Special Libraries, Winter 1990

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The articles in this issue of Special Libraries deal with examples of the activities of special libraries abroad and the existence of international cooperative efforts at different levels.

They range from discussing the emerging international role of SLA, particularly as it focuses on participation in IFLA, to how a special library is designed abroad to make its foreign visitors feel at home while also showcasing the best of American special librarianship. Special library networks, bilateral cooperation, and international networks are all highlighted in the following articles.

“The Internationalism of SLA,” by former SLA president Frank Spaulding, gives an overview of the development of an international role for SLA. It outlines recent actions taken by the SLA Board of Directors to increase SLA’s international activities and involvement. This includes a charge for SLA to participate more actively in IFLA, a multilateral institution. Spaulding summarizes actions taken by the IFLA council and reports on programs presented at the 1989 IFLA conference in Paris. IFLA provides a forum for the common concerns of special libraries throughout the world, one in which SLA is becoming an important participant.

The U.S. government has established its own network of special libraries abroad and has a formal role in their development. The Special Library Program of the United States Information Agency operates 160 libraries in 89 countries. Donald Hausrath, chief, Library Programs Division, U.S.I.A., gives a fascinating overview of the history of the program, discusses its work, and its use of new technologies to bring the world closer together. The review of selected overseas library activities makes it apparent that the U.S. special library abroad is a vital part of the international traffic in culture and ideas.

A closer look at a unique aspect of this program is given in “Designing Special Libraries Abroad.” The article answers the question, what is different about designing a special library abroad? Designer Lynn Nyce and librarian Don Hausrath describe the case history of the designing of the Thomas Jefferson Center in Manila to illustrate “what is possible when the various planning elements—the embassy public affairs staff, the building’s owner, the regional librarian and the designer—are all involved from the outset.” It discusses the image of American libraries that our government wants to project abroad and discusses some of the unique problems designers may face.

Another form of cooperative activity is, of course, regional networks. Kyllikki Rukononen explores the operation of a regional network that crosses international boundaries. In her article “Nordic Economic and Business Libraries,” she points out that “cooperation among Nordic libraries in the fields of economics and business has existed for many decades.” Her article provides background on recent surveys of these institutions and discusses the trends in cooperative information exchange programs, including the development of online networking projects and various online systems such as SCANP. This article contains pertinent information for librarians who must deal with expanding needs for international trade and business information as a result of recent initiatives like Europe 1992 and the U.S.-Canadian free trade agreement.

Of course, the most basic form of interna-
tional cooperation is library-to-library, but it takes on extra significance when the libraries involved are the Library of Congress and the U.S.S.R. Academy of Sciences Library in Leningrad. The February 1988 fire at the Academy library has been called “the biggest single library disaster in the century.” In his article, Peter Waters, a conservation officer at the Library of Congress and a member of a three-person emergency consulting team of top fire/water disaster experts, discusses the joint effort to respond to this library disaster by using the phased conservation program developed by the Library of Congress Preservation Office. This is the first application of this program outside the United States. This concept, explained in detail in the article, embodies a kind of triage approach to restoring damaged collections. Experts apply a planned sequence of conservation techniques according to priorities of value, need, and condition. This international project may, in the future, serve as a valuable model to those facing the aftermath of similar disasters.

What these articles have in common is the theme of special libraries and special librarians as facilitators for bringing the world closer together. Whether the common goal is sharing and exchanging information or the preservation of knowledge, the special library and librarian are vital parts of the international information scene.
Internationalism of SLA and IFLA 1989

by Frank H. Spaulding

SLA is an International Association of Information professionals and special librarians who work for the benefit of the general public and decision makers in industry, government, and the professions, and is helping shape the destiny of the information society. This paper identifies various international roles SLA has been engaged in recently and new opportunities for the Internationalism of SLA.

Background

SLA formed in 1909 because of the need for mutual cooperation by librarians providing service in specialized situations. In those early days, SLA was definitely a national library organization with a membership of 56 librarians primarily from the eastern part of the United States. Groundwork for SLA's present structure of divisions, representing different subject fields or special types of organizations, was laid at the Association's first New York meeting. The idea of local meetings was popular and spread rapidly. By 1913, districts (now called chapters) were identified in the United States and Canada.

Nearly 20 years later the first non-U.S. chapter, Montreal (now called Eastern Canada), was established. SLA continued as a North American association for the next 40 years until the European Chapter was formed in 1972. Although SLA had viewed itself as international in character and mission for many years, establishment of the European Chapter marked the organization as an international library association.

International Activities

In past years, SLA has had many involvements with other international bodies. These activities definitely attest to SLA as an international organization:

- became a member of the International Federation of Library Associations and Institutions (IFLA) in 1947;
- hosted a post-convention Documentation Institute for leaders in the field of documentation in the United States and Europe in 1955;
- hosted its first worldwide conference, cosponsored by the Japan Special Libraries Association and IFLA Special Libraries Division, in 1979;
- established representation with FID in 1979;
- conducted an exchange visit between the United States and United Soviet Socialist Republic librarians on museum work and its research literature in 1988; and
- published numerous articles in Special Libraries on foreign special libraries, transborder data flow, and SLA divisions' international net-working and international meetings.

The topic of the 1988 SLA State-of-the-Art Institute was on “Global Ties Through Information” and brought together 16 international...
ally-known speakers to address various aspects of global information flow. It was co-sponsored by ASLIB, CLA, IFLA, LA (UK), and LA (Australia).

The International Federation of Library Associations and Institutions

In 1988, the SLA Board of Directors charged its IFLA delegate to “look at SLA’s role and participation in IFLA, including a review of committees to which we may belong, and those to which we do belong, with a plan of implementation if we are to remain active participants.” At the 1989 SLA Winter Meeting the Board of Directors accepted the following report and recommendations concerning SLA’s role in IFLA and a new direction of internationalism for SLA.

“IFLA is the global voice of librarianship. Of all the international organizations concerned with library and information services, IFLA stands out as the organization best suited for this all encompassing role. It is an international forum for the participation of library organizations and institutions with some 1,200 members located in 123 countries.

SLA is an international organization of special librarians and information managers. As an international information organization, SLA is committed to expanding its presence and value worldwide, and therefore, it should remain as a viable and vital member of IFLA.

To achieve this objective the following recommendations are submitted:

- SLA should assume a stronger role in IFLA, especially in the areas of special librarianship and information management.
- SLA should promote the Association’s values and benefits to the many special librarians of other countries participating in IFLA through their generic organizations.
- SLA members should be encouraged to participate more actively in IFLA by contributing papers and serving in leadership roles on committees, divisions, etc.
- SLA should belong to additional sections of IFLA to know better their activities and interests.
- SLA should announce in *SpecialList*, on an ongoing basis, recent activities, new publications, etc., of IFLA. Similarly, SLA should strive to have IFLA announce SLA’s products and services in the IFLA Journal.
- SLA should host SLA caucuses during IFLA meetings to plan program participation and to share ideas about internationalism.
- SLA should have well-respected, outstanding information leaders as their representatives to IFLA.
- SLA should announce in *SpecialList*, on an ongoing basis, recent activities, new publications, etc., of IFLA. Similarly, SLA should strive to have IFLA announce SLA’s products and services in the IFLA Journal.
- SLA should create a standing Committee on Internal Relations to provide guidance and direction of its international role in IFLA, for its international conferences, and for international exchange visits.

Responsibility for active and increased SLA involvement in IFLA rests with the entire membership, its leadership, and staff. The establishment of the International Relations Committee (an earlier IRC, devoted to special librarians working abroad, was dissolved in

4 special libraries
1973) will greatly assist SLA's efforts towards greater involvement in, contribution to, and rewards of membership in IFLA and other international organizations and forums.

**IFLA 1989**

La Belle France, with its haute couture, hosted the 55th IFLA Council and General Conference "Libraries and Information in Yesterday's, Today's, and Tomorrow's Economy." With high-level technical sessions and international exchanges, delegates interacted and networked throughout the week. It was a bicentennial year for France, celebrated with gala receptions at the Palais des Congres, Louvre Pyramid, and the Bibliotheque Nationale.

The Conference attracted 2,000 delegates and attendees, with 170 exhibitors, from 104 countries. There were 256 delegates and attendees from the United States, the second largest representation following the host country France. Forty-three of the U.S. attendees were SLA members. There were 232 meetings, sessions, and activities; 152 papers (20 from the United States), 250 library visit invitations, and seven preconference seminars. The exhibit area was arranged with like product and services grouped together—most useful to conference attendees.

Four SLA members (Pauline Rothstein, Michael Koenig, Dorothy McGarry, and Frank Spaulding) of the newly-established SLA Internal Relations Committee attended the IFLA Conference. Later in the week SLA leadership met with members of the European Chapter. A vital concern for the SLA Chapter Cabinet chair and chair-elect is how the Association can best serve such geographically-dispersed chapters; a solution is needed.

**Council Meetings**

The IFLA Council, composed of association and institution delegates, meets biennially to vote on matters such as elections, dues, resolutions from the membership, etc. This year six members were elected to the ruling Executive Board: Hans-Peter Geh (FRG) president; Russell Boeden (UK); Natalia Igumnova (USSR); P.B. Mangla (India); P.J. Schoots (Netherlands); Margareta Torngren (Sweden); and Robert Wedgeworth (USA). Hope Clement (Canada) was elected chair, Professional Committee. Bob Wedgeworth has been appointed first vice president of IFLA for 1989-91.

The Council approved an increase in association dues effective 1990. Dues will be proportional to the UNESCO assessment (for the United States $35,000 NLG or approximately $15,600 for the seven participating library associations). At the same time, the Council adjusted the voting rights of association members to be proportional to the dues paid.

It was announced IFLA will administer the new Robert Vosper Fellows Program (funded by the Council on Library Resources) that provides four fellowships of $10,000 each per year for the next three years to individuals working on activities linked with one of IFLA’s Core Programs.

The H.W. Wilson Company has offered a grant to fund the travel of IFLA’s team of interpreters to the conferences from 1989-92. The grant for the Paris Conference was $6,000. Other actions taken by the Council include:

- request that UNESCO report on the benefits of the Florence Agreement and the Nairobi Protocol (elimination of import tariffs on library materials for the blind and handicapped) at the 1990 Conference;
- oppose value-added taxes on print materials;
- request that IFLA streamline the budgeting procedure for its various units; staff will review this concern;
- defeated a request that Section Committees be granted authority for controlling size of committees, elections, and candidate qualifications;
• resolved that all librarians and their associations, including IFLA, support the enforcement of the Universal Declaration of Human Rights;

• object UNESCO's decision to move school libraries out of the Office of Information Programs and services;

• request that Council reconsider the continued membership in IFLA of the Republic of South Africa while apartheid laws remain in force. IFLA President will appoint a working group to investigate the issues involved with a report at the 1990 Conference; and

• endorse ALA's resolution on the Armenian Earthquake Disaster and to encourage its members to support appropriate action.

Elections

Fifteen United States members were elected to leadership positions within IFLA's sections and divisions. Four of these positions will be occupied by SLA members.


Programs

One of the major technical presentations was a review and update on the progress achieved in IFLA's Core Programs:

UBCIM (Universal Bibliographic Control and International MARC managed by the British Library, in 1990 by Deutsche Bibliothek);

• revised edition of ISBD for serials;

• guidelines for the application of ISBDs to the component parts;

• revised ISBDs for antiquarian works, printed music, and computer files;

• report on the MINESIS/UNIMARC project;

• survey of name authority files and guidelines for subject authority and reference entries;

UAP (Universal Availability of Publications managed by the British Library);

• feasibility study on document delivery systems in the Caribbean;

• report on interlending and document supply; PAC (Preservation and Conservation should be managed by the Library of Congress);

• regional centers in Germany, France, Venezuela; negotiations for a center in Asia and Oceania;

• slide/tape presentations on preservation, handling and disaster preparedness;

• guidelines for storage and preservation of microforms;

• guidelines on preservation and conservation policies in archives and library heritage;

• survey of training needs in preservation and conservation;

• developing an international, online database on library and archives preservation;

• seminar for Francophone African librarians on preservation and conservation;

• seminars on preservation of serial publications and science in preservation;
• coordinating international response to the recent disastrous fire at the Lenin-
grad Science Library;

UDT (Universal Dataflow and Telecommunications managed by the National Library of Canada);

• feasibility study and project plan for an OSI-based (Open Systems Intercon-
nection) interlibrary protocol during the next two years;

• creation of an OSI Technical Working Group within IFLA upon completion of the above-demonstrated project;

The conference plenary talk “Libraries, Information and Economics,” by Jacques Michael was excellent and significantly stressed the value of information as a primary economic resource. The technical papers followed division interests of IFLA: general research libraries, special libraries, libraries serving the general public, bibliographic control, collections and services, management and technology, and education and research. Some of the papers that may be of interest to SLA members are:


“Economics of Research Libraries,” M. Getz;


“Alternatives to Public Funding of University Science and Technology Libraries: The North American Experience,” N. Anderson;

“Document Supply by Science and Technology Libraries—is there a Role for International Organizations,” E. Tornudd;

“ADONIS: Between Myth and Reality; a Trial Document Supply Using CD-ROM Technology,” U. Korwitz; (C. Brown reports the trial as unsuccessful but the system will become operational in the next few years);

“Funding for Public Libraries in the 1990s,” A. Curley;

“Library Funding and Economics: A Framework for Research,” Y. Braunstein;

“Designing Online Catalog Subject Access to Meet User Needs,” M. Bate, (D. McGarry reports this system uses a superthesaurus to aid user searching);

“International Problem of Differential Pricing for Research Literature,” R. Griebel/U. Montag* (contains results of an international survey and the need of a policy);

“Some Realistic Proposals to Overcome the Financial Barriers to International Document Delivery,” G. Cornish;

“Message Handling Systems and Electronic Data Interchange: An Introduction to Converging for Electronic Messaging,” L. Swain;

“CD-ROM and Their Impact on Libraries,” W. Bartenbach, et. al., (S. Kalkus reports this all-day session as most interesting);

“Flexible Learning Environment: Library Resource Centres for the Twenty-first Century,” L. Woods;

“Library Statistics—For What Purpose,” M. Vig;
"Update on Videotechnology in Libraries," I. Giannattasio;

"Status and Social Prestige of Library and Information Profession: An International Survey," I. Billedi;

"Image of the Librarian/Information Professional: A Special Libraries Association Presidential Task Force Report," F. Spaulding (This paper has been selected for publication in the IFLA Journal);

"Importance of Basic Training in Marketing for Librarians and Information Professionals," R. Savard;

"Information Management Education: Some Interdisciplinary Approaches," M. Broadbent;

"Sociology of Reading and Use of the Library," M. Poulain;

International Seminar on Continuing Professional Education," H. Hogh;

"Mastering Access: the Birmingham MSc Information Management," T. Haywood/S. Kirkham;

"Communication and Information in Contemporary African Society," B. Aboyade;

"Value of Information: Modernization and Economic Problems of Scientific and Technical Libraries with Special Reference to India," I. Malhan;

Copies of these and other conference papers are available from the SLA Office.

*There were two programs on this subject at the SLA Conference.

**SLA had an all-day program on this topic at its 1987 conference.

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**Future IFLA Conferences**

The 1990 IFLA Conference will take place in Stockholm, Sweden, with the theme "Libraries: Information for Knowledge," August 18-24, 1990. Succeeding IFLA Conferences will take place in Moscow, USSR, 1991; New Delhi, India, 1992; and Barcelona, Spain, 1993. In 1994 there is a potential problem for United States attendees as Cuba or Brazil are potential sites (U. S. citizens are prohibited from spending money to travel to Cuba).

Information on IFLA, its conferences, and how to participate in the organization, is available from the executive director of SLA.

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**Internationalism of SLA**

In 1989 SLA’s Board of Directors approved the establishment of and charge for the International Relations Committee (see Notes).

Members of the 1989-90 International Relations Committee are Barry Hennessey, chair; Helen Knudsen, Michael Koenig, Dorothy McGarry, Pamela Palmer, Pauline Rothstein, and Frank Spaulding.

At the recent IFLA meeting, members of the SLA delegation were able to explore a number of activities with several other agencies/organizations and foreign delegations.

The following are provided as examples:

- during a discussion with the Soviet delegation, agreement was reached for a continuation of the Art/Museum Exchange Program which took place in May 1988. Nikolai Kartashov praised the program and stated that he would entertain a proposal for a second phase;

- in a meeting at the Benjamin Franklin Center for Documentation, U. S. Embassy in Paris, an exchange of international program possibilities took place between two United States Information Services officials;

- the use of scientific and technical information as well as other subject specializations was discussed with UNESCO...
General Information Programs (PGI) staff;

- numerous discussions occurred with Valeria Stelmakh (USSR) and others from Norway, Sweden, The Netherlands, and Australia on the topics of the image and value of the librarian/information professional and collaborative efforts with SLA. IFLA’s Round-table on Management of Library Associations wants to cooperate with SLA on the image project;

In 1984, the United States withdrew from UNESCO due to the politicization and mismanagement of its programs. A year later Great Britain and then Singapore also withdrew from UNESCO. These departures seriously impaired UNESCO’s programs, particularly international activities in the areas of library and information science, archives, documentation, and scientific and technological information.

A new opportunity exists for international cooperation and programmatic activity in the intellectual sphere, which have been jeopardized in this decade by quarrels over political issues in organization management. Changes in leadership have taken place both at UNESCO and in the United States administration which may make it possible to forge new and durable bonds.

In short, there is a window of opportunity for fresh leadership to embrace a sustainable vision of intellectual cooperation through multilateral institutions. Americans will need to consider the needs of the U.S. scientific, educational, and cultural communities for enhanced international exchanges and projects, consider to what extent UNESCO has advanced these needs and interests—and how it could better advance them, and under what circumstances should the United States again decide to participate in UNESCO activities. (Lee Edwards—NCLIS gave a paper on UNESCO and the United States at the Bibliotheque Nationale during the Paris Conference.)

The internationalism of the Special Libraries Association—in its direction, the contributions, and benefits—is dependent upon each member to identify those issues and programs necessary to enhance the role of special librarians and information managers in our worldwide information society.

Notes

International Relations Committee Charge

“Seven members appointed for overlapping terms of three years each. Committee membership should reflect the international character of the Association and include as one of its members the SLA IFLA delegate. The Committee shall provide guidance and direction to the Board for its role in international library/information associations. Further, the Committee shall: (1) promote international cooperation, exchange visits and forums; (2) facilitate an international understanding and knowledge of information issues; (3) foster participation in appropriate international conferences, such as IFLA; and (4) encourage SLA units to share information resources with foreign libraries having like interests. When appropriate the Committee shall draft position statements reflecting SLA’s viewpoints on vital international, information issues.”

Frank H. Spaulding is a library/information consultant, SLA delegate to IFLA, and a past president, Special Libraries Association.
The article traces the evolution of the U.S. Information Agency Library programs. Various support functions of the program are surveyed; the programs use of technology, development of the Public Diplomacy Query Databases and CD-ROM products discussed, and examples of the international and Washington-based activities of this system, operating 160 libraries in 89 countries, provided.

Many countries ship telling examples of their culture to other parts of the globe. Travellers abroad might discover a French-sponsored Alliance Francaise, West Germany's Goethe Institute, a British Council, or a Japanese Cultural Center. With a short wave radio, you discover any number of radio stations sponsored by foreign governments. Besides the Voice of America, there is Radio Moscow, the BBC, and others. There are also educational exchanges, the most widely known being the Fulbright Program, which has sent 8,000 Americans abroad and brought 109,000 students, teachers, and scholars to the United States in the past 12 years.

Besides these cultural activities, actors, dance groups, artists, poets, novelists, musicians, and lecturers, traveling under the rubric of cultural exchanges, are constantly crossing the world’s borders. The common goal, be it a lecturer, a library book, or a sculpture exhibit, was identified by Daniel Boorstin in his 1987 IFLA speech, “to be ambassadors of an indivisible world—of culture and ideas.” (1)

This contribution to the international issue of Special Libraries focuses on the need to let other people know about your country, its culture, and policies—the United States government’s international library program.
the Bureau supports activities intended to increase mutual understanding between the people of the United States and other countries. Through its programs, the Bureau seeks to promote the free exchange of ideas and information between citizens of the United States and people of the world.

The Bureau of Educational and Cultural Affairs

In all its activities, be it sending film makers or sculptors abroad, a fellowship program its library activities, or training teachers of English, the Bureau is guided by the same program criteria:

- programs and activities of the Bureau are designed to strengthen cross-cultural communication;

- programs administered by the Bureau are balanced and non-partisan in character shall meet high standards of quality, and shall represent the diversity of American political, academic, social, and cultural life;

- the international exchange of people, information, and ideas is a long-term responsibility;

- foreign visitors to the United States under the Bureau's program will receive a broad, diverse, and varied exposure to this country;

- Bureau activities should, where possible, complement public, private, and binational program events which fall within the priorities of the Bureau;

- programs and activities should encourage a widening dialogue on major issues of mutual concern;

- Programs and activities should take into account host-country concerns, the views of our missions abroad, the role of binational commissions institutions, and the wide-ranging concerns of all constituencies in the United States that are interested in Bureau programs;

- programs and activities should involve well-qualified Americans and potentially influential, in some cases highly motivated, self-selected individuals abroad—that is, those who seek out USIS programs and services;

- programs and activities should be designed to accomplish specific goals within the context of furthering U.S. national interests; and

- foreign governments, international and U.S. organizations, and private individuals should be encouraged to participate in the Bureau's programs and activities. (2)

The Library Programs Division

The Library Program Division (E/CL) is USIA's principal authority on library activities in USA and at USIS posts around the world. As a service element for both Washington and overseas staff, the division provides library services and support to USIS posts and USIA offices in Washington, including library training technology, and the services of the library staff. There is a worldwide staff of 550 foreign national employees in the libraries, a Washington support staff of 54, and presently 16 foreign service field librarians working abroad. USIA supports 160 libraries in 89 countries (to obtain their addresses, write to the chief, Library Programs Division, Room 314, USIA, Washington DC, 20547). The libraries usually consist of a reference, lending, and outreach service.

Besides USIS libraries, USIA helps support library programs in binational centers in 17 countries. USIS-supported libraries, different from USIS libraries, operate primarily under the direction of indigenous organizations rather than official U.S. Embassy channels, USIS support usually consists of donations of materials, library consultancy services, or
grants for rent, materials, or staff. Often, USIS-supported libraries are located in binational centers, but may be housed at a local research center or institution. The continuing nature of USIS support distinguishes such libraries from other indigenous libraries to which USIS may donate collections of materials on an occasional or one-time basis.

The 1.3 million bookstock and 21,000 air-shipped periodicals and government publications are used by a million patrons a year. Over 5.9 million questions from academics, foreign governments, students, and writers are fielded each year by these overseas libraries. Supporting these requests for information and providing internship training for overseas libraries is the function of a specialized division in USIA headquarters. The division produces and publishes a variety of indexed and selected publications in electronic and paper format.

The Division’s Public Diplomacy Query online database, for example, provides hourly updates, allowing USIA officers around the world to instantly locate and retrieve most of the media products produced by USIA. Foreign institutions learn more about how Americans acquire, manage, and disseminate published materials through the prestigious Library/Book fellows program. Each year, experienced United States library and publishing professionals are sent to foreign institutions to carry out special projects.

