAPPI Press, 1979. 194p. \$24.00.

Compilation of fifty-four procedures for testing permanence and durability of paper used for books, documentary materials, and works of art. Available from TAPPI Press, One Dunwoody Park, Atlanta, Ga. 30338.

(80-002) **Statistical Reference Index.** v. 1 (no. 1) (Jan 1980). Monthly; index cumulated quarterly; abstracts cumulated annually. \$290-\$865/year, according to type of subscriber and annual book, periodical, and microform budget.

Guide to American statistical publications from sources other than the U.S. Government, covering more than 2,500 titles in 1980. Subjects covered include commerce and business, public opinion, politics, education. Most publications abstracted will be available on microfiche. Published by Congressional Information Service, Inc., 7101 Wisconsin Ave., Washington, D.C. 20014 (301) 654-1550.

(80-003) **Library Staff Development Profile Pages.** Conroy, Barbara. Tabernash, Colo., B. Conroy, 1979. 52p. \$12.00 single copy; \$10.00 additional copies.

A tool to help library administrators and staff evaluate their present staff development programs and plan for improved ones. May be used in conjunction with the author's *Library Staff Development and Continuing Education* (Libraries Unlimited, 1978). Available from Barbara Conroy, Box 502, Tabernash, Colo. 80478 (303) 726-5260 or 5759.

(80-004) **Publishers and Distributors of the United States.** New York, Bowker, 1979. 233p. \$7.50. ISBN 0-8352-1214-9; ISSN 0000-0620.

List of 12,000 publishers and distributors. Each entry gives name, editorial and ordering addresses, phone number, imprints, ISBN prefix, business affiliation, and company name abbreviation used in *Books in Print*. Indexes by company name abbreviation and ISBN prefix.

(80-005) **Fund Raising: The Guide to Raising Money from Private Sources.** Broce, Thomas E. Norman, University of Oklahoma Press, 1979. 254p. \$15.95. LC 78-21388; ISBN 0-8061-1531-9.

Guide to securing funding from non-governmental sources. Topics covered include: principles and process of fund raising, the capital campaign, the annual campaign, raising money from foundations and corporations, preparing a proposal, deferred giving, identifying and evaluating prospects.

(80-006) **A Comparative Evaluation of Alternative Systems for the Provision of Effective Access to Periodical Literature.** Arthur D. Little, Inc. Washington, D. C., National Commission on Libraries and Information Science, 1979. Single copies free from NCLIS; \$4.00 from GPO, stock no. 052-003-00715-1. LC 79-6278.

Addresses, questions and objections raised by proposals for a National Periodicals Center; describes and assesses three alternative approaches for a National Periodicals System. Available from NCLIS, 1717 K Street N.W., Suite 601, Wash., D. C. 20036.

(80-007) **Directory of Online Databases.** v. 1 (no. 1) (Fall 1979). Quarterly; 2 complete directories, 2 mini-directory updates. \$48/year. LC 79-54776; ISSN 0193-6840.

Guide to 400 bibliographic and nonbibliographic databases and database families. Each entry includes these facts about each database: type, subject, producer, online service (distributor through which base is available), content, coverage (country and time), and updating. With addresses of producers and online services; indexes by subject, producer, service, and database name. Published by Cuadra Associates, 1523 Sixth Street, Suite 12, Santa Monica, Calif. 90401 (213) 451-0644.

(80-008) **A Guide to Publications of the Executive Branch.** O'Hara, Frederic J. Ann Arbor, Mich., Pierian Press, 1979. 287p. \$29.50 cloth, \$15.00 paper. LC 78-66368; ISBN 0-87650-072-6 (cloth), ISBN 0-87650-088-2 (paper).

For each department and subdivision thereof, the following information is given: purpose of the agency, SuDocs classification, lists or catalogs for bibliographic access, and descriptions of specific publications such as career literature, statistics, directories, research publications, laws and regulations.

(80-009) **Translation and Translators: An International Directory and Guide.** Congrat-Butlar, Stefan, comp. & ed. New York, Bowker, 1979. 241p. \$35.00. LC 79-6965; ISBN 0-8352-1158-4.

Sections include: register of translators and interpreters, grouped as "literary" and "industrial, scientific and technical," with index by language; translation associations and centers; training programs and guidelines for translators.

(80-010) **Supervision of Employees in Libraries.** Stevens, Rolland E., ed. Urbana-Champaign, University of Illinois Graduate School of Library Science, 1979. 113p. (Allerton Park Institute, 24th, 1978). \$9.00. LC 79-10860; ISBN 0-87845-051-3.

Ten papers from an institute, some dealing with supervision in general; others on such topics as motivation, training, interaction skills, and the transition from employee to supervisor.

Marie Dooling

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