**History of the Program**

Various congressional acts brought the present library program into being. In a cooperative activity of the American Library Association (ALA) and the Office of International Affairs of the Department of State, several libraries were opened in the early 1940s. The oldest, continuously operating library in the USIS system was opened April 13, 1942, in Mexico City. Later, libraries were opened in Managua, Nicaragua (1942); Montevideo, Uruguay (1943); and Buenos Aires, Argentina (1943). The State Department funded the ALA-operated libraries. They were opened to provide “books, periodicals and other library and cultural materials from the United States,” so as to “encourage and strengthen existing channels, public and commercial, for the interchange of cultural materials and information.”(3)

The library program also grew from events in May 1943. Former Prime Minister Winston Churchill arrived in Washington to meet with former President Roosevelt. While London was under siege from Luftwaffe raids and Britain and the United States were both suffering from submarine attacks, Churchill stated the time was approaching when British and U.S. forces “will have advanced across the seas into deadly grapple on the continent” and promised “aid to all captive and enslaved nations.”

In London, his announcement placed enormous demands on U.S. Embassy staff for reference information to supplement the news report cabled daily. Staff were hounded by writers from the BBC, foreign correspondents, and of course, embassy and British government officials.

To address staff needs, a meeting was called the same month by a planner in the newly-formed Office of War Information (OWI). The meeting included the Librarian of Congress, poet Archibald MacLeish, the head of the ALA and the president of the Special Libraries Association (SLA), Eleanor S. Cavanaugh; they designed a new kind of special library to be located in London, and later, in a variety of cities abroad. A 1943 State Department bulletin reported the plan, “A small, highly selective library containing reference material produced in the United States provides information which can best reach the masses of people in an allied country through the media of the press, the radio, and other educational institutions.

Besides offering direct information on many subjects, the libraries will consult with special libraries and will assist libraries and organizations within the respective countries in securing materials about the United States. Significant books and reports will be brought to the attention of people likely to be interested in using them.”(4)

The opening of the OWI-sponsored library in London was followed by others at Mel-
bourne, Australia; Wellington, New Zealand; Johannesburg, South Africa; Bombay, India; and Cairo, Egypt. Following the advancing Allied offensives, OWI information center libraries were soon providing information-starved populations with what Archibald MacLeish called "K-Rations of Reference Materials." Crates of government publications and books were sorted on the top floor of the Enoch-Pratt Library in Baltimore, Maryland, by a small volunteer-augmented staff. Chester Williams, who directed the project, recalled in a letter to the author, "none of us could have imagined what has happened to seeds they helped plant."

With the end of World War II, the OWI libraries and those still sponsored by the Department of State, were all consolidated by President Truman under a new office formed in the Department of State. Truman requested Congress to enact legislation allowing for a library system in 60 countries providing "a full and fair picture of American life and the aim and policies of the U.S. Government." In 1953, the United States Information Agency was established, inheriting the overseas libraries in the process.

Allen Hansen's book, *USIS Public Diplomacy in the Computer Age*, provides a thumbnail history of what happened to this assortment of libraries over the decades. The General Accounting Offices' February 1982 report gives two reasons for the dramatic reduction in the number of USIA libraries and reading rooms—some 426 between the years 1946 and 1978, to 129 in fiscal year 1981, a reduction of about 68 percent.

In an era of continuously shrinking budgets (in terms of constant dollars), a first source of cuts was the budget for libraries. When such budget cutting was still occurring, the number of professional librarians employed by USIA dropped from a high of 3 in the mid-1950s to 18 in 1979. These two factors, the GAO contends, were responsible for the disappearance of many USIS libraries and reading rooms. USIA did not make a deliberate decision to phase out USIS libraries overseas, "but the apparent neglect of their needs has created a deterioration of their condition that their maintenance may no longer be justified," the report stated. (5)

Note, present day statistics tell the story of a healthier library program than reported by the five-year-old GAO study. Hansen also reports the reason for the deterioration.

"In response to the GAO's recommendation that the USIA director examine the usefulness of the overseas libraries and eliminate those no longer considered useful, Director Charles Wick and Associate Director for Educational and Cultural Affairs Ronald L. Trowbridge took a hard look at the agency's libraries and book programs generally." They concluded that USIS libraries "have a unique contribution to make to our short-term information and policy objectives as well as to our long-term objectives."

In providing their officers in the field with a revised policy statement for USIA, the first such statement in years, they noted that the U.S. government and USIA have "vigorously promoted the international flow of books and information, and our libraries play a crucial role in this effort—a role recognized in a resolution of the American Library Association."

While noting that differing conditions and special circumstances will be reflected in each country where USIA maintains libraries, the agency's new library policy states that its library programs should, wherever possible:

- provide the latest and cost-accurate information about the U.S government and policies;
- provide in-depth information about American values, history, culture, and character;
- promote use of program-oriented materials by those audiences and institutions identified as important to (USIA) objectives;
- facilitate the use of the library by a self-selecting audience. No patron with serious interest in the United States should be denied access to the library;
• provide adequate funding, training, and policy orientation to enable library staff members to effectively maintain and promote the collection and provide high quality reference and outreach services; and

• ensure that the physical facility is attractive, functional, and appropriate to its national environment." (6)

This policy statement, supported by three years of enhancement grants, (1985, 1986, and 1987), a reorganization of the library division, and the integration of modern-day technology into the library program, has made a difference. Library attendance is up from the 1977 figure of 5.1 million to 5.9 million. Reference questions have doubled since 1973—the reasons to be discussed in a following section. However, while we have more libraries than ten years ago (regaining the 1943 number), collection sizes are generally smaller. Since 1978, there has been a 72 percent drop in libraries with collections from 5-10 thousand books and a doubling of the number of libraries with 1000 to 5000 books. Even though many USIS libraries are reference only, with no circulating books, USIS libraries are circulating more of their collections today than they were 13 years ago—the last time the book count rose to almost 1.3 million.

**Book and Document and Periodical Reviewing**

The staff of the Bibliographics Branch, which includes two staffers with extensive international experience, produces a biweekly listing of 80-100 titles that are suggested to overseas posts. The titles are not required acquisitions in any sense. Most of the offerings, which include a paragraph summary of the book or document, are culled from major reviewing tools such as *Choice* and *Booklist*; posts can order these books electronically. Posts are not required to use this service, however.

**The Impact of McCarthyism**

In fact, many posts augment book listing service with selections their staff make from major library reviewing publications. During McCarthyism, the overseas libraries, then part of the State Department, were accused by Senator Joseph McCarthy of containing "30,000 communist books;" Senate Permanent Subcommittee on Investigation employees Roy M. Cohn and G. David Shine visited libraries abroad. The book selection process came to a standstill in 1953, with the monthly flow of books dropping from 50,000 to 300.

In the end, John W. Henderson’s book on USIA reports, “A House Appropriations Committee report said that only eight authors and 39 books could be shown to be definitely supporting the communist cause... not over 30,000 books and 300 authors, including 12 spies and 15 hardcore communists, as McCarthy had charged.” (7) The damage, however, was immense.

To protect themselves from future investigations, the State Department instituted a policy outlined in the U. S. International Communication Agency entry in the encyclopedia of Library and Information Science. (8) Every book placed in the USIS libraries was checked by a group of bibliographers to make certain the book met selection criteria spelled out in the Department of State guidelines.

**Washington Control of the Book Selection Process Ends**

The cumbersome and expensive process was eliminated in 1979 by Associate Director for Educational and Cultural Affairs Alice Ilchman. The directive stated, “the time-consuming scrutiny and appraisal will no longer take place... Every effort will be made to contain descriptions and judgements of titles by peers, commercial review sources, and other authorities outside of USICA... It will be the responsibility of the posts to insure that the books placed on the library shelves are not of a nature that would cause them to be unaccept-
able for one reason or another to the local society. It will be up to the Public Affairs Officer (PAO) to develop such screening procedures as he or she deems necessary."(9)

Consequently, USIS collections are truly balanced. Nowadays, the bibliographic staff spends a good deal of time developing special bibliographies or an opening-day collection for a new library. Besides the constant challenge of keeping reference collections current with ever-changing serials, the staff is valued for its expertise in matching government publications, think tank reports, etc., with individually tailored profiles for each post. Many of these selections can be found in their biweekly publication, *Recommended Documents and Pamphlets*.

Overseas libraries were once stand-alone collections with little reliance on outside information sources; all that has changed. Sixty-seven USIS libraries routinely search commercial online databases including Nexis, Dialog and Legi-Slate. At one time, USIS reference services were dominated by the kind of inquiry-response fact look-ups found in general library collections, servicing a general library audience and specialists at lower organizational levels. Much of this kind of service, in the developed world, has been assumed by local library activities.

Localization of services has changed the characteristics of information provided in USIS libraries and, of course, the characteristics of people using the information. If the left end of the spectrum are specialists at lower organizational levels, and the right end fewer people and generalists at higher organizational levels, the dial is swinging to the right. The swing occurs because library collections are no longer locked into providing only the materials available within the four walls of the library.

For generations, the vast majority of USIS patrons were looking for specific information for a very particular need. Currently, the librarians are providing "why" information—information affecting an organization as a whole, often national parliaments, or government studies addressing issues already heavily documented in the United States. These kinds of data are characterized as information for planning, for formulating objectives in institutions and governments, and information for policy planning. Low-cost telecommunications services have made an immense difference in USIS libraries. It is no longer very important, in the distance-neutral world of online systems and telefaxes, where the original material is housed.

The shifting of resource allocation to information outside the library partly explains the shrinking overseas library. The past decade has not been kind to developing countries; inflation and soft currencies have stripped them of American books and magazines. Economies in Eastern Bloc countries have reduced all institutional acquisitions from the West by a third this past year. A patron will look in vain in Eastern Europe for American cultural, social science, political science, or general interest magazines, outside of a few bartered items.

Thus, the use of online systems with backup photocopies of journal articles is of immense importance to much of the developing world. Even in the developed world, there is often a lack of resource sharing or easy access to materials. In Austria, for example, the national library automation plan assumes all university students will continue to use closed-stack libraries. There is only one university in Austria with a public access terminal, and that terminal is in violation of the national library plan. For all the above reasons, the USIS library plays an important role, be it the local USIS library or the headquarters library responding to a post library request.

A recent example: New Delhi asked for sources of information on prawn farming for the director of the Center for Policy Research. Lagos sent an urgent request to verify the authenticity of a report that a major United States magazine was critical of Nigerian President Ibrahim Babangida—a flier was being distributed to rioting Nigerians to that effect. Library staff reported the flier was in error; back came a reply from Lagos thanking the library, "A negative answer in this case was even more important than a positive one (allowing) us to respond to over 40 reporters and..."
the presidential press office about a matter of major consequence.”

Another query from Lagos asked for copies of review from major United States publications of original performances of plays by black American playwrights. From Moscow’s legal community came a request for the text of U.S. federal laws concerning freedom of the press “sunshine laws,” and the privacy act of 1974. Also requested were materials on the organization of elections at the state level. The head of the law faculty at a major Soviet university asked for background information on the code of ethics for U.S. congress, and regulations for holding referendums in various states. The university is one of the institutions involved in drafting new legislation in the Soviet Union.

To meet this kind of demand, the library reference staff fielded 18,000 requests for information, half from “upstairs” in the USIA building or across the street at the Voice of America, and half from USIS posts. The staff, operating one of the most dynamic special libraries in the federal community, makes use of its 65,000 books, 800 journals, 1,000 online text sources, and various electronic databases, to respond to a wide range of complex queries, achieving some of the shortest turnaround times of any American library. Products to overseas posts are unique in that for each query, a unique information package is provided—online bibliographic data, photocopies of important articles, books or documents from Headquarters library or books borrowed or purchased from an outside source. These products are “custom-fitted” for a specific foreign researcher or organization. Most of the communication between libraries is done electronically, making for startlingly rapid responses.

For the posts, the Headquarters Library functions as an intermediary between the post and the wealth of library and information resources in the United States. For both Headquarters and overseas needs, Headquarters routinely provides photocopies of periodical articles, book excerpts, documents, and other materials not readily available abroad. In addition, of course, staffers routinely search Dialog, Nexis, Legi-Slate, Vu Text, and Wilsonline to compile packs of source materials and documentation.

The Headquarters Library is increasingly involved in providing training for FSN librarians in both long-term (1-2 month) internships or short visits of a week or less. While the emphasis is often on online and CD-ROM training, an essential part of the training comes from sharing reference responsibilities with the Headquarters Library staff. Also, as expert users of the Library Program Staff collection of home grown databases, the reference librarians offer consultation and assistance to novice users in Washington and abroad.

The Library Programs Division’s technical staff has developed a family of interactive online databases to serve the information needs of the organization. Known as Public Diplomacy Query (PDQ), these databases extend the useful life of all USIA-produced information so that foreign service officers worldwide can instantly retrieve exactly what they need, when they need it. As an active, multilingual publishing (e.g., 14 magazines in 20 languages) and broadcasting agency (both television and radio), millions are spent to produce vast quantities of information and distribute it to an international audience.

Without a powerful search system, this valuable information can be lost within days of publication. PDQ consists of five distinct databases available online through the USIA IB14381 and is maintained and searched using BASIS software. PDQ offers a wide range of information, including both descriptions of materials and full text of many products.

These databases include:

- **PDQ Index**, the oldest and largest PDQ database with over 100,000 entries dating back to 1985, indexes more than 40 USIA policy and program products such as State Department lists, Agency magazine articles, VOA editorials, presidential speeches, book and document reviews, a 20,000 word daily “wireless file,” a summary of important government news sent to embassies around the world, and video features.
Material is indexed within 36 hours of receipt and the database is updated daily. Weekly printed and monthly microfiche editions are distributed worldwide. Besides being used in Washington, PDQ online is being used by 60 posts and 225 staffers.

- **PDQ Text.** This file contains the full text of the daily "wireless file," federal policy statements, book and document reviews, etc. The file is updated every morning with material transmitted the previous day. Monthly microfiche of the PDQ text are distributed worldwide.

- **PDQ Hourly.** This file contains the wireless file and federal policy produced during the last 48 hours with updates every 60 minutes.

- **PDQ Calendar.** This file contains information on coming meetings, conferences, cultural events, and anniversaries of interest to foreign audiences. It is updated as information is received by the editor and is also available abroad (USIS products are proscribed by federal legislation for use in the United States) in a paperbound edition.

A new product coming from the technical staff of the Library Program Division is a database on domestic and international narcotics issues. The Division has produced three complimentary databases on CD-ROM discs; the databases will give USIS staff, embassy personnel, and key overseas contacts in-depth access to narcotics information. The databases contain (disc 1) all the narcotics information and data currently available on USIA PDQ database, and the "drugs and crime" CD-ROM, (2) being developed for the National Institute of Justice. The CD-ROM includes complete texts of important scholarly works (many out of print) on drugs, crime, and law enforcement, providing historical and international perspectives.

A final disc supplements the first two, and focuses on U.S. narcotics policy, prevention, and rehabilitation. In the first phase, ending in December 1989, a third of USIS libraries will have units to retrieve and print out this information. Of course, this allows the conversion in the following year to the entire PDQ databases onto a CD-ROM format as well.

### Technology Integration Abroad

USIA libraries in 13 countries have recently been reviewed by the University of California School of Library and Information Services. The report allows overseas libraries to develop a long-term, integrated program of automation projects—projects which allow better control of resources, outreach efforts, monitoring of library programs, and technical support follow-up training. The projects will be accomplished by contracted specialists as well as the field librarians who travel to each of the posts about twice a year, providing managerial and technical assistance and training.

### The Overseas Scene

Following is a sampling of overseas library activities:

**Madras:** At the request of the Kerala High Court Justice Sukamaran, USIS Madras provided the full text of the judgement in the U.S. Supreme Court case of *Young vs. Brown* relating to public nuisance. Not only did Justice Sukumaran cite this major case in his judgement in *St. Joseph’s Church vs. Velu*, but referred to the library’s assistance in the judgement itself. The text was reproduced in the journal “Indian Law Report,” an official publication of the State government.

**Madras:** A major Malayalam daily, *Kerala Times*, (circulation 35,000) published a series of articles in its editorial pages on Indo-Pakistan military balance using an article “U.S. Strategic Interest and the India Pakistan Military Balance,”—an article that came from the USIS library. The editor of the publication is a regular user of the library.
Madras: The Library received personal thanks from a senior manager of the Indian government Department of Atomic Energy, Nuclear Fuel Complex, for an article the library had spotted and sent to him on energy efficiency. "Your approach of identifying the needs of the readers and sending relevant articles of interest is highly commendable and I sincerely thank you for this approach which helps me in updating my professional and general knowledge of these subjects."

Quito: The USIS regional librarians and members of the Washington staff met last October in the first international training exercise to familiarize USIS librarians in the region with the CD-ROM databases. It will serve as a model for future workshops on retrieving information useful in combatting drugs and crime in the region and in the United States.

Antananarivo: For about eight months a visiting Fulbright professor hosted biweekly book discussions for university and high school professors and students. The library makes several copies of plays, short stories, or poems available to participants to read in advance and then discuss with the Fulbright scholar. Several of these discussions have been introduced by a video of the story or about the author.

Melbourne: Fifty Australian politicians, journalists, academicians, and defense experts recently gathered to pay tribute to retiring USIS librarian Nancy Blakekelly. Guests attended a testimonial dinner honoring Blakekelly's 33 years of supplying them with USIS outreach material. About 15 of the guests spoke about the positive effect of the regular arrival of Nancy's brown paper envelopes containing USIS outreach material on their professional lives and careers. A Melbourne University professor said Nancy's understanding of the importance of providing information on key issues affecting American-Australian intellectual dialogue over a long period had literally changed the face of Australian political life. Several speakers noted Nancy had an instinct for knowing issues of strategic importance to them. Australia's most prominent media commentator said he never received an outreach envelope which did not contain at least one item of great interest. Besides her unerring sense of knowing what was needed at the right time, the speakers noted Nancy's willingness to help young people.

University of Tampere, Finland: Jill Graham Timers completed a nine-month assignment in Finland as a member of the joint ALA-USIA Library/Book Fellow, one of 8 to 10 experienced American library and publishing professionals sent each year to foreign institutions to carry out special projects. Timers offered the university's first class ever devoted to Dialog. The course was so popular that four times as many students signed up as could be accommodated in one class. Therefore, three additional sections were scheduled for the spring semester. One student even commuted from her job in Helsinki — two and a half hours each way. The enthusiastic response to the Dialog course, which Timers taught in English and Finnish, led the Department of Library and Information Science to reorganize their core curriculum.

New Delhi: A patron wrote to thank the library for help in providing background information for her thesis, "The Feminist Movement in the United States in the 1920s and its Impact on National Life."

New Delhi: A number of government officials, including the chairman of the Indian Council for Research on International Economic Relations, requested copies of Section 301 of the Omnibus Trade and Competitiveness Act of 1988 and asked the reference librarians to explain the clause.

Cyprus: Even though the USIS libraries in Cyprus have to operate under difficult political circumstances, the American library on the Greek side and the branch library on the Turkish side of the island cooperate in an extraordinary manner. Every day, books and journals
are brought to the checkpoint at the “Green Line” which divided the capital of Nicosia, and exchanged by two Greek and Turkish librarians who work in their respective American center libraries, or, materials are brought to “the other side” by American diplomats. The librarians are also in contact by telephone many times a day, trying to supply their user’s needs in spite of the political boundaries. Requests range from articles on American banking regulation on information on new computer programs to research in curriculum development.

Rome: The USIS reference librarians scan the Rome newspaper, La Repubblica, every morning to see what kinds of reference questions will come in that day. Invariably, stories dealing with any aspect of American life, whether it is political, cultural, or legislative, will result in a flood of questions on that subject. If Lester Brown from Worldwatch Institute is interviewed, there will be requests for copies of “State of the World;” if there are discussions on the proposed speed limit in Italy, requests will come in about speed limit legislation in the United States. Articles on the U.S. Supreme Court’s decision on abortion will ensure calls demanding the text of the case and related articles on attitudes on abortion in the United States. The USIS Library in Rome specializes in legislative research and last year added Legi-slate to keep up with the demands about the text of bills and the status of legislation. President Bush’s proposed legislation on clean air has created tremendous interest in Italy, and requests have poured in for the text of the proposal.

Bucharest: The American Library in Bucharest is considered by many Romanians to be the most important source of information and news in Romania. As compared with the rest of the foreign cultural centers in Bucharest, the American library has the highest attendance—an average of 15,000 people per month. Patrons of the library can borrow books, periodicals, video and audio cassettes, and can attend film showings, exhibits, and lectures.

Kuala Lumpur: USIS Library Director, Sophia Lim, is the program chairperson for the Malaysian Association for American Studies (MAAS). In the past year Lim has organized seven dinner talks to academicians, government officers, and professionals on issues pertaining to the study of social and political processes in the United States. Reference staff are also actively involved in organizations such as the Malaysian International Affairs forum, the Malaysian economic Association, the Malaysian Association for American Studies, the Malaysian Institute for Economic Research, and the Institute of Strategic and International Studies. When the Asian Federation of American Studies Associations was formed in June 1989, the Lincoln Center’s library director was appointed treasurer and one of the reference librarians elected deputy secretary general.

Summary

The USIA library program, still evolving after almost 50 years, is a vital part of the international traffic in culture and ideas. The original purposes remain unchanged, but new technologies are employed to store and locate information, somewhat changing the character of client groups using the libraries.
References


7. Ibid., Hansen, p. 121.


Don Hausrath is chief, Library Division Programs, the United States Information Agency.
Designing Special Libraries Abroad

by Lynn Nyce and Donald Hausrath

"It is depressing," observes Harvard-Wil¬
liams, "to see how many mistakes have been
made in designing libraries, and how much
money has been wasted. Buildings have
sometimes been provided which with a little
more expertise, might have served their users
better, given easier access to collections, more
comfort for study, greater capacity for library
materials and furnished easier working condi-
tions for the staff." (1) Harvard-Williams was
speaking about library design and planning in
developing countries, but the problem is
worldwide, and one that the United States
Information Agency (USIS abroad) continu-
ally addresses. USIS operates 180 libraries
around the globe in 89 countries. If only ten
percent of the leases are lost, new buildings
contracted, or repairs scheduled, the Agency
has 18 libraries needing design and archi-
tectural assistance.

Once Uncle Sam and the host government
agree to establish a library in a foreign city,
work begins. The libraries are usually part of
a cultural center which also includes offices,
hibit space, and a multi-media reception/
meeting room. The USIA Library Programs
Division librarians develop the collection and
train the staff, and the office of Design and
Technical Assistance (M/AOD) does the rest
with its Washington, DC team of three archi-
tects and three designers. Much of their work
must be done abroad and it is common for the
M/AOD staff to be spread around the globe.

The prize-winning design of the new Tho-
mas Jefferson Center in Manila is an example
of what is possible when various planning
elements are involved from the outset. Along
with Mr. Kho, the building owner, the plan-
ing team consisted of the USIS Public Affairs
staff, the designer, the regional librarian, and
the library staff. Mr. Kho was delighted to
have such a prestigious facility in Manila, and
not only cooperated with the USIS in the
development, but upgraded interior materials
as suggested by the designer. The Public
Affairs officer and the Center director knew
what they wanted and provided a budget al-
lowing a first-rate library collection to be
placed in a handsome, comfortable setting.
Library staff members identified user patterns
and contributed a shopping list of detailed
needs.

The Thomas Jefferson Center project was
the product of the authors of this article—
designer Lynn Nyce and librarian Don
Hausrath collaborated to produce the award-
winning Center. Both worked on the project
from the time it was a hole in the ground to a
building which opened with a Hollywood-
style celebrity bash, where television crews
filmed a mix of academics, writers, politi-
cians, librarians, and journalists.

A major design problem was the building
entry, which bisected the building from front
to back. The required library space was too
large to squeeze into one side of the building;
the only alternative was to use both sides of the
building. Consequently, patrons would have
to exit the main section of the library and cross
an entry corridor to reach the other available
space. Such a separation hampers the symbio-
sis between parts of a well-designed library,
interrupts the flow between the library collec-
tion, reference desk, reference books, indices,
microforms, back issues of magazines, etc.
What could be moved across the hall? After
staring at the blueprints and working through
the various options, the planners came up with
a solution.

The space in question is a room located on
the ground floor, with full length windows
overlooking the main street in Makati. First,
natural wood shelves were built running the
total length of the side wall facing street; the
shelves alternated—slanting, flat, slanting. The current periodical collection was placed along the slanting shelves, allowing the covers of 340 magazines to whet the reader's intellectual appetites. Back issues are available underneath each slanting shelf.

Track lighting was attached to the ceiling, close by the shelves, where the incandescent spots draw out the colors on the covers. From the street, the collection is a brilliant patchwork quilt. More magazines from the United States are seen in this display than can be found in any library in the Philippines.

In front of the windows, facing the stacks, serpentine Herman Miller lounge seats provide seating. Under each seat is a sound jack. Two chrome-covered television monitors are mounted in the center of the room. Patrons may leaf through magazines, or ask the joint guard/circulation clerk near the door to play a videotape. Tapes are played on one of the two monitors, earphones are lent to the patron; other patrons often borrow earphones, "piggyback" on the original request. Other patrons at the same time may chose between audio tapes (current poets, etc.) and the VOA news channel with borrowed earphones. The most popular feature with the busy Makati visitors is the Associated Press ticker, providing current wire service stories.

Because the room contains so much information about today's events, the space was named "current events room." The current events department serves patrons who are only interested in browsing and separates them from patrons doing specific research in the reference study and stack areas. Client mix in the current issues room draws a steady standing-room only crowd of business people, university students, and staffers from nearby think tanks. Later studies confirmed that the two sections of the library served 60 percent different client groups.

Eventually, increased circulation prompted the removal of many rows of shelving, leaving stacks for just 10,000 books; the other 17,000 are constantly checked out. Patronage in the new library has jumped 300 percent.

Both authors were present for the opening of the library. A highlight was attending a dinner with the building owner, Mr. Kho and other distinguished guests—including the Chief Justice of the Philippines Supreme Court. Not to be outdone, the men and women who had mixed the plaster, constructed walls, installed the electrical conduit and plumbing, hung the ceiling, and installed the lights, had their own pig roast celebration with the authors roasting a pig behind the building.

Designing Abroad

Information projects abroad vary in size, from designing and furnishing a glamorous new cultural center in downtown Calcutta, India, to advising how to squeeze a library into already cramped embassy quarters in East Berlin. In a typical work year a designer or architect consults on five to ten projects, working with a USIA regional librarian who provides parameters of collection size, seating requirements, etc. Recent examples of projects include "hardening" the security measures to meet new requirements in Reykjavik, Iceland; upgrading the interior of a 1960 Saarinen building in Oslo, Norway; putting in a predominantly "electronic" library in a former basement service area in London, and refurbishing a library in Accra, Ghana, that was totally renovated 15 years ago, but recently needed new carpeting, upholstery and artwork.

Nyce describes a typical library project: "I flew into Khartoum from Amsterdam. I arrived at night, and shuffled about looking for my baggage in the heap dumped on the unlit tarmac. It was not that difficult to spot; I was travelling with a drawing tube and drafting board and most of my fellow travelers' luggage consisted of enormous cloth satchels. Once I passed through customs, I was met by an embassy driver. The next morning I was dropped at my work site; a cavernous former residence in a suburb of Khartoum which was to be transformed into an American library and cultural center. I worked at a table in a room with no electricity. There was nothing there but my project files, drawing board and T-square. The room had two windows. I kept them open since you needed electricity for air
conditioning or a fan. It was hot, by midday the temperature rose to over 120 degrees. Occasionally during the day, the sky would turn black. I knew that meant a haboob. I would slam down the windows, but even so, dust would blow in and cover my drawing board—and me. I continued to work the rest of the day under a layer of powder; the building had neither water nor toilet facilities.

My job was to design a contemporary American library in a city with little contemporary architecture, and few, if any, public libraries. I worked there for five weeks. When I left, the contractor had a complete set of plans. It was necessary to develop a building alterations plan, a lighting and electrical plan, a furniture plan, select the fabrics, the artwork, and accessories such as planters and clocks. Come to think of it, I selected every item that went into that building.

This project took place when I was, I suppose, about 30. I had been working as a design consultant for seven years. I mention this to help you picture this all-too-typical scene. I had, by this time, I thought, learned to work with contractors in any number of different cultures around the world. However, I insist on quality work which is sometimes a problem. In the Khartoum installation, the carpet installer, due to cultural differences, simply ignored my instructions on how to install the carpet. He did it wrong and the result was that none of the seams met. It looked like a patchwork quilt on the floor. I told the installer to redo it. He told me “You should be home having babies and not telling me what to do...” That tactic was not totally successful. I refused to authorize payment until the carpet was installed properly. He refused, and was thus not paid.

There being no small claims court in Khartoum, I soon found myself defending my actions in a police courtroom, with an embassy representative. We had a trial and the judge said I was right and that the installer should not come within 500 feet of me. Unfortunately, I had to fly out for a project in another country and bade goodbye to the crooked carpet seams; hopefully repaired by now.

Factors To Be Considered

USIS libraries exist to explain American cultures and policies to foreign visitors. Part of explaining the United States is done by mirroring contemporary American library design. “When you enter an American library,” Nyce observes, “you should feel like you are in the States. You enter an American facility with all American materials—ceiling lights, carpeting, furnishings, art, books, videotapes, magazines—it is all there. Patrons can see what is happening now in American design.”

Is this a good idea? Would it be better to attempt to meet local design expectations? Attempting to meld American and local design comes off poorly, with both cultures denigrated. However, contemporary American library design can be showcased with delightful results in venerable foreign buildings. Until a move to a modern high-rise in Jakarta, for example, the American library enhanced an historic 18th century palace, its walls of whitewashed adobe. In buildings that must be renovated, care is taken to maintain the integrity of the original structure, as was done with a 19th century villa converted to a cultural center in Alexandria, Egypt. Harvard-Williams notes, “in the tropics, the architect has to employ his full armour of devices to combat an aggressive climate.” Besides the onslaught of dust storms and solar heat, there are tropical areas with dishrag damp humidity, not to mention floods and monsoon rainstorms. These conditions, if unchecked by air-conditioning and snug buildings, turn books and walls into microfungi farms.

Termites and other insects are another concern of the tropical library designer. Coauthor Don Hausrath returned to his teak-floored office in Bangkok, some time ago, to find that in two months, an important computer printout, proudly issued by the home office in Washington, had been consumed, statistic by statistic. Only a few shards of paper were to be found in what was now an empty cardboard box. He failed to notify Washington on the grounds that they would not believe their...
handiwork had been totally consumed by termites.

USIS library lighting is different than that found in many foreign libraries. Too often, third world libraries are illuminated by single light bulbs hanging from the ceiling. Such lights are usually replaced with suspended ceilings, the recessed fluorescent lighting illuminating reading surfaces at the normal U.S. standard of 72 candles—a necessary precaution. The age of terrorism requires the elimination of dark, unobserved spaces where an explosive device could be placed. Because they are prominent, easy-access American presence abroad, some USIS libraries are threatened or bombed and patrons and staff are maimed.

Another important factor in lighting is illustrated with the Manila lighting. It is a practical method to draw a patron’s attention to the periodical and book collection. To bring out the colors of the periodical covers, we wash over the display with track lighting, using low-cost, low-heat fluorescent lighting to fill in over reading areas and aisles. Incandescent spots highlight contemporary art hanging on the walls and bring out the colors in the lounge seating. USIS libraries often double as reception areas for evening gatherings, and a wash of incandescent light provides a warmer visual environment.

Lighting, as well as air-conditioning, require a reliable source of electricity not always available. The only alternative may be to assist in upgrading a substation power source, or to replace a cable from the power station to the building. Another factor in designing for USIS is that the building must meet rigid U.S. safety and fire standards—multiple exits, fire doors, safe storage of flammables, and so on. United States requirements are not always easily met in many countries.

Wood shelving has almost always been used in USIS libraries. All too often, metal stacks arrive form their ocean trip bent or scratched. Also, it is much easier to redo a wood surface than attempt to repair scratches on a baked-on metal finish.

Over the years, we have learned to heed the warnings of Harvard-Williams regarding the selection of furniture. “In a region experiencing a harsh tropical climate, articles made of inadequately seasoned timber will swell or contract according to the humidity; as a result, it may be possible for a part of the year to open the doors of wooden cupboards and impossible during other months to keep them closed. In a very arid climate furniture glue may volatize and imperfectly constructed wooden chairs will tend to fall to pieces.”

There is no perfect solution; in humid climates, metal rusts and wood warps.

Construction costs vary immensely abroad. One well-known Latin American architect, who did several libraries for us, loved special detail work, as well as book stacks cemented in place. He admitted that that way, the stacks would remain where he intended them to be. Explanations about flexibility in libraries meant nothing to him, he would try out a wall and if it did not work, down it came, with a casualness sustained by the low cost of labor in the country.

A final consideration is security; USIS libraries require more security measures than your average special library. Large plate glass windows have to be covered with wrought iron screens, while interior glass is covered with plastic to dampen the effects of an explosion. By far, the most obvious change is the heavy security demanded to enter the library—which is all too often located in an embassy or consulate. Often, patrons must empty their pockets and be examined with a detector wand prior to admittance.

Staff must maintain visual control over the collections, which means having book stacks at right angles to desks, and even, in many libraries, surveillance cameras. These cameras are monitored by guards—still another part of the administrative overhead of having an American library abroad these days.

After the death and destruction at the United States Embassy in Beirut, security measures within United States embassies were tightened. A squad of United States marines guarding an embassy is hard pressed to meet their assigned security duties, without hundreds of
library patrons trooping past their public entrance guard post. Now, it is common for patrons entering USIS libraries located in embassies to go through an airport-boarding level of inspection to reach the needed materials. Obviously, this inhibits many potential customers from visiting the collection, while increasing library business done by mail and telephone.

Aesthetic Considerations

In Manila, as in most Third World countries, the usual brilliantine-gloss surface on doors and mantels is considered tres chic. The shine contrasts with the lightly oiled doors and custom furnishings preferred by American designers, who fight a constant battle to keep shellac-free doors and office woodwork out of the centers. Many a door is redone by contractors who could not believe the library would not have its customary gloss.

Herman Miller, Knoll, Worden, and Library Bureau are examples of quality furnishings that withstand heavy use from the day the building opens until the carpets wear through. Lounge areas often make use of Vecta, Herman Miller, or Stendig seating. Along with comfortable, well-designed furnishings, the library walls display contemporary American art—Jasper Johns and Helen Frankenthaller, Jackson Pollack and Franz Klines. For several years, using an office designed by Nyce, the co-author gathered comments from visitors as they glanced at a framed Johns print of a kitchen broom hanging in his office. It set just the right mood, a wondrously anti-bureaucratic touch in what was, alas, a working space for a bureaucrat.

Treatment of walls in public areas and in offices varies across the world. In much of the developing world, many interior walls are built of solid masonry, with electrical conduits running back and forth on top of the plaster. If a building is still under construction, the design crew will work with the construction staff, to hide these features in the walls. Walls of libraries throughout the Third World have been recovering with USIA’s 1970s love affair with supergraphics. Some were spectacular, as in the six (now renovated) USIS libraries in Japan. Designer Ray Komai, an American USIA staffer, was awarded second place in an all-Japanese graphic arts competition for his wondrous walls and space dividers. It was commonplace for Tokyo commercial photographers to use the graphics as a backdrop for fashion shots. There are, indeed, fads in color. A series of Asian USIS libraries were decorated with gold and avocado about 30 years ago—a color scheme difficult to replace.

Graphic awareness of library staffers is improving around the world. Unobtrusive, well-designed signs are becoming commonplace, but there are still employees who see no harm in taping a postcard to a wall, or hanging an obnoxious calendar on a nail behind the circulation desk. Signage is particularly important since the USIS libraries differ markedly from their sister libraries down the street.

Services In USIS Libraries

Besides the open stacks, which are divided into circulating and reference, USIS libraries provide a reference librarian, a rare breed in many foreign libraries, even in much of the developed world. The reference librarian works with patrons in locating materials in the library or elsewhere. It is commonplace to use online searching in reference support, and 80 USIS libraries commonly provide interactive searches on Dialog, Legi-Slate, and other online databases. A few years ago, author Haustrath drew a sophisticated New Delhi crowd when working on the reference desk in New Delhi, typing reports on his terminal. It is not uncommon for a reference search to draw a small crowd of curious patrons; a design problem in itself.

In heavily used libraries, as in New Delhi, with over 1,000 patrons a day, two or more librarians face the deluge of questions, side by side, day in and day out. Other reference librarians stem the tide in the back rooms, responding to telephone and written requests. The variety of materials at the beck and call of the patron is often a contrast with local

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libraries, book stores, and magazine kiosks. Many patrons stop by just to see what is new, browse through the stacks, and let serendipity lead them to a new discovery. Open stacks, where the patron is allowed to browse at will through your collection, are in marked contrast with local library practices in much of the world. When visiting an American center, you catch up on the latest news in an American paper, browse through a magazine, watch a news program on a VCR or do research with back issues of the magazine and papers on microfiche.

USIS libraries are open to adult and high school members of the community. In the Third World, living conditions of patrons can be grim. A former refugee from Hong Kong, now a United States foreign service officer, tells about sharing his refugee apartment. It was subdivided into four family units; and 36 people were using the same kitchen. He found an intellectual oasis in the USIS library where clean, well laid out, air-conditioned rooms were filled with pleasant furniture, quiet, and things to read. He could pick up a magazine, watch a video, or check out a book. He says he simply felt "up" from visiting the center, and later pointed to that experience as the start of the path that led him, and after his immigration to the United States, into educational television, and then into the United States Foreign Service. While his career path is a rarity the basic idea is not; in much of the world there are only two places where you can experience American design—the USIS library and the local MacDonald's Restaurant. However, USIS still leads MacDonalds in several ways; USIS nourishment is intellectual and free, and USIS is located at more capital cities.

By the end of 1989, about half of USIS libraries were providing information through CD-ROM compact disk players. Several libraries presently use online catalogs. Online services will provide an enormous leg up to patrons who have never quite conquered the complexities of English language subject headings. Now, a free text search of a key word or two can locate useful materials. Still another impact in USIS libraries has been the immense popularity of VCR viewing. As in the United States, VCR viewing has changed circulation patterns in many libraries. In one information-hungry Eastern European country, the advent of videotape loan necessitated the establishment of a secondary circulation desk; the original desk and staffer could not cope with the wall-to-wall patrons there to borrow videocassettes.

Conclusion

Designing American libraries abroad, making use of local building materials and, of course, local craftsperson, is a complex undertaking. The goal is to provide an inviting oasis of books and furnishings, filled with patrons who are comfortable with the design, whether they are wearing saris, dirmdls, robes, or jeans and Batman tee-shirts. There are many reasons why good design is encouraged in overseas USIS libraries. It makes the best use of institutional resources. It provides a living, walk-in showcase of United States design, and a Yankee style free-access library as well.

References

2. Ibid p. 173.

Lynn Nyce is a designer of special libraries.
Looking into the reference area of the Hong Kong USIS Library through the Admiralty Centre Shopping arcade.

Looking into the Current Issues Room, Thomas Jefferson Cultural Center Library, Manila, Philippines. Custom designed, locally fabricated graphic is Nyce's interpretation of Zamboagan fishing boat sail.
Nordic Economic and Business Libraries—Functions Revisited 10 Years Later

by Kyllikki Ruokonen

Nordic libraries in general have been a remarkable stronghold for development in international librarianship. They have been able to offer a high level of service and developed specialized systems despite being small in comparison to libraries in many larger countries. Scandinavians are eager and active library users and libraries have been able to implement the newest technological inventions for their services. Is this the situation today and what kind of changes have taken place among Nordic economic libraries? An answer is sought by comparing the results of three surveys made during the last ten years.

Background Statistics

The first survey of the resources and services of economic and business libraries in Nordic countries—Denmark, Finland, Norway and Sweden—was made in 1976, the second in 1982. (1,2) In 1987 the same study was made again to update the material and to find out what changes had occurred; e.g., how automation had affected library functions. (3)

Sixty-eight libraries participated in the most recent (1987) survey (corresponding number for 1982 and 1976 in parentheses): 11 from Denmark (11,8); 18 from Finland (12,11); 20 from Sweden (8,11); and 17 from Norway (11,12). Iceland was also represented in the last survey with two libraries.

Questionnaires based on ISO Standard 2141, “Directories of Libraries, Information and Documentation Centers,” were sent to 155 libraries owning special collections of business and economics.

The libraries chosen to receive a questionnaire were selected on the basis of information found in general guides like Guide to the Research and Special Libraries of Finland, Dansk Bibliotek Sforer, Ekonomiske Bibliotek i Norge, and Swedish Special Libraries and Documentation Centers.

For the purposes of the survey, a library was defined as an organized collection of printed and other materials staffed by enough people to provide at least 15 hours a week of collection maintenance and assistance to users. From the original survey in 1976, 23 participants were still the same in the latest round.

Only half of the answering organizations were actually selected. Although most have large collections of economics and business materials in their general collections, university libraries were excluded unless they had separate economic or business departmental libraries. Questionnaires were also sent to schools of economics, research institutes, central governmental bureaus, banks, and private companies. Libraries serving only employees of their parent organizations were, for the most part, omitted. The 1987 survey followed the same selection principles used in 1976 and in 1982, when only 42 libraries participated. The 1987 survey showed the libraries contained:
• 5,147,000 monographs (a 90 percent increase since 1976), with an average number of 75,700 monographs per library (65,000);

• 58,190 periodicals (a 47 percent increase since 1976), with an average number of 850 per library (950); and

• 893 newspapers, with an average of 14 titles per library.

Newspapers seem to be fairly rare material in the economic libraries. In the first survey the Scandinavian Institute of African Studies in Uppsala, Sweden, was a remarkable exception with a collection of 1,000 items. The other libraries had few material—between 14-36 titles. In the 1987 survey, Uppsala Center was not included and the average had not increased at all.

Telephone service is provided by all participants, telex in 44 percent (previously 24 percent), and telefax—which did not exist previously—in 34 percent of the libraries. The average opening time for the whole service is now 41.8 hrs/week; 10 years ago it was 38.2 hrs/week.

Participating libraries acquired most of their material in the subject areas of marketing, statistics, economics, data processing, finance, accounting, banking, and management. There still seems to be few special collections, none at all in 60 percent of the libraries—10 years ago the percentage was 62. Some special collections worth mention are the Archives of the Danish Labour Movement, parliament documents, EC documents, official publications, central banks; publications, depository collections of the UN, GATT, WHO, the International Court of Justice, or the Council of Europe. Smaller collections such as company annual reports, unpublished masters these, and American dissertations, as well as working papers of various universities, were also listed.

A considerable increase (90 percent) in the acquisition of microforms had taken place since the first survey. One quarter of the libraries had 25,000 microforms in 1976. In 1987, the number of items was 32 percent. Most of the material seems to be fiches, only 10 percent are reels. Fiche and reel collections are very strong in Finland. Another area where resources have increased considerably is audiovisual materials—records, tapes, videos, language cassettes, etc. The previous surveys indicated none of the libraries owned audiovisual materials; in 1987 the surveyed libraries, especially in Norway, indicated having more than 81,200.

**Services Offered**

The most common service offered by participating libraries were ready reference services (92 percent), interlibrary loans (95 percent), and manual literature searches (82 percent). These services existed 10 years ago much to the same extent. The next group of services consisted of more complex reference questions (73 percent) and guides (64 percent). Then came orientation programs (50 percent)—typical in a university environment—circulation of material (47 percent), routing of periodicals (31 percent), and preparing bibliographies (47 percent).

Less frequently offered services included clipping of newspaper articles, still done by nine participants; abstracting, done by four; user education, done by three; and translations, still done by one library. The small amount of libraries giving user education is surprising because it is a common service in university libraries. The figure may reflect the fact that many special libraries participated in the survey. The number of libraries not publishing their own publications decreased from 11 to seven. Eleven libraries have internal publications for their customers. Lists of acquisitions (31 libraries) and periodicals (14 libraries) are still the most common types of publications produced.

Automated operations is an areas where the most increase and development have taken place. Only seven Scandinavian economic libraries utilized them in 1976. Eleven years ago automation was used for cataloging experimentation, making union catalogs of periodicals, a database for periodical articles,
routing of periodicals, and updating of a the- saurus. American databases were seldom used, although automated SDI (Selective Dissemination of Information) service had started at the Royal Technical University Library in Stockholm. The library acquired some databases on magnetic tapes and offered SDI services to all Scandinavian libraries.

By 1987, the situation had changed. Automated SDI services increased from two to nine libraries, a lot of growth percentage-wise, but little in actual numbers. SDI service is probably less used by today's customers because online databases are easily available. Manually given SDI service seems to have lost its usability with a decline from 17 to eight libraries. The explanation is undoubtedly the same—customers use directly online information searches when necessary. Today's automated operations include computerization of library routines like acquisition (BILD in the Helsinki School of Economics), cataloging (Libris in Sweden, also the largest Nordic database), routing of periodicals, lending (Bibsys in Norway), and producing lists and bibliographies.

Information retrieval, word processing, and bibliographic database production are also common. Today there are some 350 Nordic databases online, and their number is increasing—100 new ones were established 1987 (while only 25 ceased to exist). Reference databases are still the largest group (176), while the factual databases number 1,217, and the trend seems to be to increase factual and full-text databases. According to Scannet Today, (14) Sweden produces the most databases (121) in the Nordic community, followed by Finland (96), Norway (85), and Denmark (75).

Use of both national and international online systems is quite usual, as indicated by 45 libraries. Practically all American and European databases are available directly in Nordic countries. The variety of systems mentioned, 50, ranged from big international vendors like ESA (European Space Agency), Dialog, SDC, Questel, Pergamon-Infoline, to smaller Scandinavian systems such as HELECON, Affarsdata, Aramis, or SOL. Altogether there are now some 120 hosts for all 350 Nordic databases. Among the 14 different programming languages mentioned, Pascal, Fortran, Cobol, and Assembler are referred to most often.

Available hardware seems to be even more varied, 30 different configurations were mentioned, quite a lot of them PCs. The same versatility prevailed with software, 40 different ones were listed. These facts indicate the lack of standardization in the area. In countries where there are now plans for common national library systems, such as Sweden and Finland, the lack of consistency will hopefully clear up during the next five years.

In Sweden, Gothenburg, and Lund, some large universities implemented the use of the same library system, American Virginia Tech Library System (VTLS), in 1987. In 1988, 20 Finnish university, special, and research libraries selected the VTLS, a venture financed by the Ministry of Education. The first unit was installed at the University of Lappland, in Rovaniemi, and other university and special libraries followed at a pace of five institutions per year. As these libraries form the backbone for all the scientific research materials in the country, a special online network similar to OCLC or RLIN is being planned.

Networking

Questions about participating in networking got very few answers in the 1976 survey. Now, there are 68 libraries in 24 different networking projects either on an international, Scandinavian, or national level.

On the Scandinavian level, the Nordic Union Catalog of Periodicals (NOSP) is one of the most common networking projects—60 percent of the surveyed librarians participated. NOSP contains some 100,000 titles, 600 participants, and 210,000 locations. Information gathered is distributed on online databases as well as microfiche, and is also available to non-participants.

LIST STAT is the newest joint project among Nordic libraries creating a database of their subject area. Others worth mention are NCOM (mass communications), BDI (librar-
ies, documentation, and information), and PEPSY (Psychology, Educations, and Training).

Other examples of popular networking projects, although on the national level, are FINCUS-S (Union Catalog of Foreign Serials in the Research Libraries in Finland) with some 32,000 titles and 240 participants. Swedish Libris is the largest Nordic database, and is a union catalog of acquisitions of materials as well as a common cataloging source for participating libraries.

Staff Sizes

According to the 1987 survey, average number of staff was eight persons per library, including both part-time and full-time employees—meaning a decrease of two persons per library in 10 years. The number of professionals in 1987 was approximately 6.3 persons per unit, that number was previously 7.8. In general, staff sizes have decreased. It is difficult to say if the decrease is caused by actual diminishing of human resources or because the new libraries in the 1987 survey are smaller than the ones in the first two survey. Altogether, libraries participating in 1987 had 57 personnel, of whom 426 are full-time.

The Scandinavian government is very conscious about the equality of the sexes when filling governmental jobs. A recent study clearly indicated women within Nordic countries are advancing to director’s posts. The number of female directors has increased from 21 in 1976 to 26 and again to 40 in 1987, an increase of 90.5 percent!

The Role of the Libraries of the Schools of Economics

The libraries in economics schools in all Nordic countries are an important part of the resources available in their subject areas (slightly less than one-third or 27 percent of the 5.1 million books on Nordic economics are in their possession). Schools of economics libraries own 27 percent of economics periodicals, 18 percent of the microforms, 19 percent of the newspapers, and employ 31 percent of the Nordic economics librarians.

There is one independent school of economics in Sweden, two in Denmark and Norway, and three in Finland. In Finland, however, the so-called national central library system has been operating since 1977. Certain libraries like that of the Helsinki School of Economics (HSE), have been given the responsibility of taking care of the central functions and services in their fields for the whole country. The responsibility means not only acquiring as wide a variety of materials as possible, but also disseminating information and documentation to the general public.

Currently, Finland has national central libraries in the fields of economics and business, medicine, statistics, humanistics, technical areas, forestry, agriculture, pedagogy, physical education, sociology, and social studies. Participants are all university libraries serving not only their own professors and students, but also other public, special, or research libraries. Sweden is planning a similar system, still uncompleted. Norway and Denmark have also some “unofficial” central libraries.

Cooperation among Nordic libraries in the fields of economics and business has existed for decades. In the 1950s, Helsinki and Stockholm libraries were exchanging foreign journal subscriptions; the schools of economics in Helsinki, Stockholm, and Bergen coordinated an exchange of reference cards about periodical articles. These small beginnings began today’s extensive cooperation.

Since 1972, library directors of the schools of economics have met annually to discuss mutual projects and establish prerequisites for practical cooperation. All cooperation requires some commonly accepted standards, interest in sharing resources and services, and planning a policy acceptable for all participants.

In traditional forms the cooperation existed in projects like Lisbet, (4) a current listing of contents of international economic and business periodicals edited by the Norwegian School of Economics. List Econ (5) is an irregular union list of economic periodicals in 70 Scandinavian libraries. The lastest edition

winter 1990
came out in Spring 1983, and following information has been included in NOSP databases only. A special series of *Information Handbooks From Libraries of the Nordic Schools of Economics* was started; the series included sections on personnel administration, transportation, automatic data processing, and export markets. A *Survey of Grey Literature* in the fields of economics, business, and energy in Scandinavian libraries (6) was published in the beginning of the 1980s.

**Economic and Business Databases**

Cooperation today stresses more computer-based projects like SCANP, Scandinavian Periodicals In Index in Economic and Business, (7) where the original participants were libraries in Aarhus, Bergen, and Helsinki. Selection principles for inclusion of material, common cataloging rules, a common thesaurus, and the division of work were problems that were solved before the project actually started. The material became publicly available in Scandinavia in 1978 both in printed and online form.

Today SCANP is well established, and the number of references in the database as of April 1989 is 27,500. Half of the references are in Swedish, 12 percent are in English. The search languages are both English and Finnish. Journal articles as well as monographs are part of a university series included in this database, material which is difficult to get and seldom well known outside the institution. Indexers for the project have biennial meetings to discuss the thesaurus and other common problems. There are now five participants as both libraries of Stockholm and Copenhagen schools of economics have joined the project. Material has been collected in the past four years annually in various formats—punched tapes, punched cards, magnetic tapes, and diskettes. The fairly sophisticated retrieval language is developed by the library of the Helsinki School of Economics (HSE).

The Nordic SCANNET network was in existence until Fall 1983. This physical, subsidized system made the use of databases fairly economical and easy for the different customers in all Scandinavian countries. Today, the national Post and Telegraph Companies (PTTs) in each country provide similar networks for national and international usage. Online users can also use the SCANP database through DIANE EURONET and American TYMET.

Another economic and business database, BILD (Bibliographic Index of Library Documents), (8) has been in existence since 1980. As base material, it has the acquisitions of HSE, but it is a cooperative network on the national level. Some other Finnish economic libraries have been partners in the project since the beginning of 1983. They use the same indexing system for their material—an adaptation of the UDC, Universal Decimal Classification—as well as Finnish or English keywords connected with UDC, a national cataloging system based on AACR2, and a retrieval language common with all HELECON databases.

BILD is an inhouse network system with modules of acquisition, cataloging, budget control, retrieval of references, and lending material. Input is either primary—done for the first time for the database—or secondary, when somebody else has already done the input—and the others only use the information available for their own acquisitions or cataloging. The intention has been to create a union catalog of economic and business literature for some Finnish and Scandinavian libraries. Some experimental tapes for materials of the Stockholm and Aarhus schools of economics have been put into the BILD database.

The databases SCANP and BILD, the International Bibliography of the Social Sciences, Economics, and Sociology (IBS), SCIMP—European Index of Management Periodicals, and THES—Theses of Economics and Business in Finland, are all cooperative projects where database production is done at HSE under the general name of HELECON databases. FINP, Finnish Periodicals Index in Economics and Business, and KAUPPIS are the only single source produced databases in the system. All of these are bibliographic
databases, SCIMP with some abstracts. The newest KAUPPIS—a database of commercial newspapers—was added to HELECON in 1988 and has full-text searching possibilities. Overall, Helsinki has 29 cooperative partners in various European countries contributing to the enlargement and updating of HELECON databases.

HSE's library, one of the first economic libraries in Scandinavia, got its own computer in 1984. Consequently, it has excellent technical resources. HSE also has a long history—more than 20 years—of using ADP in library functions. The first national union catalog of economic and business periodicals was produced with the help of a computer in 1966. The present hardware is Hewlett Packard 3000/68, a medium-sized computer with a main memory of 7 MB, a disc space of 1.6 GB, and a maximum number of simultaneous users around 80.

Cooperation evidently stresses the importance of indexing. While all the schools of economics do use the UDC classification, the system gives possibilities for personal interpretations so the UDC system is the same only in principle.

Therefore, a project organized by Aarhus is creating a common UDC-based classification in combination with fixed keywords. The result is a compromise which unfortunately is not yet in common use.

At the moment there are several thesauri: SCANP/SCIMP, BILD/FINP/THESES, and IBS. SCANP/SCIMP thesaurus has English keywords and the usual thesaurus structure with broader, narrower, and related terms. BILD/FINP/THESES thesaurus has Finnish and English keywords connected with fixed UDC classification numbers. IBS thesaurus is an abbreviated and updated version of the OECD Macrothesaurus applied to the IBS database which is in experimental use at HSE for Scandinavia. The first two thesauri are “living ones” continually updated by suggestions from the participants.

User education is another area where the schools of economics have cooperated. There have been several training sessions organized by the different libraries about, for example, the databases. At HSE, regular courses are given on how to use HELECON databases for students as well as paying customers. Nordinfo has partly financed the functions described. Set up by the Nordic Council of Ministers, Nordinfo promotes Nordic cooperation among the research library system and scientific information and documentation. Nordinfo has provided preliminary funding for all the projects mentioned except LISBET. A large amount of the financing, however, is continually provided by the organizations participating in the projects.

The primary goal, service to their universities as well as the business community in general, is the same for all the schools of economics' libraries. Similarity in economic conditions, common cultural heritage, history, and a partly common language have undoubtedly made the cooperation easier than in the 70s when cooperation over national borders was not so common.

The role of national material published in the area of economics and business has been less important for research and study partly because it is small in comparison to the whole of the national material—in Finland only 10 percent annually. The percentage shows that materials from other countries are used to a great extent, and interlibrary loans are a big activity. Recent studies show that the use of foreign—whether Scandinavian or international—online services is especially large in Finnish business and company libraries while the national databanks are more used in university libraries. Consequently, the Scandinavian libraries are especially interested in international cooperation in its various forms.

**Summary**

Development in libraries investigated is encouraging. Technical equipment and systems used are well-advanced, but unfortunately not standardized. This situation will continue to improve—at least in Finland—in the next five years as the government-sponsored system VLTS is used by main university, research, and special libraries. Collec-
tions, services, variety of materials offered, and cooperation through networks have grown. Online use of national and foreign databases has become possible and quite popular leaving SDI services far behind. Nordic database creation has also come into existence since the first survey.

Perhaps a typical feature in their production has been cooperation, a Scandinavian phenomenon used in other areas of life as well. Now there are some 350 Nordic databases and their use is an everyday function in major special libraries. The only surprising factor is the slight decrease of personnel/library staff, even if libraries offer larger amounts of services than earlier.

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Phased Preservation
A Philosophical Concept and Practical Approach to Preservation

by Peter Waters

In February 1988, the U.S.S.R Academy of Sciences Library in Leningrad suffered the biggest single library disaster in this century; some 3.6 million books were seriously damaged and 400,000 newspapers and scientific periodicals destroyed. In the succeeding months, the Library of Congress undertook the role of primary coordinator for Western assistance in its recovery efforts, and consultant teams of LC specialists visited Leningrad to determine collection replacement needs and develop plans with their USSR counterparts for the conservation of damaged materials. This article describes the LC approach and results.

Introduction

On August 25, 1988, Dr. James H. Billington, Librarian of Congress, announced receipt of a $135,000 grant from Readers Digest Company to launch the Library's efforts to implement the far-reaching recovery plans described in two joint protocols issued earlier by the two libraries in Washington, DC and Leningrad. This grant is financing equipment, archival supplies, and technical consultation to begin a program which is expected to return many of the 200,000 rare and valuable foreign language books to selective reader use within a three to five-year period. The program embodies an approach known as "phased conservation." First conceived in response to urgent planning needs at the Library of Congress in 1973, phased conservation is now practiced in many American libraries; because it bears on so many interlocking problems, a review of its history and principles on the occasion of its first major use in Europe is appropriate.

History

In the last decade or so, significant technological advances have revolutionized the manner in which library and archive holdings are stored, used, and preserved. The large numbers and high maintenance cost of general collection materials in original format not considered to be rare often makes necessary the application of new methods of permanent format transfer to save space and avoid conservation costs. Methods of mass deacidification and strengthening, video and digital technologies, and other developments seem destined to play a significant future role in the search for lasting ways to preserve general collection content.

In preservation of rare and intrinsically valuable material requiring retention in original format, the newer technologies are less relevant, being used at present chiefly for making alternative service copies to reduce physical wear on originals and widen access to the reader.

Searching for solutions to the varied preservation problems of rare collections such as those in the Library of Congress required a multifaceted approach. For example, the Conservation Office is responsible for necessary treatment of extraordinary collections of manuscripts, rare books, prints, drawings, photographs and related graphic arts images, maps, atlases and globes, and unusual miscellaneous objects. These ever-expanding collections are characterized by varying degrees
of deterioration and vulnerability and by widely differing levels of use. Consideration of the total resources needed—in individual staff-years of work and dollars—to conserve such collections by conventional, one-in-one treatment tends to so paralyze an administrator’s thought process that few, if any, alternatives to individualized treatment are conceived.

If, however, one can discard the concept of full treatment as the obvious choice for all rare material, estimates based on staffing in relation to workload projections can stimulate a new look at collection needs and bring into play significant psychological and philosophical values. At LC, an alternative approach named phased conservation has grown in active use over a period of about 15 years. Adopting the approach is like looking at familiar overwhelming library conservation problems through the opposite end of a telescope; the change in point of view releases energy for innovative decisions. Consequently, phased conservation has now become the keystone in any design of conservation programs for large collections at the Library of Congress.

In its most basic application, phased conservation may be seen as an extension of collection maintenance. New or replacement housings such as book boxes and portfolios, when made of buffered card stock, relatively free of lignin and sulphur, provide physical protection with the positive added value of an alkaline microenvironment; standard types of replacement housing require no more than moderate skills to fabricate and are relatively inexpensive. Encapsulating unbound materials or enclosing them in “processing folders” (two adjacent edges sealed) of polyester film are simple techniques originated at the Library of Congress but are now in nearly universal use, often by curatorial staff and conservators, for short-term protection. (Long-term preservation might be anticipated if deacidifica-

...the most difficult perennial problem is singling out from a large collection the individual items needing treatment.

...
perative that a different approach be found. LC’s conservation officers needed an approach that could accommodate a range of degrees of treatment and a variety of techniques without compromising the highest standards of excellent craftsmanship, an approach allowing for one-on-one attention to material of great value and at the same time providing simple measures to improve the condition of large collection materials. Patient analysis of the condition of specific collections, and sophisticated matching of possible treatment techniques according to the collection’s use-level and value, would better ensure maximum return on the Library’s substantial investment in conservation of its special collections.

Many library conservation professionals agree that the most serious cause of damage and deterioration in rare collections is physical use and abuse. Of course, inherent manufacturing faults and environmental problems are serious and contribute to deterioration of most library and archival collections; it is, however, the function of a library to serve its scholars and general readers—a function resulting in frequent handling of materials selected for retention in original format, regardless of their condition.

Conservators would be deceiving themselves, however, if they assumed that all collections were subject to heavy or even occasional use. If resources are to be focused, as they must be, one obvious way is to concentrate preservation efforts on the most frequently used material. Unfortunately, such focus is not generally the basis for establishing conservation priorities; perhaps a certain element of fatalism, or an unconscious belief that some miracle will be found to solve the problem lurks in the conservator’s mind. New technologies that will help save the content of deteriorated material suitable for transfer to a more permanent format can certainly be expected, but even as the technologies become viable and economically feasible, it is likely that that approach would be applied to rare material only for purposes of reducing handling of originals.

If treatment priorities are to take into account known frequency of use, it would be appropriate also to think about what will happen to similar materials in similar condition that are not used frequently. If these do not receive the same level of attention, are they being placed at risk? It seems unlikely. A curator may feel it makes little difference how much his collections are used—they are all important and must all be conserved—but limited resources require greater realism.

On the question of what will happen to deteriorating collections last in line to receive treatment, both the scientist and the conservator can make contributions. Drawing on their expertise in materials science and past and present restoration techniques respectively, such specialists can help identify the most serious forms of deterioration to be anticipated and can recommend protective measures for the collections while they await treatment.

One approach is to examine the factors that caused collections to degrade in the past, to see if these factors still exist and if not, to decide if the rate of deterioration can be reduced. In any established library in the Mid-Atlantic states, for example, a number of these factors can be readily identified, the most important being the absence, until recent years, of environmental controls in the face of Turkish bath conditions in summer months and fluctuations in temperature and humidity levels throughout the year. Under these conditions, any materials which are inherently unstable are likely to degenerate at an accelerated rate from the original condition. Another factor in older libraries has been a lack of adequate collections maintenance in the early days.

Phased Preservation in Practice

Phased Preservation had its beginnings in the Library of Congress in 1971, when a newly-constituted Restoration Office declared a moratorium on cellulose acetate lamination of manuscripts and maps. Tens of thousands of such items had been laminated, often without prior deacidification where it would have been appropriate. At that time, lamination had become the established
method for strengthening fragile material, but its use had been extended to new maps, and to manuscript collections containing both strong and fragile pieces.

During the 1971 moratorium, a study of lamination was undertaken by the Library's Research and Testing Office, which reached the conclusion that the older systems had many shortcomings and that it was necessary to find an alternative method of strengthening maps and other materials in sheet format. After careful consideration of plastic films, polyester film was chosen as the most stable and inert film available; it was also one least likely to suffer from manufacturing changes. In fact, this was the very film singled out by the (then) National Bureau of Standards (NBS) in its report on cellulose acetate lamination in 1956, which stated: "Polyethylene terephthalate has the best physical properties for archival purposes of any film studied. However, the selection of an adhesive with good aging qualities for use with it would require further work."

It is interesting to note that the NBS investigators were still thinking in terms of lamination with adhesives or impregnants. However, the original polyester film designs developed at the Library did away with contact between adhesive and document, provided greater physical strength to documents than lamination, and required no significant prior restoration treatment to the materials being enclosed. The idea of avoiding use of adhesives or impregnants on an original document is thoroughly consistent with the accepted contemporary philosophy of conservation wherein the intent is to avoid all unnecessary additions or treatments.

Most conservators would agree that in the past, library and archive collections have been given too much restoration and not enough preservation. The experiences of rare book conservators in the aftermath of the disastrous Florence flood of 1966 demonstrated the advantages of bindings constructed with little or no adhesives. Examination of flood-damaged and undamaged binding structures showed that such construction was the most durable of any observed; not only were the bindings themselves less damaged, there was also less damage to the textblocks than in the case of later binding styles, which relied heavily on gelatin spine adhesives and stiff board bindings.

Prior to this period, in the 1950s and early 1960s, Roger Powell and Peter Waters used the same construction concept (avoiding the use of spine adhesives) to carry out conservation rebindings for a number of major Irish and English manuscripts. The primary purpose of their approach was to make it relatively easy for future conservators to reconstruct bindings when necessary without the disadvantages and expense of repairing damage caused by previous bindings, but the procedure was, of course, also historically correct.

Avoidance of adhesives whenever possible is a key element in LC's phased preservation approach—a principle in marked contrast to some of the methods established by restorer predecessors for treatment of unbound material. In 1971, posters and similar material were being given cloth linings in a traditional manner to provide them with the strength to resist normal physical abuse common to this kind of collection. The technique was aqueous and very messy. Strong cotton cloth was stretched over a large table and pasted out with an adhesive called "Yes" paste. The poster was made wet or very damp and then laid onto the pasted cloth, rubbed down and left to dry. On some posters, this treatment has caused brown brush marks to develop with the passage of time, the result perhaps of acidity in the paste, the movement of water soluble-components in the posters, or the presence of metallic impurities in the paste, poster, or water. Fragments that had been pieced together on the pasted
cloth have been observed to "cup" at their edges, especially if the poster had been rolled or folded. In posters sensitive to wet processing, as many are, there is also evidence of colors having run.

This type of lining technique was not unique to the Library of Congress: it was, and may still be, widely used throughout the world. Its authenticity derives from historic cartographic restoration, the finest examples being 18th century French sectioning of maps; large maps were cut into small sections backed with cloth, folded into book format sizes, and boxed to look like books. There is no doubt that the technique prevented such maps from disintegrating, but association with any repair materials which tend to degrade as they age (cloth and paste in this example) represents a hazard to works being treated. Consequently, the Library's conservators began instead to use the new polyester film encapsulation and partial encapsulation for posters, maps, brittle material, and rare newspapers. However, most encapsulations designed to withstand hard use are "first phase" priority treatments. Additional phases will be carried out when need and priority are established in the future. Finally, it should be mentioned that encapsulation is more economical because the skills needed are relatively simple and extensive prior repair is seldom necessary. Thus, more collections can be treated by conservator aide technicians, with the complex technical problems being left to senior conservation staff.

Boxing is yet another form of phased preservation. It is not a new idea, of course, but design criteria for general boxing differs from criteria for boxing collections of fine bindings. Any large library has collections of books crying out for attention: covers and spines are loose or missing, bindings and textblocks have deteriorated. Rare books most suitable for preservation in a phased custom boxing program are seldom used and have low priority as they await repair or rebinding. Volumes more frequently used have a higher priority, and phased box designs may only provide a short-term answer.

In choosing the type of box to be fabricated, one may be guided by the Bauhaus concept of "fitness for purpose," taking into account the factors of value and level of use just mentioned. The simplest forms are the original Library of Congress phased box design or one of those designed by Willman Spawn, the well-known book conservator and historian of American bindings. These forms are suitable for low-use or deteriorating collections for which repair and rebinding are necessary but for which treatment of current resources are insufficient.

More substantial clamshell or dropback boxes are suitable for collections receiving heavier use, while specially designed, custom-made boxes are necessary for rare and intrinsically-valuable volumes such as incunabula and early printed books. Such types require built-in forms to support textblocks, and binding shapes, and prevent movement within the boxes. Space should also be allowed for any separated binding pieces and notes.

Once a boxing program is an established important element of library preservation, there is less justification for repair, refurbishing, or rebinding on an urgent basis. Such measures become necessary as first or second phase treatments, depending on the vulnerability of the books to physical handling. The absence of a boxing program leads to greater numbers of unnecessary repairs and rebindings by restorers who may or may not be able to respond to the inherent qualities of rare books.

Dealing With Large Collections of Materials

The first major phased project undertaken in the Library of Congress was a collection of 8,000 European law books dating from the early 16th to 18th centuries and containing a wealth not only of law, but also of binding structure history. About 20 percent of the bindings were stiff board vellum. The collections had not been heavily used and little previous restoration was evident. Many volumes, however, had been damaged and it was not uncommon to find fragments of bindings on the floor of the stacks. In addition, many vellum coverings were severely distorted because dry conditions caused the coverings to
shrink away from the boards. The fact that short and tall volumes were shelved together created additional stress. (Librarians might take note of the Russian tradition of shelving by size; apparently, this method does not hinder access or restrict bibliographic control.)

Rough calculations of the time necessary for full conservation of this law collection came to 480,000 hours of work, which is about 280 person-years. Obviously, such a project would have been totally unrealistic, nor could it have been justified, since the materials were seldom requested and could be retained satisfactorily by boxing, reshelving, and grouping the volumes by size. Using the Library’s first “phased” design formed to fit the individual volumes, which were often wedge-shaped and out of square, a survey form was created and the collection was boxed over a three-year period. Interesting features of a binding were recorded on the form, along with notes as to desirability of further treatments.

Libraries which do not have a bindery or conservation department may wish to take a different approach in boxing volumes requiring protection. There are a growing number of manufacturers who will supply custom made boxes similar to the LC phased box. Success with this approach can be ensured by using a measurement recording form and supplying the manufacturer with correct interpretation of the measurements, along with strict specifications for materials. Measuring can be done by one conservator and one curator working together. A small expenditure of staff time will be required but a sizable number of volumes can be boxed less expensively than if the work had been done by staff conservators. In recent years the Conservation Office has used computer-aided programs to generate box dimensions, making it much easier to control the manufacture of such housings.

Another large phased conservation project was carried out over several years for the Broadside Collection in LC’s Rare Book and Special Collections Division. There were approximately 28,000 pieces in the collection, then housed in acidic portfolios and boxed in a Government Printing Office style.

Condition survey forms were designed to note present state and urgent or more extensive treatments required. Oversize examples were unfolded, separated from more standard sizes, placed in Permalife folders and stored in map cases with shallow drawers. The rest were refoldered in Permalife™ and/or polyester film and stored. The project took 2,880 hours over a two-year period, during which some treatments in the urgent category of need were also attended to.

The second phase of the project, carried out the following year, saw the completion of all urgent treatments within an allocation of 2,950 hours. Brittle materials in the collection required extensive treatment, and removal of pressure-sensitive tapes and residual staining also consumed a great deal of time. Major conservation of selected items is still needed and will be provided individually in keeping with curatorial priorities. In the meantime, the collection is no longer so vulnerable to physical damage from handling and to deterioration from contact with acidic folders, portfolios, and boxes; significant improvements have been accomplished with a relatively small expenditure of time, demonstrating that such rehousing projects can be successfully undertaken by—when available—technician-level, conservator-aide staff, under supervision of senior conservators.

In the near future, itemized condition information gathered during initial-phase programs for large collections will be entered into a computer program, making possible the later assembly of groups of pieces requiring similar treatment. This will help to conserve resources and make for greater efficiency.

Although the present topic is phased pre-
servation, the major conservation activities for which the Library has gained a reputation are still very much a part of its program. As a result, the ingenuity and expertise of the staff are utilized in any one year on many different treatments representing a full spectrum of complexity. Because of the great diversity of material in the Library’s collections, there are always problems to solve which require skill, knowledge of the collections and their use, knowledge of the comparative advantages and disadvantages of current conservation technology, and—very important—creativity.

Among the most pressing of those problems still awaiting a satisfactory solution are scrapbooks and photograph albums. As these relatively weak structures continue to be used, they become prone to physical deterioration and damage which may be irreversible. Each is unique, however, and any change in appearance may reduce or destroy its integrity. Even if photographs are removed from their brittle interleaving supports for remounting after the support is strengthened in some way, some loss of historicity occurs. Actual conservation of early photographs is a specialized area demanding a most cautious approach.

The Library of Congress holds some 3,000 scrapbooks and albums in its various rare collections; some are heavily used, most are in poor condition. Treatment decisions become especially difficult in cases of bound compilations put together by prominent historic figures. Some photographic albums have become period pieces representing the state of the art in formal display of photographs. The Alexander Graham Bell Collection includes albums made up of stiff board pages which have now become brittle, but from the point of view of the history of photography, dismounting of the prints is out of the question because the pages are inscribed with detailed photographic information. The same situation prevails with the laboratory notebooks in the same collection, of great interest in the study of the history of American technology. Other scrapbooks have presented more manageable treatment problems—such as the immensely popular McManus-Young Scrapbook recording the career of Houdini, or the scrapbooks of Elizabeth Cady Stanton, all of which had to be dismantled as a first step in what became successful treatments.

Apart from the problem of achieving an acceptable trade-off between preservation concerns and artifactual integrity of albums and scrapbooks in general, major treatments restoring such items to a condition permitting safe handling can be enormously time-consuming. In some cases, hundreds of hours could be required to treat and protect the numerous, highly varied materials commonly found in scrapbooks. One answer to both preserving and making accessible deteriorated scrapbooks of exceptional interest may be to make service copy facsimiles.

The Library has experimented with this approach, making Cibachrome facsimiles of certain examples in great demand. Cibachrome is the only commercially available color photographic reflection print material with good archival properties. The process is similar to the old silver dye bleach photographs where the dyes are pre-formed in the support. Cibachrome is not a cheap material, but a service copy of a scrapbook can be made at a fraction of the cost of full treatment. In the case of a very valuable collection of brightly-colored memorabilia, Cibachrome prints might even be considered a first phase measure!

For a preservation program with a limited budget to work effectively, priorities must be worked out as materials are selected for treatment. Such prioritizing is best accomplished in a cooperative effort of administrators, curators, librarians, and conservation personnel. As an operating principle, the prioritizing process cannot be established overnight, but without such collaboration it is too easy for items visibly in need of attention to be selected for treatment without consideration of use, value, and rate of deterioration, which together help to establish the needed priorities.

Now the concept of phased preservation comes into play—once an initial survey has been done, a plan of action may be drafted beginning with priority selection within three broad categories:
• Material believed to have high intrinsic value and requiring treatment;
• Material suitable for treatment when available but also for transfer to an alternative format, which would encourage less frequent use of the original; and
• Material to be replaced by a more stable format.

Rapidly developing technologies (if national standards can be established for archival permanence, optical disk is one example) show promise of becoming primary capture and retrieval systems for a wide variety of library collections. As these technologies multiply, are improved, and refined, they may become a long-term means to save some types of degenerating material from premature extinction. Whenever this help is at hand, its successful application will still depend on the balanced judgment of a knowledgeable staff to direct the technology.

An Administrative Structure

Once adoption of the “phased” concept increased the options and effectiveness of preservation of the Library of Congress collections, an effort was made to find a more structured administrative system which would allow development of the selection process in collaboration with custodial personnel. This mechanism has become known as the Conservation Office Point System. To describe the system briefly, the total of conservators’ actual working hours per year are divided among the collection units holding rare materials in such a way as to give identical major shares to two of the divisions in any one year. The remaining “points” or hours are divided equally among the other divisions. In succeeding years, other divisions receive major point concentrations, all in regular rotation.

The curators of the collections are thus provided with “point budgets” which are expressed in terms of three different categories of staff specialization—Paper, Rare Book, and Phased Conservation. (Like the staff members they represent, points are not interchangeable from one section to another.) Final choices of pieces or collections to be worked on are made by a division based on estimates submitted by liaison conservators, one from each section, who are assigned as contacts with that division and who have examined large numbers of items in preparation for the annual selection. Liaison conservators continue to work with the same division as they carry out actual treatment or as new business arises.

A primary purpose of LC’s Conservation Office Point System, as established with its budgets, conservator-liaisons, and estimating procedures, was to give custodians better information on which to base their treatment selections from large numbers of materials requiring some form of preservation attention. The fact that each division usually receives points for work from all three sections of the conservation lab makes planning treatments in correct proportion to available staff specialties a rather complex matter. The conservators have developed some skill in estimating and have developed positive feelings about the greater degree of accountability and visibility the system creates. It should be emphasized, however, that such a system does not change the time required for full conservation; it is not designed to allow shortcuts or lower conservation standards. It does provide a practical administrative structure which helps accommodate the sometimes conflicting needs of the custodian and the conservator in a rational manner.

In summary, phased preservation has proved its worth over the years since its inception at the Library of Congress. Its primary challenges as well as advantages are readily named, but users will find many more depending on local and institutional circumstances:

• Phased conservation as a philosophical approach advocates use of longer timeframes for planning purposes and organized sequences of treatments, thereby justifying departure from the conventional practice of full conservation of individual items. It also stimu-
lates creation of priority rating systems
to ensure continued survival of collec-
tions for the longest possible period of
time.

- It is a concept which recognizes that
  organic material cannot last forever. It
defines preservation as the art and sci-
ence of delaying the inevitable day
when original material will perish.

- It identifies the degree of deterioration
and seeks to provide projections of fu-
ture decay rates for a variety of bound
and unbound material. It promotes re-
sponse to these factors in a planned
logical sequence or phases within the
restraints of available resources.

- It protects material from unnecessary
restoration treatments, which has
shown to be one of the major factors in
deterioration rate of book and paper
materials and requires often expensive
corrective action.

- It provides an opportunity for long-
term planning wherein present and fu-
ture preservation technologies are
evaluated as possible alternatives to
standard conservation and restoration
treatments.

- Above all, it can stimulate a new re-
alism in assessing the current state of
deterioration of collection materials
and provides thoughtful alternatives to
hasty or short-term actions which
might otherwise be taken.

The U.S.S.R. Academy of Sciences Library
(BAN) administration has accepted the prin-
ciples and practices of a Phased Conservation
proposed by the Library of Congress; it has
become their highest post-recovery priority.
As of June 1989, BAN had prepared 60,000
out of 200,000 volumes—mostly from the
damaged foreign language collections—for
phased conservation processing. With the
help of LC, BAN staff began the program as
soon as possible, especially because Novem-
ber 1989 marked the 275th anniversary of the
Academy Library’s founding.

In brief, the phased program proposed to
BAN will involve a broad range of preserva-
tion measures. The first step is an inventory
control system, including a comprehensive
computer-reference database and record of
condition and proposed treatment.

At the same time or later, each damaged
volume would be sorted and processed. Irre-
versible treatments will be avoided. Chemical
stabilization and physical non-adhesive sup-
port structures (polyester film) will be pro-
vided for brittle, fire-damaged books. These
processes will make each volume safe for
special reader use. In addition, the most brittle
fire-damaged books will either be micro-
filmed or produced in facsimile form. During
this time, selected items will receive addi-
tional and/or complete phases of conservation
treatment.

Archival housing structures will provide a
unique preservation micro-environment for
long-term storage in the relatively unstable
macro-environments now prevailing at BAN.
Each housing would be labelled with all bib-
liographic controls and references, linked to
the inventory control database and returned to
special post-recovery book stacks and rooms.

Once this three-year program is completed,
BAN will develop criteria based on need for
priority selection of volumes requiring addi-
tional phases of treatment. They will also
develop criteria for the conservation of the
entire collection over a very long period of
time with a highly-skilled but numerically
limited work force. In the meantime, the
phased conservation approach BAN has cho-
sen to adopt will achieve progress while also
allowing for the devising of new treatment
technologies which may speed completion of
the conservation process without compromis-
ing quality for the sake of production output.

Peter Waters is the Conservation Officer at the Library of Congress in
Washington, DC.

winter 1990
1990 Candidates for SLA Office

For President-Elect

- WILLIAM FISHER is associate professor/associate director of the Division of Library & Information Science at San Jose State University, San Jose, CA

Past Employment: assistant professor/assistant dean, Graduate School of Library & Information Science, UCLA (1981-1988); senior assistant librarian, California State University, Dominguez Hills (1976-1981); assistant librarian, Florida Atlantic University (1975-1976).

Education: B.A. (history/political science), University of Arkansas (1972); M.A. (history), University of Arkansas (1973); M.L.S., State University of New York at Geneseo (1974); Ph.D. (library & information management), University of Southern California (1981).

SLA Membership Since: 1981.

SLA Chapter Activities: San Andreas Chapter: member. San Francisco Bay Chapter: member. Southern California Chapter: member; faculty liaison to UCLA student chapter (1981-1988); chair, long-range planning committee (1984); Southern California representative to state-wide networking group (1983-1985); president-elect/president/past-president (1985-1988); conference local arrangements committee (1987); chapter service award (1989).


**GUY ST. CLAIR** is co-founder and president of OPL Resources, Ltd. in New York City, NY.

Past Employment: library assistant, East European Accessions Index, Library of Congress (1960-61); reference assistant, Alderman Library, University of Virginia (1961-63); serials acquisitions assistant, University of Illinois Library (1963-65); reference librarian, Richmond Public Library, Richmond, VA (1965-67); head, Reference and Circulation, Boatwright Memorial Library, University of Richmond (1967-68); director, University College Library, University of Richmond (1968-69); director, Cultural Programs, The Union League Club of New York (1969-79); library director, The University Club of New York (1979-87).

Education: A.B., University of Virginia (1963); M.S.L.S., University of Illinois (1965).

SLA Member Since: 1970.

SLA Chapter Activities: *New York Chapter*: chair, Recruitment Committee; library school liaison (1974-76); chair-elect/chair, Museums, Arts and Humanities Group (1977-79); president-elect/president (1988-90).

SLA Division Activities: *Library Management Division*: chair, Public Relations (1985-86); *Museums, Arts and Humanities*
Division: secretary-treasurer (1973-75); bulletin editor (1975-76); chair-elect/chair (1975-77, 1982-84).

SLA Association-level Activities: member, Tellers Committee (1974-76); chair (1976-77); member, Strategic Planning Committee (1989-90); Contributed Paper, 77th Annual Conference (1986); member, SLA US/USSR Exchange, (1988); instructor, annual conference professional development programs, (1984-89); instructor, regional professional development programs, (1987-89).


Honors: SLA Professional Award (1989).


For Chapter Cabinet Chair-Elect

- DONNA SCHEEDER is the senior team leader for Congressional Reference Services at the Congressional Research Service, Library of Congress, Washington, DC.


Education: B.S.F.S. Georgetown University School of Foreign Service (1969).

SLA Member Since: 1977.

SLA Chapter Activities: Washington DC Chapter: immediate

**SLA Division Activities:** *News Division*: chair, Washington, DC Group (1985-87); Awards Committee (1988-89); chair-elect and chair, Social Science Legislative Reference Section (1980-82).

**SLA Association-level Activities:** chair, Government Relations Committee (1987- ); member, Government Relations Committee (1985-87); member, Nominating Committee (1986-87).

**Other Professional Activities:** member, Library of Congress Professional Association (1977- ); member, Library Advisory Board, Duke Ellington School of the Arts (1984-86); member, District of Columbia Library Association; appearances on behalf of SLA on Worldnet and the League of Women Voters radio show.


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**MARILYN M. STARK** is assistant director for Information Services, Colorado School of Mines, Golden, CO.

**Past employment:** librarian/project manager/editor, Dames & Moore, Golden, CO. (1975-81); head of reference, Colorado School of Mines, (1981-82).

**Education:** B.A., University of Colorado (1970); M.A. librarianship, University of Denver (1972).

**SLA member since:** 1975.

**SLA Chapter Activities:** *Rocky Mountain Chapter*: Membership Committee (1977-78); co-editor for newsletter (1979-80); vice president and program chair (1981-82); president (1982-83); chair, Consultation Committee (1984-85).

**SLA Division Activities:** *Petroleum and Energy Resources Division*: chair-elect and program chair (1983-84); chair (1984-85); chair, Bylaws Committee (1986-87); *Library Management Division*: chair, Continuing Education Committee (1985-86).

**SLA Association-level Activities:** Long-Range planning Committee (1984); chair, Consultation Service Committee (1983-
84), member (1982-83); member, Nominating Committee (1984-85); deputy chair, 1988 Conference Program Planning Committee (1987-88).

Other Professional Activities: SLA Nominating Committee (1985-86); treasurer (1988-89); GeoRef Advisory User Group (1982-84, 85-87); GeoScience Information Society; GeoRef Thesaurus Vocabulary Task Force (1985-88); chair, Membership Committee (1985-87); Awards Committee (1983-84, 1987-88); Colorado Library Association.

Other Professional Membership and Honors: Association of College and Research Libraries; American Library Association; American Society for Engineering Education; Phi Beta Kappa; Beta Phi Mu.


For Division Cabinet Chair-Elect

• MARJORIE M. K. HLAVA is president, chief operating officer, and marketing director of Access Innovations Inc., Albuquerque, NM.

Past Employment: information scientist, Technology Application Center, University of New Mexico (1973-76); manager of information. Technology Application Center, University of New Mexico (1976-78); information director, National Energy Information Center Affiliate, University of New Mexico (1978).

Education: field courses, University of Minnesota, (1967); B.S. (botany) and certified in secondary education, University of Wisconsin (1970); graduate study (botany, information science) University of New Mexico (1974-76).

SLA Member Since: 1975

SLA Chapter Activities: Rio Grande Chapter: chair, Special Projects (1976); chair, Employment (1978-79); chair, Membership (1978-79); career counselor (1978-79); vice president (1978-79); president (1979-80); chair, Nominations (1983, 1986); other committee positions.
SLA Division Activities: *Information Technology Division:* chair, Online Section (1980); member, Executive Committee (1980-85); chair-elect (1983); chair (1984); chair, Membership (1988-90); member, Executive Committee (1988-90).

SLA Association-level Activities: chair, Planning for the Long Range Plan (1981-1982); candidate, Board of Directors (1981-82); liaison for SLA to ARMA (1982-83); chair, Directory Committee Joint Cabinet (1984); chair, Division Cabinet Electronic Mail (1984); member, Nominations Committee (1988); member, Networking Committee (1987-90).


Publications: Ms. Hlava has authored over 20 publications, including a seven-part series for *Online Review*; an eight-part series for *Information Today*; one paper for the London International Online Meeting; one article for *Learned Information, Inc.*; a chapter in *New Options for Librarians, Finding a Job in a Related Field*; one book titled *Private File Creation/Database Construction: A Proceeding with Five Case Studies,* published by SLA; and one article for *Special Libraries.*

She has given over 60 presentations and workshops and occupied eight editorial positions. Her most recent publications are “Data Conversions,” *Online,* December 1989; “Databases, Computer Readable,” *The ALA Yearbook of Library and Information Services '89.* She edited one issue of *Special Libraries* and the CD-ROM issue of the *ASIS Bulletin* in 1988.
BARBARA P. SEMONCHE is library director for the Herald-Sun Newspapers, Durham, NC.


Education: B.A. (speech pathology), University of Iowa (1956); certificate in deaf education, University of Wisconsin-Milwaukee (1961); M.A. (special education), University of North Carolina-Chapel Hill (1967); M.A. (library science), University of North Carolina-Chapel Hill (1976).

SLA Member Since: 1977.


SLA Division Activities: Newspaper Division: chair, Student Stipend Award (1980-81); News Library News bulletin editor (1984-86); chair (1983-84).

Association-Level Activities: SLA Committee on Graduate School Advisory Boards; SLA Professional Development Committee; Joint Cabinet Program Survey Committee; chair, Committee on Committees (1989-90).

Other Professional Activities: North Carolina Library Association; the North Carolina Microcomputer Users Group, secretary (1986-87); the Society of North Carolina Archivists; National Micrographics Association; the University of North Carolina-Chapel Hill School of Library Science Alumni Association, president (1987).

Publications: Mrs. Semonche has written nine articles on such topics as the history of newspaper librarianship (Editor & Publisher March 31, 1984, p. 48), newspaper indexing (Collection Building, October 1986), and microfilming newspaper clippings (a chapter in Guidelines for Newspaper Libraries, 1983 edition). From 1981-83 she wrote and edited a North Carolina newspaper library periodical, Carolina Live Wire. She has presented papers on newspaper library management and technology to publishers, editors, journalists, and librarians at national and international conferences. Consultation activities have taken her to a half dozen newspaper and journalism libraries in the South and West. She has toured over 40 special libraries in the U.S., Canada, and Europe.
• **KAYCEE HALE** is founder and executive director of the Resource and Research Centers of the Fashion Institute of Design and Merchandising (FIDM) in Los Angeles, San Francisco, San Diego, Costa Mesa, and Sherman Oaks, CA. She also serves as the executive director of the FIDM Museum and Library Foundation in Los Angeles, CA.

**Past Employment:** technical services manager, Business and Economics Department, Los Angeles Public Library (1970-72); fashion editor, *Scoop Newspaper* (1970-75); co-owner, THE FASHION COMPANY (1970-75); fashion, print, runway, and commercial model (1970-77); professor, Fashion Institute of Design and Merchandising (1972-77); director, FIDM Library (1975-79); international lecturer on management, leadership, communication, and fashion (1980-).

**Education:** B.S. (public administration), California State University, Dominguez Hills. University of California, Los Angeles.

**SLA Member Since:** 1978

**SLA Chapter Activities:** *Southern California Chapter:* chair, Positive Action (1983-84); chair, Education Committee (1984-85); chair, Community Relations (1985-86); program chair (1986-87); president-elect/president (1986-88); *Florida Chapter:* member (1986-89).


**Other Professional Activities, Memberships:** SLA liaison to California Library Association Task Force on Restructuring (1989-90); American Library Association; American Association of Museums; American Marketing Association; Art Libraries Society of North America; California Media and Library Association; Costume Society of America; Fashion Group; Textiles Group of Los Angeles.

**Honors:** listed in the following: *International Who's Who of Professional and Business Women; World Who's Who of Women;*
5,000 Personalities of the World; Who's Who of Emerging Leaders in America; Who's Who in Finance and Industry; Who's Who in Professional and Executive Women; Who's Who in California; Who's Who in the West; and International Directory of Distinguished Leadership.

Publications: Kaycee Hale has delivered papers, lectures, seminars, and workshops on business management, communications, personal and professional development, image management, leadership, fashion, and other topics throughout the country and abroad to the library and business communities for both profit and non-profit organizations. She has published over 175 extensive study guides. She has written and narrated one audio tape, "Image Builders," for the Special Libraries Association. She has also written one brochure, "What's Your I.Q. (Image Quotient)"; authored an article in *Art Libraries Journal*; contributed to one book, *Risk to Riches*; written the President's remarks for the *Library Management Quarterly* (1988-89) and written "Styling Yourself for Management" in *Library Management in Review*, Volume II. Currently in progress with a 1989 publication date is the Report on the Image Task Force and two books for 1990.

- **CAROYLN J. HARDNETT** is chief librarian at *The Baltimore Sun*


  **Education:** Hampton University

  **SLA Member Since:** 1977

  **SLA Chapter Activities:** *Washington, DC Chapter*: liaison, Positive Action (1981-83); *Baltimore Chapter*: program speaker, "How to Get the Most Out of Your SLA Membership" (1985); director (1986-87); member, Long-Range Planning Committee (1987-88).

  **SLA Division Activities:** *Newspaper Division*: chair, Hospitality Committee (1980); program speaker, Newspaper Bureau Libraries (1980); Program Planning Committee (1980); Membership Committee (1980-81); Continuing Education Committee (1981-82); secretary/treasurer (1982-83); chair-elect and New York Conference Program Planner (1983-84); chair (1984-85); chair, Awards Committee (1985-86); *Library Management Division*: member (1985); *Information Technology Division*: member (1985).
SLA Association-level Activities: Positive Action Committee for Minority Programs (1980-83); Committee on Committees (1983-84); chair-elect, Division Cabinet (1987-88); chair, Division Cabinet (1988-89); Awards Committee (1988-89); Strategic Planning Committee (1988-89).


Awards and Special Recognition: Newspaper Division Award of Merit (1985); Black Enterprise Professional Exchange and Networking Forum Certificate of Recognition (1987).

• L. SUSAN HAYES is manager, Technical Information Center, Encore Computer Corporation (formerly Gould Computer Division) in Ft. Lauderdale, FL.


Education: B.A., Albion College (1970); M.S.L.S., Wayne State University (1972); SLA Middle Management Institute (1987).

SLA Member Since: 1972.

SLA Chapter Activities: Michigan Chapter: student member (1972); Florida Chapter: chair, Membership Committee (1974-
75); president-elect, president, past president (1976-79); chair, Nominating Committee (1978-79); chair, Consultation Committee (1975-76, 1987-89); bulletin editor (1976-77); secretary (1985-86); director (1989-92).

**SLA Division Activities:** Science and Technology Division: chair, Special Projects (1978-79); Engineering Division: chair, Nominating Committee (1979-82); chair-elect, chair, past-chair (1982-85); Anniversary Committee (1987-88); Information Technology Division: member; Library Management Division: member.

**SLA Association-level Activities:** chair, Joint Cabinet Committee on Conference Publications (1983-84); counselor, Career Advisory Service (1986-1987, 1989); Professional Development Committee (1987-90).

**Other Professional Activities:** special libraries delegate to Florida Conference on Libraries (1979); Florida State Library Networking Committee (1984-85); treasurer, Broward County Library Association (1978-79); club president, Toastmasters International (1986, 1989).

**Publications:** Database article (1982); editor, Florida Online newsletter (1982-83); Florida Chapter Bulletin articles.

* SUSAN M. HILL is vice president, Library and Information Center, National Association of Broadcasters, Washington, DC.


**Education:** A.B., Pennsylvania State University (1961); M.A. Teachers College, Columbia University (1962); M.L.S., Rutgers University (1969).

**SLA Member Since:** 1973

**SLA Chapter Activities:** Washington, DC Chapter: member, Public Relations and Student Affiliation Committees (1989-90); immediate past president (1988-89); chair, Public Relations Committee (1988-89); president (1987-88); president-elect/first vice president (1986-87); chair, Social Science Group (1984-85); member, Nominating Committee (1984-85); chair-elect/program chair, Social Science Group (1983-84); chair, Placement Committee (1980-81).
SLA Division Activities: Advertising and Marketing Division: chair, Membership Committee (1976-77); Telecommunications Division: charter member/founder (1977); chair (1977-79); chair, Bylaws Committee (1979-81); chair, Nominating Committee (1980-81); chair, Directory Committee (1983-84); archivist (1985-present); News Division: member; Library Management Division: member; Social Science Division: member; Business and Finance Division: member.

SLA Association-level Activities: member, Pittsburgh Conference Program Committee (1988-90).

Honors: Beta Phi Mu.

Other Professional Activities: Ms. Hill is editor of Broadcasting Bibliography: A Guide to the Literature of Radio & Television. 3rd ed., published by National Association of Broadcasters, 1989. She is co-author of the article “Put Information to Work for You,” in Association Management, February 1989. She served as co-presenter of the “Information Services Management” seminar in the American Society of Association Executives/University of Maryland Executive Development Program (1987-89). She was a presenter at the 1989 Association for Population/Family Planning Libraries & Information Centers Conference where she spoke on “Marketing the Library.” She is the author of numerous articles and bibliographies published in Telcom, the newsletter of the Telecommunications Division.

Other Professional Memberships: American Library Association; DC Library Association; Law Librarians’ Society of Washington, DC; American Women in Radio and TV.
The Information Professional—An Unparalleled Resource

The Special Libraries Association
81st Annual Conference
Pittsburgh, Pennsylvania
June 9-14, 1990

For six days in June (9-14), 1990, Pittsburgh, PA will be the site of the 81st Annual Conference of SLA. Attendees will have an unparalleled opportunity to celebrate the continued enhancement of the information professional and the expectations created while being in the forefront of today's ever expanding technological frontier.

The 1990 annual conference theme is "The Information Professional—An Unparalleled Resource." One should see the program organizer's desire for a renewed emphasis on the individual and what he/she can offer the profession and the organization for which they work reflected in the conference title. The theme also reflects a growing pride in the profession and a recognition of the value placed on its members by their respective organizations and the members themselves.

The broad scope of programs planned for the conference week will provide an enriching experience for all who attend. Expert speakers are being engaged. Social events are being organized to provide each attendee a chance to relax, enjoy, and learn. Attendees will have the opportunity to choose from programs specifically designed to enhance management skills, career development, and understanding of new technologies.

A number of conference activities from program content to tours to the exhibit are highlighted on the following pages.

Plan to attend now.

General Sessions

SLA is pleased to announce two outstanding speakers have been engaged for the general sessions on Monday and Tuesday, June 11 and 12, 1990: Richard Saul Wurman, author of Information Anxiety and Patricia Aburdene, co-author with John Naisbitt of Megatrends 2,000.

Patricia Aburdene, co-author with John Naisbitt of Re-Inventing the Corporation and collaborator on the international best-seller Megatrends, is a leading authority on the future of the American corporation and the impact of social and economic trends on corporations and non-profit institutions. Ms. Aburdene specializes in monitoring the new leadership style the men and women of today's information economy are developing in response to the megatrends of today's business environment—a new, better-educated workforce, a shrinking pool of skilled labor, entrepreneurship, and increased competition in areas such as health care.

Aburdene holds a B.A. from Newton Col-
lege of the Sacred Heart in philosophy and an M.S. in library and information science from Catholic University of America. She is president of the Board of Search for Common Ground, a think tank seeking alternative methods for national security, and is a founder and director of the Bellwether Foundation, which funds leading-edge projects.

Richard Saul Wurman is co-owner of AccessPress Ltd., and president of The Understanding Business. He is a regular consultant to major corporations in matters relating to the design and understanding of information and communications.

Wurman, is an architect, graphic designer, cartographer, and recipient of AIA Guggenheim, Graham, Chandler, and NEA fellowships. He is a graduate of the University of Pennsylvania School of Architecture.

With the publication of his first book, Mr. Wurman began what he describes as the singular passion of his life—that of making information understandable. In his 45th book, Information Anxiety, he has developed an overview of the motivating principles found in his previous works. Each project has focused on some subject or idea that he personally had difficulty understanding. His work stems from his desire to know, rather than from his already knowing—from his ignorance rather than his intelligence, from his inability rather than ability.

Division and Committee Programs

The core of SLA's conference is the business and informational sessions developed by SLA committees and divisions. All SLA divisions and most SLA committees will host business meetings during the conference. It is important for members to schedule attendance at their respective business sessions; it is an opportunity to stay abreast of activities and ongoing projects. Most importantly, it is a chance to voice opinions on projects and decisions that will guide SLA into the 90s.

To augment the business sessions, SLA divisions have prepared sessions specifically addressing issues of concern to the profession; sessions will discuss specific technical issues of interest to division members and how they impact upon the profession as a whole.

Session content will include:

- electronic tools
- computer viruses
- CD-ROM—small library practicality
- preservation issues
- corporate art collections
- biosequencing
- environmental issues: economic and geographic; impact on Pittsburgh
- plus much, much more

Professional Development Programs

SLA's Professional Development Program provides appropriate learning opportunities for information professionals at every career level. Whether you are an entry-level information specialist or seasoned manager, SLA's annual conference Professional Development Program has a learning experience designed to meet your needs. A broad range of topics and activities will be offered at the 1990 conference. The Pittsburgh conference will feature 22 one-day continuing education courses, two units of the Middle Management Institute, and an advanced management course for seasoned information professionals preparing for positions at the executive level.

Continuing Education Courses. Since the 1960s, SLA's continuing education courses have been instrumental in providing information professionals with the knowledge and skills to succeed. By preparing them for new responsibilities in library and information management, SLA's continuing education
courses help members meet the changing requirements of the profession, enabling them to advance their careers.

This year's 22 one-day continuing education courses will take place Saturday, June 9 and Sunday, June 10. Topics such as artificial intelligence, managing new technologies, and computer intelligence will be offered in the information management area. A special course on European company information will be introduced this year to help members prepare for 1992 and the European single market. Courses on working smarter, performance appraisal, and management communications will help participants sharpen key management skills.

SLA's annual conference Continuing Education Courses offer entry and mid-level professionals many topics to choose from. Those with more experience may want to take advantage of this valuable educational resource to supplement their knowledge in a particular area, or find out more about emerging technologies and management concepts. Participants will earn 0.6 continuing education units (CEUs) and a certificate upon completion of each course.

Middle Management Institute. SLA's Middle Management Institute (MMI) focuses on the needs of information professionals with five or more years of management experience. The MMI is the second step in SLA's Professional Development Program which provides a progression of learning opportunities.

Developed to provide practical training in key areas of management, this certificate program sharpens participants' skills through a combination of expert instruction, interaction with peers, analysis of case-studies, and other learning exercises. The MMI is a 75-hour program consisting of five integrated units. Units may be taken independently or as part of the complete MMI sequence. Topics include:

- management skills
- analytical tools
- human resources
- marketing and public relations
- technology and application

Each unit is 2 1/2 days (15 hours) in duration. Participants earn 1.5 CEUs for completing each unit. A certificate of achievement is presented upon completion of all five MMI units.

Besides the conference MMI opportunities, MMI units are offered in various geographic locations throughout the calendar year. The "Technology and Applications" and "Marketing and Public Relations" units will be offered in conjunction with the 1990 Annual Conference on Friday, June 8 – Sunday, June 10.

Advanced Management Course. A new course offering designed for experienced information professionals with advanced learning needs will be introduced at this year's annual conference. This 1 1/2 day program will feature Dr. Kevin Kearns, one of the most popular instructors from SLA's prize-winning Executive Development Academy. The program will focus on managerial decision making and the tasks of leadership.

Employment Clearinghouse and Career Advisory Service

The SLA Employment Clearinghouse is a service available to all conference registrants and employers. Through this service, job applicants and employers are brought together to discuss future employment.

If you have any questions about special librarianship and the information management field in general, or your career in particular, take advantage of the SLA Career Advisory Service. Experienced SLA members will serve as counselors to help you find the answers you need.

Full details will be provided in the Preliminary Conference Program.

SLA Exhibit

The exhibit is a vital exciting component of the conference. Well over 300 exhibit booths will be set up at the Pittsburgh conference. Here is your opportunity to meet with knowledgeable representatives of leading manufacturers and suppliers specializing in products and services relating to the field of library
science and information exchange.

At this year's exhibit, you will have the opportunity to gather information on such products as:

- CD-ROM
- information storage and retrieval
- library automation software
- optical publishing
- specialized books, periodicals, and directories
- library furnishings and supplies

You will also learn about such services as:

- alerting and search services
- book jobbers
- consultants
- database search services
- government information services
- indexing and abstracting services
- subscription agencies

The entire Pittsburgh exhibit will be housed under one roof, located in the David L. Lawrence Convention Center. The exhibit will be open:

Sunday, June 10
12 - 5 p.m.
Monday, June 11
10 a.m. - 5:30 p.m.
Tuesday, June 12
10 a.m. - 6:30 p.m.
Wednesday, June 13
9 a.m. - 2 p.m.

For individuals unable to register for the conference's program sessions, but interested in examining the various products and services in the Exhibit Hall, write for a complimentary pass and specify the number of persons attending. Send a self-addressed stamped envelope to manager, Conference and Exhibits, Special Libraries Association, 1700 Eighteenth Street, NW, Washington, DC 20009.

Conference attendees are urged to schedule ample time to visit the exhibit. This is your chance to influence new applications on information technology by interacting directly with the producers and developers.

Conference Field Trips

A special feature of the annual conference are the field trips. More than a dozen field trips sponsored by SLA and the divisions will be conducted for the Pittsburgh conference. Some trips will allow you to visit a place of special interest to your division. Others will allow you to learn about the geographic area and its history. And some are just for your pleasure and enjoyment.

A full listing of these events will be detailed in the Preliminary Conference Program.

Pittsburgh Conference Logistics

Full conference information—the preliminary program—will be mailed to all SLA members in March 1990. Along with detailed session information, official housing and registration forms will be provided. All conference attendees are urged to use these forms. While program planning is in the process of being finalized, the following information will be useful to all planning to join us in June:

Conference Housing. Special conference housing is located in accessible downtown locations.

SLA Conference Hotels/Rates**

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<th>Hotel</th>
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<td>Westin William Penn</td>
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**Please remember to use the SLA Housing Forms supplied with the preliminary program. Reservations will not be honored by hotels without utilization of this form.

*The Bigelow is an all suite hotel. For suite information available at the other hotels, please contact manager, Conference and Exhibits, SLA, (202)234-4700.
Registration

SLA works hard to help its members get the best value for their money. Seminars, field trips, and special events are planned so that attendees receive the most for each dollar spent. In keeping with this philosophy, SLA is pleased to inform its members that registration costs for the 1990 annual conference have been held at the 1989 rates.

A sizeable attendance is expected at this conference, and advance registration is strongly recommended. In addition to avoiding long, time-consuming lines, advance registration can also save you money. Registration fees for this conference are:

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<th>Category</th>
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*SLA member rates apply to SLA, ASIS, ARLIS/NA, AAL, MLA, and Tri-Society Symposium attendees.

On-site registration will take place in the David L. Lawrence Convention Center, beginning Friday, June 8, at 12 noon.

All SLA members will receive full registration and ticket information in the Preliminary Conference Program. If you have any questions regarding the annual conference, or if you are a nonmember and wish to be placed on the mailing list to receive a preliminary program, please contact manager, Conference and Exhibits, SLA, 1700 Eighteenth Street, NW Washington, DC 20009.

Join us in Pittsburgh for SLA's 81st Annual Conference!
Central Information Services at the Commonwealth Scientific and Industrial Research Organisation: History and Change at East Melbourne and the Work of the Divisional Libraries or Whatever Became of CILES?

by Linda Arny

Numerous important changes have occurred at Australia's Commonwealth Scientific and Technical Research Organisation's central information services facility in East Melbourne, Victoria. Divided into two parts, this article discusses the history and results of the implementation of recommendations from management reviews on the Central Information, Library, and Editorial Services and its successors. Part one describes the development of central library services at CSIRO from the "Head Office Library" to the current Information Services Unit. Procedures and effects of a series of independent, governmental, and corporate reviews are discussed, and the institutional position, purpose, and services of the divisional libraries are briefly described.

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) is one of the largest national research institutions in the world. In 1987, there were 7,200 staff members (of which 2,500 were scientists) in about 100 laboratories and field stations located all over Australia.

First established in 1928 as the Council for Scientific and Industrial Research (CSIR), the organization's scientific endeavors were originally divided by subject and concentrated on animal health, soils, crops and pastures, fisheries, food preservation, and insect studies. In 1936, the creation of the Division of Industrial Chemistry, the National Standards Laboratory, and the Aeronautical Laboratory extended the range of investigation into the physical sciences and engineering. The Council became the Commonwealth Scientific and Industrial Research Organization (the spelling was changed to organisation in 1987) in 1949. Growth was rapid in the 1950s and 60s, but slowed in the 1970s.

"In the years around 1960 the organisation may well have come closest to Rivett's (the first chief executive officer of CSIR) ideal of an institution with many of the attributes of a university, committed to the advancement of knowledge, internationalist in outlook, largely insulated from day-to-day political pressures, yet widely accepted as a powerful force promoting technological change."(1)

In recent years, CSIRO goals have reflected the Australian government's desire that research should advance Australia economically rather than be concentrated in areas of pure science. CSIRO's present objectives are:
• to carry out strategic research that can be applied by Australian industry or government for community benefit;

• to collaborate with other institutions and industry to strengthen their research efforts and to insure transfer and application of results; and

• to lead and promote an expanded scientific and technological effort in Australia. (2)

Over the past five years, CSIRO funding has been lowered in real terms, and staff size is decreasing. Budgets for the corporate center and all library and information service activities have correspondingly decreased. Divisions of CSIRO have been required to be partially self-sustaining, and central information services are expected to be so as well.

Establishment of Library Services

In 1928, the Australian Association for the Advancement of Science gave 200 periodical titles and a collection of monographs to form a library for the CSIR, and in 1929 the organization’s Executive Committee ruled that specialist libraries be constituted at research centers and that the “head office,” then in East Melbourne, should maintain a catalog of all CSIRO libraries’ holdings, do all of the ordering, and arrange for interlibrary loan among the members. Thus began the divisional and central libraries. (3) By 1978, the library system owned over one million volumes. The library in East Melbourne, which was the old Head Office Library and later the Central Library, still maintains a union catalog for the divisions and continues serials ordering

In 1967, the Head Office Library was renamed the Central Library. In 1970-71, the Head Office, less the Central Library, moved to Canberra. In 1973-74, the CSIRO’s executive director decided to establish a Central Information Service and to merge it, the Central Library, and the Editorial and Publications Sections into the Central Information, Library, and Editorial Section (later changed to “Services”), or CILES. It is the changes in the CILES facility since 1986 this paper addresses, change of such a radical nature that it is difficult to identify CILES as a continuing unit.

Reviews of Australian Science and CSIRO

Subject to governmental and independent reviews through much of its history, CSIRO has, since 1975, experienced such numerous analyses and alterations of its structure, coupled with funding decreases, that the dedication and morale of its staff have seriously deteriorated.

This modern series of reviews began with the Birch Review of 1978 which planned the reorganization of CSIRO into institutes (comprised of subject-related divisions) whose directors would serve on the executive board. The Birch report recommended “strategic mission oriented”(4) research helpful to Australian industry, encouraging it to return to the purpose originally stated in the Science and Industrial Research Acts of 1926 and 1948 of promoting the application of its research.

The Australian Science and Technology Council (ASTEC) was responsible for two reviews of CSIRO. (5,6) The first, 1977-78, recommended the government continue participation in fundamental research, that industrial associations be kept separate from CSIRO, that CSIRO provide information services in science and technology for which external users would pay, and that a CSIRO regional information manager be assigned to each capital city.

The second ASTEC review, seven years later, came to quite different conclusions. After completing visits to 40 divisions of CSIRO, the Council determined that research at CSIRO, though government sponsored, did not support national economic and social objectives. To do so, CSIRO needed to concentrate more on research and development that would strengthen industry; to perform research on the environment, the management of natural resources, and public health; to choose
work complementary to university research; and to work on long-term projects, as well as shorter term, more directly practicable activities.

These goals required "a shift in the overall ethos of the Organization from one which has been largely science oriented to one which is largely applications oriented...(giving) CSIRO the opportunity to be a significant driving force in the transformation of Australia into a technologically sophisticated nation which will be able to compete more effectively in the marketplace." (7,8)

ASTEC further recommended that CSIRO participate in joint ventures with industry and that any income received should be retained by the organization. Both of these suggestions were officially adopted.

In April 1987, Dr. N. Keith Boardman, chief executive, CSIRO, commissioned another review to examine management organization and the composition of the institutes in accordance with the opinions of the second ASTEC review. The study team consisted of staff from various CSIRO divisions and external consultants from McKinsey and Company and Quadrant Consultants. The report, known as the "McKinsey Report," was presented to the board in June 1987, and contained two main recommendations:

- that organizational changes be made to enable application of research by industry;
- that a streamlined management structure be devised giving authority and autonomy to research managers. (9)

To accomplish the first goal, various CSIRO divisions were combined or divided and recombined in other ways, and the institutes reformed and renamed. Each institute’s work is now directed toward one broad area of research such as “Animal Production and Processing,” or “Industrial Technologies.” The six institutes are each comprised of from four to seven divisions.

New divisional names were chosen to illustrate the emphasis on industrial application: the Division of Chemical and Wood Technology became the Division of Forestry and Forest Products; the Division of Textile Industry and the Division of Textile Physics combined to become the Division of Wool Technology.

A cosmetic aspect was the removal of the word “research” from all but one of the divisional names previously containing the word. “Application,” “development,” “processing,” “production,” are now the preferred terms.

Yet of what achievement is CSIRO most proud today? The 1988 opening of the Australia Telescope, an array of radio antennas designed to study quasars, pulsars, and black holes, a facility whose purpose will most certainly yield no applications for the near future.

The telescope’s design and construction did result in numerous, immediately applicable findings, particularly in antenna theory and communications. The new telescope has returned Australia to the forefront of research in radiophysics and astronomy and attracted international acclaim. Had the question of whether to build the Australia Telescope been presented today, rather than in 1980, the answer would have been no.

To accomplish its second recommendation, the McKinsey Report called for yet another review—an activity analysis of the Corporate Centre to determine those functions that should remain at the Centre and those that should be devolved to the institutes and divisions. Lasting from October 1987 to February 1988, this review was undertaken and prepared by the consulting firm of Pappas, Carter, Evans, and Koop (PCEK). The PCEK report was itself reviewed (by a “Review Group”) and the chief executive’s and Review Group’s final recommendations were accepted by the Board in February 1988.

An independent review of CILES unrelated to this previous series of reviews was commissioned from H.B. Landau. Landau, then president of Engineering Information, Inc., visited the Central Library, Information and Editorial Services 1983 and in February 1984. He submitted a report in June 1984 (10) emphasizing the strengthening of CILES and suggested the addition of regional offices. Landau recommended CILES coordinate and monitor “all significant CSIRO infor-
motion programs, no matter where and by whom conducted;" (11) that CILES set standards, including professional standards for librarians and national standards for computing compatible with international ones; and that it encourage, support, and coordinate reference services, database searching, and publications of the divisional libraries. The head of CILES would report directly to the executive director and an eventual move of facilities to Canberra would be considered. Finally, if necessary, the budgetary allocation to CILES would be reconsidered.

A budgetary reallocation was the crux of the recommendation, otherwise, how could many of his suggestions be accomplished? In an era of diminishing resources, budgetary allocation, plus the emphasis on the value to CSIRO of the information professionals at CILES, a unit located in Melbourne far from the larger Corporate Center, inevitably caused the rejection of many of the recommendations, and the Landau report was quietly set aside and forgotten.

The Myer review, (12) also independent and concerned with CSIRO external communications, was partially concurrent with the Landau review. Chaired by S.B. (Bails) Myer, the committee included CSIRO staff, other scientists and communications professionals, and recommended internal reorganization of CILES.

How has the series of reviews affected library services at CSIRO? Several of the recommendations directly related to the library and information services have been adopted; for example, the ASTEC suggestion that external users of the information services of CSIRO be charged. (This does not, of course, include ready reference or referrals, nor use on site.) But the most important changes in informational services were engendered by the Myer and McKinsey reviews.

The action plan of the Myer review, endorsed by the executive director in May 1986, was to operate from 1986-1990. In July 1986, the Central Information, Library and Editorial Section ceased to exist and was replaced by the CSIRO Bureau of Information and Public Communication. The Bureau was divided into five units, of which library and bibliographic services, translation services, and the database production groups formed the Information Resources Unit (IRU). (13) The former chief librarian became the manager, Information Resources Unit, and the Central Library lost its distinctive name.

The new Bureau commenced with great fanfare, but was neither more nor less efficient than CILES. The new manager was not able to accomplish his prepared schemes for progress before the need to reduce spending and participate in the PCEK review of the Corporate Center plunged the Bureau into uncertainty and confusion from which it (as the current Information Services Unit) has only begun to recover. The five-year plan of the Myer review was applied for less than half its projected time and followed the Landau review into oblivion.

The analysis of Pappas, Carter, Evans, and Koop, referred to also as the Corporate Center Review, recommended staff reductions, devolution of tasks to the divisional libraries, and restructuring to increase efficiency. (The term “devolution” was chosen to refer to the transfer to the divisions of certain usually administrative activities that were previously the responsibility of the Corporate Center. The word occurs frequently in literature associated with the PCEK Review.)

A series of “Implementation Handbooks” were issued to describe in detail the future numbers and arrangement of staff with timetables and procedures for carrying out the Executive Committee decisions. These handbooks also addressed the application of the “user pays” concept for central services, that is, for charges to be placed on all informational services, both to external and CSIRO recipients. The handbooks contain organizational charts of reporting hierarchies, permanent positions, and supplementary (temporary) positions. A reduction from a total of 597 full-time equivalent (FTE) staff members to a post-PCEK number of 356 FTE (14) did streamline and increase the efficiency of the Corporate Center, and some administrative functions have now been shifted to divisions or institutes.

special libraries
A "Redeployment and Outplacement Taskforce" was created to smooth transitions of staff declared redundant, and its members congratulated themselves on minimizing "the personal trauma of the change (by) facilitating smoothly the staffing of the new structure and identifying and providing support to those staff who did not go into the new structure."(15)

Unfortunately, the stress wasn't completely minimized, at least not in East Melbourne; there were a number of resignations and early retirements by some whose positions were still considered valid, either because of displeasure with the diminished services of the ISU or disagreement with Board policies. Meanwhile, the uncertainty of staff not knowing the future of their positions or departments led to frustration, anxiety, and recriminations.

The first Implementation Handbook stated the Information Resources Unit of the BIPC would be absorbed into the new Information Services Unit. Specifics on staffing changes were delayed, however, until the completion of a further study by an internal committee, the Library and Information Services Task Force. (16)

The task force's report was published in two volumes in March 1988. (17) Volume one outlined the task force's methods and objectives, gave the summary results of the activity survey of divisional libraries, and stated its conclusions and recommendations. Volume two contained submissions of divisional librarians and scientists on their views of future library services. Some of the submissions were elegant essays, some simply "want lists." Many were academic exercises, their influence on the future of the ISU negligible.

A portion of the recommendations of the Library and Information Services Task Force Report were accepted by the chief executive; and the third Implementation Handbook (18) was issued in August 1988. It recorded the results of the Library and Information Task Force's work, reported on the activity units in library and information services and their supporting administrative and system units, and served as a guide for the staffing of the new ISU. Drawn up by the assistant general manager, Information Services Unit, and the Redeployment and Outplacement Task Force, the Handbook also identified for "separation" (termination or transfer), or preparation for separation, staff positions no longer deemed necessary.

Implementation Handbook, Part 4: Final Report on the Implementation of Change in the Corporate Center, (19) summarized the reorganization and provided charts of the structure of the new center. There were few changes in ISU structure from Implementation Handbook, Part 3.

Consequently, the Bureau of Information and Public Communication was reduced in size and divided into two parts—the Public Affairs Unit and the Information Services Unit. The Public Affairs Unit in Canberra reports directly to the chief executive. The Information Services Unit in East Melbourne reports to the Corporate Resources Branch of the Corporate Center and is partly responsible for performing reduced versions of the functions of the former Bureau.

Some operations of CILES are now gone (in-house printing of CSIRO publications), some will be transferred to divisional libraries (monographic acquisitions, foreign-supplied interlibrary loans, and others). There have been some 35 staff departures (as of October 1988); 20 took place by the end of 1989. Within the library, acquisitions, accessions, and cataloging areas lost the most staff; reference staff levels were already low (1.5 FTE). Some acquisitions staff have been transferred to CLINES (the CSIRO library Network System, an expandable online bibliographic system with cataloging, acquisitions, and circulation modules). Some cataloging staff will remain only until implementation of CLINES is complete.

Thus, the East Melbourne facility has been formally reviewed four times from 1984 to 1988, has had three names in as many years, and has been rearranged radically twice. No organization can undergo this sort of intense examination and disruption without losing some sense of purpose.
The Present Structure and Services of the ISU

The Information Service Unit (ISU), with its different names and structures, has served the divisional libraries of CSIRO since 1929. As now constituted, there are five sections located in East Melbourne: Editorial Services, Audiovisual Advisory Service, Information Policy and Planning, Library Services, and Database and Information Retrieval. The ISU also manages the Regional Information Network and Communications Institute Support in Canberra.

The Editorial Services Section is responsible for the editing and production of the Australian Journals of Scientific Research (AJSR’s), managing the CSIRO bookshop, contracting for the publication of CSIRO monographs, and advising CSIRO institutes and divisions about contracts for co-publication, electronic manuscripts, editing and designing material, and marketing. Previously, the AJSR’s and CSIRO monographs were printed at CSIRO’s own printing unit in East Melbourne; the unit was closed in July 1988, and the equipment was auctioned in August. Thirty staff members were declared redundant and printing of the AJSR’s was assigned to an external printer.

The Audiovisual Advisory Service previously created promotional films and videos for CSIRO, but now only arranges for the contracting of productions and supervises the performance of contractors; the Service will, however, prepare films or videos on specific work of CSIRO designed for scientific audiences. The Service maintains a library of films and videos and arranges for their use by external organizations. Information Policy and Planning is a new self-descriptive position. The manager serves as liaison to the divisional libraries for CLINES, the CSIRO online acquisitions and cataloging system.

The National Information Network’s goal, as defined by the CSIRO Corporate Center in Canberra, is to serve as a public inquiry and referral (to appropriate CSIRO divisions) service to industry and the general public. Officers called regional information managers (RIM’S) report to the senior regional information manager in Sydney, who in turn reports to the assistant general manager, Information Services Unit, East Melbourne. Communications Institute Support contains writers and graphic designers for the publication of three popular CSIRO magazines devoted to scientific developments and to explaining current CSIRO research—Ecos, Rural Research, and Industrial and Research News.

The ISU also arranges for visits and training of local and overseas librarians, serves as the liaison to the National Library of Australia for the Australian Bibliographic Network, and represents CSIRO on various national and international councils and committees.

The Information Services Unit serves CSIRO scientists, CSIRO corporate staff, and the public. But its primary constituency is the divisional libraries, the libraries most closely involved with the research of CSIRO. How their work is accomplished is important in determining the operations of the Information Services Unit.

The basis for much of the following description of the divisional libraries needs and services comes from a series of personal visits in September and October 1988, when the author met with and interviewed a number of divisional librarians and their assistants.

The CSIRO Divisional Libraries

There are currently 44 CSIRO divisional libraries, associated with 35 divisions (actually, 33 divisions, one center, and one office). Staff sizes range from one to 12 people per library. Direction originates from the divisional chiefs, many of whom are jealous supporters of “their” libraries and librarians. Divisional (or site) libraries are usually named after the divisions they serve (some serve more than one), but with the continual restructuring of CSIRO and the consequent changes of names, always requiring new signs, stamps, and letterheads, some libraries have adopted the names of famous CSIRO scientists from their divisions in order to avoid these problems and to honor the scientists. Other non-divisional names have also been
chosen for libraries formed by the combination of several smaller ones.

An onsite visit will immediately convince one that the divisional libraries and the librarians’ services are well used. The divisional librarians see themselves as special librarians, dedicated to serving their divisions and scientists and cooperating as much as possible with other CSIRO librarians. Briefly, special services extended to divisional scientists include the routing of journal issues to individuals (a recipe for instant disappearance in a university library), immediate ready reference and on demand searching, preparation of bibliographies, and purchasing of any material requested (not quite any—requests for expensive titles and new journal subscriptions are reviewed by division chiefs).

All acquisitions, cataloging, and processing operations other than ordering subscriptions are now done in-house. Requesting and supplying documents on interlibrary loan is a daily operation. Divisional libraries receive and send most requests from and to other CSIRO divisional libraries and nearby university libraries.

Divisional libraries have always cooperated with one another. Expensive serial titles of interest to several divisions can often be afforded by only one; current issues of these are circulated to the other interested divisions for display and are returned to the owning library for binding (in good budget years) and storage.

If several geographically close libraries subscribe to high currency titles (eg., Nature, Science, New Scientist), one will agree to bind and keep, the others will discard older issues. Requests for new journal titles or cancellations are coordinated with like subject divisional libraries.

Membership in local consortia of CSIRO, industrial, and academic libraries allow expansion of services and increased access to other information sources for CSIRO scientists. This includes nonscientific but still necessary information previously obtained from the central library but now from a university library. Not all CSIRO divisional libraries are fortunate enough to be near such institutions.

Part Two

The second part of this two-part article will review the library services and bibliographic database production activities of the ISU, how these serve the divisional libraries, how the divisionals are coping with the changes described in this part, and prospects for the future of central information services at CSIRO.

References


3) Schedvin, p. 68.


8) For views of the Australian and international scientific communities on the effects of these
changes on the progress of Australian science, see:

“Australia’s Technical Revolution.”


19) Redeployment and Outplacement Task Force.
Part Two

Current Library Services of the Information Resources Unit and the Future of CSIRO Information Services or What Will Become of the ISU?

by Linda Arny

This is the second of two papers on the Organisation's central information services. Part II describes the current library and database production services of the Information Resources Unit to the divisional libraries and to the public. Past and presently occurring changes in kinds and levels of services are reviewed, and an analysis of prospects for the future presented.

Introduction

The first part of this article briefly stated the history of the Commonwealth Scientific and Technical Research Organization (CSIRO) and its central information services, the series of reviews to which they have been subjected, resulting structural changes, and the services of the divisional libraries today. Part II begins by looking at the effects the reviews described in the first part have had on central library services.

Library Services of the ISU

The two parts of the Information Services Unit (ISU) of most interest to special librarians are Library Services, and Database and Information Retrieval. Library Services includes all activities associated with standard library management: acquisitions, serials control, gifts and exchanges, cataloging, reference and document supply, and interlibrary loan, both for the ISU and for divisional libraries. Note that in the ISU, these functions have no official or departmental names; the names used here are derived from job descriptions.

The collection of essays comprising volume two of the Library and Information Services Task Force Report (1) discussed library functions most valuable to the CSIRO scientists and librarians who were its authors. For research scientists, accessibility to their divisional libraries and the continuance and expansion of computer-assisted searching were the most commonly mentioned functions. For the librarians, proposed changes in specific services of the ISU were important. Formal interviews with six divisional librarians and conversations with other users resulted in a similar list of necessary or desirable to unimportant services. Comments or opinions expressed below are from the Task Force Report and interviews.

Acquisitions

In 1988, the acquisitions department ordered 11,000 serial subscriptions for the ISU and all of the divisional libraries at a total cost of about A$3.0 million. (2) (In 1987 they ordered 12,000 titles at A$4.1 million). (3) CSIRO benefits from ISU's centralized service in that the cost for multiple copies is sig-
significantly less, bulk air freighting of about 200 high currency titles such as *Science* or *Nature* is possible, and all billing is handled at one location. Issues are mailed directly to divisional libraries, which maintain Kardexes, but claims are forwarded and handled at the ISU. Billing and direct claiming by individual libraries should be possible on the CLINES serials module. Currently, however, the divisional librarians rated central serial subscription management one of the most valuable services of the ISU.

Current issues of ISU titles, or title pages of current issues, are routed by request to divisional libraries, to SIROTECH (a development/marketing section of CSIRO), and to divisional headquarters at Canberra. Many of those routed to the divisional libraries are library science journals, chosen by the divisional librarians who want to keep up with current developments in librarianship and information science. Others are strictly science journals chosen for display to the scientific staff.

Routing of library science journals began when the Information Resources Unit could no longer produce *Selected Abstracts in Library Information*, a newsletter that presented information on citations of interest to CSIRO librarians.

Because of the various reviews of ISU, however, the part-time position designated for the routing of journals was abolished in January 1989. In fact, the accessions staff responsible for maintaining the periodical collection was reduced from five to two people.

Monographic ordering for divisional libraries was previously done by request—in 1987, 1,800 monographs, patents, theses, and technical reports were obtained for divisions by the ISU. (4) Monographic ordering through the ISU has now ceased, however, and most divisional libraries order monographs directly. Consequently, it is difficult for some of the smaller libraries to purchase non-journal material available only from foreign suppliers, as dealers often require the establishment of accounts of a size representing a significant portion of a small library’s acquisitions budget.

**Exchanges**

Until recently, the ISU served as a central exchange service, exchanging subscriptions to the *Australian Journals of Scientific Research* for other institutions’ or societies’ publications and distributing them to the appropriate divisional libraries. Because of the task force’s reviews, divisional libraries are now required to separate the titles they receive into needed titles and ones they can do without. Serials staff at the ISU are determining the “cost value” of journals received on exchange. “Cost value” is often not necessarily equal to the price of the journal, as the price to an external country is often several times the price within the country of publication. Divisions will be required to pay the ISU a cost (discounted) of the Australian journal to be sent in return. No new Australian titles will be offered on exchange. These changes will be troublesome for the agricultural and marine science research groups, which use local area (southeast Asian) exchange publications. Most exchanges are of little importance to other divisions; some librarians questioned the cost with respect to the usefulness.

**Cataloging and CLINES**

Staff in cataloging and acquisitions and staff from Management Information Systems (a unit of the CSIRO Corporate Center separate from the ISU) are responsible for the planning, implementation, bibliographic control, and maintenance of CLINES (the CSIRO Library Network System). The system serves as a union catalog for CSIRO libraries and book-holding centers (called “stores”). Hardware and software are produced by Geac. The online public access catalog (OPAC) is searchable by author, title, keyword, ISBN, or ISSN; there are no Boolean capabilities. With some large exceptions, the database is comprised of all material cataloged by CSIRO libraries since 1977.

As of October 1988, CLINES contained 100,000 bibliographic records and 6,000 authority records. (5) About 35 divisional libraries catalog new books on CLINES.
Several libraries not currently contributing to CLINES are acquiring machine-readable cataloging by adding their holdings symbols and call number records to the Australian Bibliographic Network (ABN) of the National Library of Australia (NAL). A program for electronic file transfer, or downloading, from ABN to CLINES, has been tested and will soon be put into operation, but the downloaded record will need to be edited by the divisional librarians.

Acquisitions has completed loading journal subscription data onto the acquisitions module of CLINES, and this information will be available to all divisional librarians to use for processing invoices. Work is beginning on entering prediction patterns and check-in records of ISU serials to test this part of the serials module. Non-current serial holdings have been added only on records for the ISU library.

Monographic acquisitions became available on CLINES in late 1989. All ordering and receipt is done by the divisional libraries online, without help from the ISU.

The circulation module should also be available soon. Use by the divisional libraries will be optional; smaller libraries in particular may find their manual systems easier and more efficient. Barcoding and the linking of bibliographic records to barcoded pieces will be done by divisional library staff when they can, either as a project or on a per-use basis.

As of November 25, 1988, operation of CLINES on a day-to-day basis became a function of the Management Information Systems Branch and a staff member from Systems, not the library, has been assigned to the Help Desk.

The CLINES system is developing quickly and well. No doubt the difficulties that usually arise during the implementation of new systems will all arise at CSIRO. System crashes do occur. Barcoding, linking, and entering serial subscription patterns are all labor intensive activities that may seriously slow activation and use of new modules—a situation exacerbated by staff declines in ISU and divisional libraries.

Divisional librarians also expressed the need for local system back ups, the ability to upload from CLINES to ABN (in order to add their holdings symbols), and the addition of Boolean searching as concerns about CLINES. Of lesser importance were the production of acquisitions lists and bibliographies and subject authority control. With a few exceptions, the divisional librarians are enthusiastic and eager to put CLINES to use.

**Reference and Document Supply**

General reference and information services are available to the public at the Information Services Unit library.

For divisional libraries, the Central Library traditionally responded to references queries, filled interlibrary loan requests from its own collections, found CSIRO and non-CSIRO locations for other requests, and obtained documents on interlibrary loan available only from overseas suppliers such as the British Library.

Significant decreases in staff over the past few years have greatly diminished performance of service for divisional librarians. Several divisional librarians said they used to telephone the “central library” (as still consistently referred to by most divisional librarians) and would do so now if there were only more staff and more resources, as in the past; several mentioned the logical value of the ISU library maintaining non-science, general, or international directories, college catalogs, almanacs, and other reference sources to avoid expensive duplication among the divisionals.

One librarian usually had such trouble reaching someone for help, she called it a “lost cause.”

Lack of service and use has a compounding effect; as the central library becomes slower to respond, the divisional librarians will find and use alternatives, decreasing the demand for reference service from the central library and requiring fewer staff ready to supply answers.

None of the librarians referred queries to the ISU, other than those appropriate for Search Party (see below); if a referral was necessary it was almost always to another division.

The number of interlibrary loans filled by
the ISU library has remained approximately constant at 6000/year. Requesting of documents from overseas suppliers was transferred to divisional librarians in 1989, however. Small libraries that cannot afford to establish accounts or whose expertise is limited by infrequency of need, can request the document via the ISU but only for a fee of A$20. Again, the smallest CSIRO libraries will suffer most from the reduction in services of the ISU. Some hope to rely on nearby larger divisional libraries for help with foreign interlibrary loans.

An on demand database search service for CSIRO and the public has been available at East Melbourne for many years; as of January 1987, (7) it became an official function called Search Party. About 70 percent of its search requests are from business and industry. With access to Australian and international vendors, the service provides searches in over 100 databases in science, technology, social science, business, and patents. A consultant (currently a reference librarian) advises on the need for a search, the appropriate databases, and the search strategy for the best coverage, cost, and timeliness. Search Party also provides a document delivery service from both Australian and overseas sources or will provide information on the location of specific documents and how to obtain them. Fees are based on database charges, printing costs, telecommunications, the consultant’s time, and the cost of obtaining documents. Discounts are provided to CSIRO divisional libraries, who generate 10-15 percent of requests.

Search Party has proved quite popular among external clients and is expected to achieve full cost recovery this year. The service has been or will be introduced in Sydney, Canberra, Brisbane, and Perth at the newly-created ISU Regional Information centers.

An agreement with STN was signed in January 1987, (8) designating the then IRU to be the national representative for STN in Australia. A staff member previously associated with the library but now in Database Production and Information Retrieval, performs this role, providing support services to 120 CSIRO, academic, and industrial users. Training workshops are scheduled by the representative, (the assistant manager, Product Service and Development), but STN representatives do the training.

**Storage**

The ISU’s predecessor accepted and stored underused materials from the divisional libraries, but kept them accessible, arranging for transfers or disposal and the redistribution of duplicates. The total ISU library collection now occupies 10 km (approximately 6 miles) of shelf space, most of it in storage. (9) A culling program began in 1989 for the transfer, sale, or discarding of unwanted material, after which the service will be resumed and should be improved. Divisional librarians express the hope renewal will occur soon, as they are hard pressed for space, yet must be able to retrieve stored material rapidly.

**Professional Policies and Training**

In theory, library policies and standards relating to staff, services, and collections for the divisional libraries were formulated by the Central Library. In practice, operational policies such as the setting of loan periods or determining who may borrow are set locally, and only professional policies were in the purview of the Central librarian. The most important policy was the review of appointments of professionals to divisional libraries. It is uncertain who will assume this function; it may be the assistant general manager, ISU, or it may be the manager, Library Services, a position newly-occupied in February 1989.

The ISU will continue as a policy-making body, but divisional librarians will be involved to a greater degree than in the past. An ad hoc committee of ISU librarians and an information officer was constituted in December 1988, and charged with preparing a collection policy. A more permanent group, the Library Network Committee, has been proposed. It will have substantial divisional representation and is to be charged with determining certain
aspects of CLINES management as well as drafting broader policy decisions. (10)

Centrally coordinated continuing education, particularly in utilizing new technologies, and initial training of new staff by the ISU, were wished for by many of the librarians during interviews and described as highly desirable in the Task Force Report. But the part-time staff development position in the ISU was abolished and training courses will be contracted via Canberra on management practices only.

Other than for Australis (described below), the ISU provides divisional librarians with no training in new search techniques. Divisional librarians are expected to be alerted to system changes and new databases by receiving vendors' newsletters and investigating current literature. Attending to the latter, as we have seen, will soon become difficult, and, for isolated libraries, almost impossible.

The withering of the ISU library is readily apparent. In 1988, the library manager's position was advertised as supervising 40 people. Currently, the staff numbers 19.5, (11) as the terms of all supplementary positions ended in December 1989. The number of journal subscriptions, including many annual reference serials such as directories, has been halved. Positions concerned with library automation and information policy have been transferred from the library to other units. The number of professional reference librarians has declined from 5 in 1980 to 1.5 in 1988. The library had no head from March 1988 to February 1989. Finally, the most telling fact that implies a meager future for the library is that it has no name.

Database Production and Access

The Database and Information Retrieval group is responsible for the production and maintenance of CSIRO databases, operation of the online vendor Australis, product and service development (by a position transferred from the ISU library), and translations. Australis officially began operation in April 1988. (12) Its declared purposes are to provide a CSIRO online information retrieval service, to make this service available to the general Australian community, and to provide a facility for national dissemination of information supplied by non-CSIRO Australian sources. (13) There are a few non-science databases and all of the databases are created in Australia.

Paper or microfiche copy products from Australis comprise compendia, directories, and indexes of CSIRO and other Australian research programs, projects, and publications. The Database Production group prepares guides, manuals, and database information sheets for users of the system. Australis staff instruct regular training workshops.

Examples of CSIRO-ISU created files are the CSIRO Index (CSIRO publications only), the Research in Progress series, and Scientific and Technical Research Centres. The OPAC for CLINES is to be added. Examples of externally created files are ENGINE, produced by the Institution of Engineers, Australia; INROADS, by the Australian Road Research Board; and WINE, by the Australian Wine Institute. An electronic mail system is available, and documents can be ordered from some database suppliers online.

Use of Australis by the divisional librarians is occasional, except by agricultural divisions. One librarian, who kept a log, found she used the system 12 times in two years. Though its archival value is appreciated, the prime complaint about CSIRO Index is that it is incomplete (through no fault of the ISU; it is the responsibility of the divisions to submit all publications of their staff to the CSIRO Index officer). Australis itself is found to be unsatisfactory because of the weak searching capabilities and slowness of STAIRS, the search language.

Comments include, "awkward to search," "so slow," "odd system quirks," "slow, tedious, and expensive," "I hate STAIRS," "indexing inappropriate," and "I don't search it often, but when I do I find it easy because the manual is so clear."

Australis is not heavily used externally, either; only a few of the databases are of interest to most researchers. Command
response time is slow and STAIRS (an IBM information retrieval program introduced in the 1960s) is an awkward and unsophisticated language. (There is no command stringing, the use of command modes restricts flexibility, initial or internal truncation is not possible, citations cannot be sorted by author or source, and so forth.) The system was described by one Australian information professional (who does work at another Australian network), “Apart from its rather limited sales appeal, Australis also operates a retrieval language ... designed probably no later than 1945 and with the speed of a thousand rushing tortoises.” (14)

Staff at Database and Information Retrieval are well aware of the fundamental handicap and are investigating options that will allow them to reload files (perhaps on new equipment) and search them using a superior language, possibly one created inhouse.

Translation services are administratively a part of Database and Information Retrieval. Currently, there are three translators for a total of 20 languages, fewer than in past years; and there is no longer a translator of Asian languages. Divisional libraries will now be required to pay the full cost of translations—a new charge. In the Library and Information Services Task Force Report both librarians and scientists frequently mentioned the need for Japanese translations.

Conclusions

Library and Information Services

Neither the Information Services Unit nor, if any exist, its successors will likely adopt the range of activities and responsibilities of the Central Information, Library and Editorial Services. But would this be appropriate? Online search techniques, rapid intracontinental communications, and the eventual development of a complete online union catalog will obviate the need for many of the services previously crucial for supplying information to divisional libraries and then to scientists.

Work by Regional Information Managers will provide for the local distribution of scientific knowledge of CSIRO activities, and link industrial inquirers to research programs if future collaboration occurs. Nevertheless, if at all possible, certain functions of the ISU serving divisional libraries should be retained or begun, whether directed from East Melbourne or from Canberra, whether from the ISU as a unit or from separate units of the Corporate Center. All of the functions are technologically but not all fiscally possible.

Central coordination of CSIRO divisional libraries is partially being replaced by segmented cooperation among geographically nearby, related subject orientation, or Institute libraries. These informal groups have no reliable and consistent methods for sharing ideas and decisions with similar groups, nor with isolated divisional libraries. If each adopts its own practices, procedures and services of some divisional libraries will begin to diverge from those of others. As noted, one committee on collection policies has already been created at the ISU. The recent formation of a Library Network Committee late last year, designed to enable divisional librarians to participate officially in policy formation, will help establish parallel procedures and services. A central representative is still needed, however, to insure communication and clarification of the committees’ intents and to answer questions related to the committees’ work. An occasionally convening body cannot entirely replace the existence of a permanent central authority.

CLINES must continue to be centrally maintained even after all modules are complete. No system is static after implementation—improvements will always be pending, and changes in communication with the world outside CSIRO and Australia will require revamping, if not replacement. Of course, a help desk should exist so long as the system is in use.

Library and information science technological advancements will proceed at far faster rates in the 1990s than even in the current and last two decades, when library procedures were fundamentally altered for the first time in
a century. Staff training and continuing education is vital and can be accomplished far more efficiently centrally than locally or individually. A central office staffed, if not by librarians, then by people familiar with and adept in library automation (that is to say, not systems personnel unacquainted with library work), would insure that divisional librarians and scientists could depend on the most efficient and reliable information systems available.

Additionally, at least in the short term, the central office should also be ready and able to supply information about patents, how to search them, and how to obtain them. Patents are a problem frequently noted by divisional librarians as particularly important, especially now with the added interest in applied or applicable research. Divisional librarians also require methods of being alerted to other progress in their field. Cessation of routing of current library literature requires that some alternative access be made available. Such access could take the form of a library science supplement to SCANFILE, the Canberra Corporate Library’s weekly abstracting service covering science policy, research and development, management, and administration. Central collation and interpretation of divisional statistics is needed for making appropriate policy and procedure decisions.

Finally, as to functions of the ISU that have officially ceased or been devolved to the divisional libraries, the ISU must be responsive and helpful to divisional libraries having difficulties in adapting to the loss of these services. Also, some activities of the ISU should be investigated as candidates for cessation or further reduction.

As is under consideration by the executive director, Australis should be sold to the public sector. It is not the duty of CSIRO to subsidize a database vendor which its research scientists have not found useful. All CSIRO-produced databases should be examined for pertinence to current research, cost development, and amount of use. Those not shown to be worth continuing (unless self-supporting, such as the Australian Bibliography of Agriculture) should, after consultation with the CSIRO-user community, be removed from Australis.

Sometimes paper copy products of CSIRO files, especially directories, are used more often than the corresponding database on line. In such cases, automated production of the hardcopy should continue, but the file should be removed from Australis if maintenance online becomes uneconomical.

A few files are important for other reasons, such as the CSIRO Index, maintained for its archival value to the organization. Although this file should be retained, the subject indexing should be at a minimal level, not full as it is now, as neither the number of staff in Database Production is sufficient to continue the current level nor does the file’s use as a subject index warrant it.

The Future of CSIRO’s Central Information Services

The selection and extent of centralized library services at CSIRO are currently determined by financial restraints and by how the CSIRO’s executive decision to devolve (transfer) to institutes and divisions certain administrative tasks is interpreted by the corporate center management and the assistant general manager, ISU. (15) James Lumbers, assistant general manager, ISU, writing in CoResearch, the CSIRO staff newsletter, urged readers to call the ISU if their program, laboratory, division or institute needed to publicize its work, improve its industry or public interface, or build up specialist information services. “The ISU’s advisory or contracting services can help you avoid purchasing inferior products at unnecessarily high prices.... The ISU’s central position in CSIRO, practical orientation and knowledge of other public and private sector bodies in relevant areas enables [sic] it to provide informed action-oriented advice on information planning or policy development.” (16)

Thus the assistant general manager sees the ISU as an advisory body in CSIRO, the actual exchange of information (except for ISU journal publication or editing and database production activities) being the duty of the divisions and the regional information managers.
As for those services of the old "central library" that should be continued, Lumbers, in response to an anonymous letter in *Incite*, (17) the newsletter of the Library Association of Australia, wrote, "A collection will be maintained at East Melbourne to meet the needs of the site staff: it will include the CSIRO Index collection. The central store will continue to be developed to accommodate less used titles from the divisions. A document delivery service will continue from East Melbourne. The collection of scientific and technological material, whether by gifts and exchange or by other means, is the task of the divisional libraries, not the East Melbourne site library.... Exchange agreements will not be devolved, but will continue to be administered centrally." (18)

If ever the "central library" is given a new name, it will likely be the "Central Store." Nostalgia and disappointment may predomi-
References


4. Ibid.


6. Ibid., p. 3.


8. Ibid., p. 12


13. Ibid.


Linda Arny is assistant branch librarian, Physical Sciences Library, University of Massachusetts, Amherst.

Acknowledgements

I should like to thank the staff at the Information Services Unit of the CSIRO for their generous hospitality in providing me with office space, material, and most helpful of all, welcoming me as a colleague and co-worker—making my stay educational and so pleasant I was sincerely sorry to leave.

I also thank the Divisional librarians I visited for their friendly help in explaining their services and letting me take part in their work.

I am also grateful for the University of Massachusetts in allowing me sabbatical leave to pursue my studies at the CSIRO.

winter 1990
RESEARCH ACTIVITY

Tobi A. Brimsek, director,
Research and Information Resources

Announcing the debut of a biannual column intended to provide a forum for sharing information on research activities within the special libraries community. Research activity covered in the column will range from dissertations, academic or empirical research to action or applied research projects, investigations, and studies carried out in the workplace. The following projects have been received for inclusion.

Project: Authority Control Capabilities in Library Systems

Abstract: Sixty-six vendors of automated library systems and software were surveyed to identify current capabilities and features for automated authority control. Sources, management, and utilization of authority information, as well as the integration of authority control modules within online library systems, were evaluated. Ranked responses will be helpful to librarians in the process of evaluating and selecting library systems. The survey questionnaire of more than 60 items (included as an appendix to the article) may be helpful both in developing Requests For Proposals (RFPs) and as a tool for librarians who desire to learn more about automated authority control and its function within an integrated online system.

Researcher(s): Sarah Hager Johnston, director
Technical Research Services,
Loss Control Department
The Hartford Insurance Group
Hartford Plaza
Hartford, CT 06115


Project: MEDLINE/Full-Text Research Project.


Abstract: (Abstracts from both the initial and continuation are included.)

An increasing number of biomedical journals are being made available for online searching via full text, that is, the complete text of each
article is stored and any article may be retrieved by a single word or combinations of words contained therein. This represents a dramatic increase in points of access to information in these journals.

In some cases, however, full text availability may present a surfeit of most access points and hinder the identification of the most relevant documents. Controlled index terms, on the other hand, represent judgements regarding the important concepts in documents, and judgements are subject to human error.

This project is designed to test the relative efficacy of index terms and full text for the retrieval of documents in those MEDLINE journals for which full-text searching is also available.

Information requests will be solicited from the departments of medicine, surgery, family and community medicine, child health, and pathology at the University of Missouri-Columbia Health Sciences Center. Trained and experienced searchers will search databases for relevant citations. All citations retrieved will be evaluated for relevance by the requesters. Results will be tabulated and analyzed to determine which retrieval methods are more effective in identifying relevant bibliographic citations, why full-text systems miss some relevant documents, and whether one method is more effective than the other for certain kinds of questions. In addition, data will be analyzed to determine how often the currency of full text results in unique relevant retrieval and how often relevant items in full-text systems could have been identified with title and abstract words alone.

Project Continuation

Our current research demonstrates that searching the full text of medical journals consistently yields a much higher percentage of relevant documents than searching their bibliographic surrogates. It also shows that a full-text search results in a significantly greater number of irrelevant items. A steadily increasing number of full-text medical databases, in both online and compact disk format, makes an investigation of better searching techniques for these databases an important area of research in medical information science.

We propose to undertake such an investigation. By creating and analyzing careful records of file manipulations on two systems supporting large databases of full-text biomedical journals, we shall develop searching techniques for eliminating irrelevant documents without significant loss of those which are relevant. We shall pay particular attention to the process of synonym aggregation, so important for retrieval of relevant documents in full-text files. By analyzing techniques successful on one system but not on the other, in terms of system software and file structure, we shall delineate those design features most conducive to successful searching in the full-text databases.

Researcher(s): Emma Jean McKinin, and MaryEllen Sievert; School of Library and Information Science, University of Missouri-Columbia Columbia, MO 65201

winter 1990
Funding: National Library of Medicine; additional support for online searching provided by BRS and Mead Data Central.


Additional publications are forthcoming.

Project: A statistical summary of special librarians' and support staff salaries in the New York metropolitan area.

Timeframe: Annual


Researcher(s): Gossage Regan Associates
25 West 43rd Street,
New York, NY 10036.
Contact: Muriel Regan.


"Measuring Up - Part II: Clerical and Paraprofessional Positions". Gossage Regan Managers' Memo, Volume 3 (3), Spring 1989. ISSN 0890-3360.

Project: A Survey of Newspaper Libraries: Library Services and User Satisfaction

Timeframe: Project under development

Abstract: One hundred of the top circulation newspapers in the United States will be surveyed. The Library Services manager will be asked to define the quantity and quality of the library services and its staff. A random selection of reporters at the same newspapers will be surveyed on their
use and satisfaction with the quantity and quality of library services offered in their library. Researcher hopes to establish a baseline picture of the current service level in newspaper libraries.

**Researcher:** Catherine Albair  
166 15th Ave. NE  
St. Petersburg, FL 33704

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**Project:** Bibliography of New Orleans Imprints 1764-1864.  

**Timeframe:** In progress.  

**Abstract:** This bibliography lists nearly 3,400 books, pamphlets, and pieces of literature printed in New Orleans during the first century after the arrival of the city's first printing press. It includes an introduction summarizing the history of New Orleans printing, as well as author/title and printer/publisher indexes. Information came from approximately 75 libraries and several private collections, and the bibliography includes data on many items previously unrecorded. Every location cited has been verified within the last five years. Though the bibliography has now been published, the researcher is assembling data on New Orleans imprints found too late to include.

**Researcher(s):** Florence M. Jumonville  
The Historic New Orleans Collection  
533 Royal Street  
New Orleans, LA 70130-2179

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**Project:** Bibliography of 19th century New Orleans Sheet Music  

**Timeframe:** In progress.  

**Abstract:** To date 1000 pieces from The Historic New Orleans Collection holdings have been recorded. Collections of other institutions in Louisiana are being examined. It is expected the researchers will survey holdings of libraries more distant and preliminary inquiries in that regard have been made.

**Researcher(s):** Florence M. Jumonville, and Alfred E. Lemmon  
The Historic New Orleans Collection  
533 Royal Street  
New Orleans, LA 70130-2179

winter 1990
SLA staff are also involved in a number of research projects. Two of those currently in process are highlighted below:

**Project:** A technological assessment of the SLA membership  
**Timeframe:** In progress  
**Abstract:** This study is being conducted by SLA to assess the use and impact of technology on its membership. The results of the study will enable SLA to:
   - determine the current status and impact of specific tools and applications of technology in the workplace,
   - project short-term requirements of the SLA membership with regard to existing tools and technology; and
   - help plot future directions in the development of tools and applications of technology.

**Researcher(s):** Tobi Brimsek, director,
Research & Information Resources SLA
1700 Eighteenth St NW
Washington, DC 20009

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**Project:** SLA Student Member Survey  
**Timeframe:** October 1989-January 1990  
**Abstract:** The purpose of this survey is to profile SLA's student membership. The survey encompasses demographics, levels of awareness of SLA services, and perceptions and opinions the students have about the field. The survey instrument will be distributed in the Fall issue of the Student Group Newsletter.

**Researcher(s):** Tobi Brimsek, SLA

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The Special Libraries Association awards Special Programs Fund grants annually. Projects currently in progress are described below:

**Project:** The Value of the Information Professional / The Value of the Corporate Library/Information Center.
Abstract: This study will poll the vice presidents for finance and administration in the 500 largest public and private organizations on the perceived value of the information professional and the value of the corporate library/information center.

Researcher(s): James M. Matarazzo
Simmons College, Graduate School of Library & Information Science, 300 The Fenway
Boston, MA 02115.
To be assisted by Laurence Prusak, Temple Barker & Sloane.

Project: Management of information in corporate and academic environments in the 1980s.
Timeframe: In progress

Abstract: The study will assemble approaches used by academic and industrial institutions in establishing information management. Common aspects and differences between the two sectors will be defined as well as future trends for management structures and practices.

Researcher(s): Marianne Cooper
Graduate School of Library & Information Studies, Queens College- CUNY
Flushing, NY 11367

Project: SLA members recruited as students: what influenced their decision to join the Association and to remain?
Timeframe: In progress

Abstract: This study will determine why students join SLA and remain members. In the first part of the study, student members from 1982/83 will be traced to see who became regular members. In part two, SLA chapter and division leaders will also be canvassed to see who joined as students. A sample of each group will then be interviewed to see what influenced their decision to join and remain SLA members.

Researcher(s): Tillie Krieger
College of Staten Island Library, Staten Island, NY

winter 1990
Below are descriptions of two additional projects of interest to the special libraries community:

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**Project:** Association of Research Libraries Project on Serials Prices

**Researcher(s):** Association of Research Libraries, 1527 New Hampshire Ave NW, Washington, DC 20036

**Publication(s):** “Report of the ARL Serials Prices Project,” a compilation of reports examining the serials prices problem including analyses from:

- The Association of Research Libraries Overview and Summary;
- Membership Resolutions and Recommendations for Further Action;
- A Study of Trends in Average Prices and Costs of Certain Serials Over Time by Economic Consulting Services Inc., March 1989;

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**Project:** Managing Information Resources: New Directions in State Government

**Abstract:** This study focuses on the use and management of information technology and resources in state government.

**Researcher(s):** Research team headed by Donald A. Marchand and Sharon L. Caudle in cooperation with National Association for State Information Systems, Inc. (and supported by 12 information industry corporations). School of Information Studies, Center for Science and Technology, Syracuse University.

Access to government information is something which most citizens of the United States probably take for granted. The Constitutional bases for this access include the First Amendment's "freedom of speech" and the rights of citizens "to petition the government," as well as other Constitutional provisions requiring the government to take the decennial census, and to issue statements on the receipt and expenditure of public funds. This book provides an overview of the field of government information policies, with the primary emphasis on the 1980's, the years of the Reagan presidency.

The book consists of 15 chapters, written by individuals from different areas of the information field: academic, associations, public interest organizations, and government. It is divided into four sections: introduction, perspectives in information policy development, key policy areas, and trends and suggestions for future research. The second section features the perspectives of the Office of Management and Budget, Congress, the information industry, and private citizens. Policy areas covered in the third section include restrictions on access to government information, protected information, electronic formats, privatization, and economic considerations. There is also a chapter providing comparisons of information policy in selected foreign countries. This is one of the less helpful traits of the book because of the inconsistency of coverage provided for each country; Canada, West Germany, the United Kingdom, France, and Australia receive more or less one page each, while Japan and Singapore are each limited to single paragraphs.

The discussion of the battle between then-President Reagan and the Congress over the future of NTIS is one of the more interesting chapters in the book. The author gives the history and importance of the NTIS, and, in practically a blow-by-blow narrative, recounts the various moves and strategies used by both sides, with the Executive Branch working hard to place the agency in the hands of private industry, and Congress doing all it can to make sure that did not happen. The Freedom of Information Act (FOIA) also receives a lot of attention. Passed in 1916, it allows citizen access to records of the Executive Branch. Reagan authorized several initiatives to reduce this access. These initiatives are enumerated in the chapter dealing with the citizen perspective. Another interesting and useful chapter provides the historical background of 200 years of government information.

The book is intended for students and researchers in the area of politics of government information. It can be recommended as a textbook for library science classes, and also as a resource for study in political science, history, and journalism.

Susan Weiss
Florida International University
North Miami, FL


Indexing is a somewhat specialized subject on which a sizeable body of literature has accumulated over the years. Nevertheless, the present work will prove a welcome addition to the collection. It is not, however, a "how-to" book with practical suggestions, advice, specific details, or methodology on compiling an index. Rather, in ten brief chapters, each by a different author, it examines some of the more
theoretical aspects of the subject. As indicated in its preface, the book presents a "distillation of the key ideas on the art of indexing" which hopefully, "can be applied in practice."

The ten "state-of-the-art" papers, from among more prominent experts in the field, represent the proceedings of the 20th Annual Meeting of the American Society of Indexers (ASI). They were compiled into this slim volume to commemorate this special anniversary of the Society. As the book's sub-title claims, it assesses "the state of our knowledge and the state of our ignorance." Bella Hass Weinberg, the book's editor, prefaced each paper with a brief introduction to its theme and to its author, providing pertinent biographical data to substantiate his/her qualifications. President of ASI, Weinberg planned and organized the conference and served as program chair.

The opening paper covers "the state of our knowledge" with an overview of recent abstracting and indexing (A&I) literature. On assessing the A&I services and databases which deal with the information literature, the author finds that they fall far short of being shining examples of first-class services of this type. Other aspects of the indexing literature are also touched upon, including some acerbic comments on the "ignorance of indexing." The second chapter is on book indexing. A listing of 12 principles of indexing is followed by some brief comments on ethical standards and the choices facing the indexer in the "real world of publishing."

The remainder of the book focuses on indexing in today's electronic environment. Indexing software, the subject of the third paper, is classified into two groups: indexer-controlled, as in back-of-the-book index production, imbedded indexing programs, and hypertext programs; and software-controlled, as in text retrieval programs, automatic indexing, and expert systems. Each is discussed briefly. Concepts of database design and the role(s) of the indexer is the topic of the next chapter. This is followed by a brief paper describing differences between indexing for print and for online indexes. Next, vocabulary control is examined, primarily from a historical perspective. A rather dim outlook for its future is predicted.

In comparing indexing with classification, the topic of the seventh paper, the author contends they are actually the same things. He presents a convincing argument that what is meant when a distinction is made between the two "is really grouping and file display."

The next paper, on automatic indexing, suggests that although some of the tasks indexers perform could easily be automated tomorrow, others will not be able to be automated for a long time. Human aspects of indexing and searching are the subjects of the next presentation. In the last paper, a rather philosophical discourse on the "usefulness" of indexes is presented.

There follows an appendix chapter on the history of the ASI, including a table listing past presidents of the society and another listing past winners of the H.W. Wilson Company Award for Indexing. Finally, the book's own (needless to say) exemplary index is provided.

The work is brief, well written, and highly readable. It presents a clear assessment of the current state of indexing along with the main issues and problems it is facing. The book will be of prime interest to all who are involved with creating or using indexes, and should also serve as complementary reading material to the more practical texts on the subject.

Doris Dunn, Ph.D.
Online Coordinator
Loyola Marymount University


Information Resource Management is a compilation of eight papers presented at the International Seminar on Information Resource Management which took place in
Dubrovnik, Yugoslavia, June 1987. Although the individual presentations are interesting, they do not seem to have a coherent theme tying them together, other than the very general heading of information management. Introductory comments are provided by Blaise Cronin.

Most of the presentations included in *Information Resource Management* are detailed and technical. For example, many highly specialized aspects of value-added and data services such as voicebanks, transaction processing, and EDI systems, are discussed by Forbes Gibb. Non-computer literate readers may have a difficult time handling some of the presentations. However Maurice C. Lundu’s offering on information for rural communities in Zambia discusses plans and policies for reaching a sparse population through traditional materials rather than computerized sources. The international perspective offered by *Information Resource Management* is perhaps its best feature, as authors share experiences from countries outside the United States and the United Kingdom.

*Information Resource Management* is a slim volume of only 93 pages. Its brevity should not imply that it is something that can be quickly read, however. There is no index and no bibliography, but most of the presentations include references. Several of the presentations also feature graphs and diagrams which may clarify some of the more detailed text.

Of all the presentations in *Information Resource Management*, Blaise Cronin’s “Globalisation in the Information and Communication Industries” is the most useful. This presentation focuses on trends in the information and communications sector, such as the concentration and vertical integration of the information industry, the commoditization of information, and the strategic information management requirements of multinational corporations. It is an excellent piece for anyone with concerns about the future of information transmission as it becomes more of an industry and less of a “free” service.

Although the material presented in *Information Resource Management* is worthy of purchase, the price seems excessive for a 93-page paperback which is merely a compilation of presentations. Since the presentations were first given in 1987, the material may even be outdated. It was difficult to judge this. However, *Information Resource Management* may be useful for those in the profession who are interested in international efforts to manage information more effectively.

Sara A. Hook-Shelton
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Library Management and Technical Services is a compilation of essays on the evolution of technical services with the advent of computers and library automation. It was first published as *Journal of Library Administration* 9, (1) 1988.

The overall theme of Library Management and Technical Services is that many technological and managerial changes have affected the role of technical services librarians and their staffs. Some of the problems identified in the essays are the effect of automation on technical services, the natural combination of technical services and collection development, the important contribution of technical services librarians to the overall mission of the library, and the supposed problems between technical services and reference personnel. Other management issues discussed include the difficulty of motivating and rewarding technical services support staff for the increasingly complex duties they perform and the
problems associated with changing the viewpoints of "old guard" technical services librarians.

The last section of Library Management and Technical Services is an annotated bibliography on technical services from the 1980s. This bibliography is arranged under headings such as "automation," "education," "management techniques," and the "role of technical services in the library." It is not comprehensive, but concentrates on the management aspects of technical services. Sources on cataloging techniques and collection development are not included.

Library Management and Technical Services is a short volume without an index. In the "News and Calendar" section, which has little to do with technical services, Coy L. Harmon states that "San Antonio is behind us, and it is time once again to be thinking of the ALA Annual Conference to take place in New Orleans, July 9-14, 1988,"—a clear indication of how old the material in the volume really is. Although essays on management issues are usually interesting, one hopes that those in Library Management and Technical Services remain more timely than the information in the "News and Calendar" section.

Many of the essays in Library Management and Technical Services are theoretical in tone, focusing on the problems in this area of librarianship and examining changes that may be needed in the future. Other essays are more practical, highlighting the way technical services activities were modified at a particular institution to meet the demands of new technology. I found the practical essays to be more useful. For example, Donald E. Riggs contributed a section on the difference between leadership and management. Certainly there have already been many attempts to distinguish between these two activities. Furthermore, why is leadership any more important in technical services librarianship than in accounting or computer programming? All fields need both leaders and managers. In contrast, Virginia Lee Andrews and Carol Marie Kelley present the evolution of workflow in technical services at their institution since 1974. This type of essay can provide strategies that may be applied at other libraries.

In summary, Library Management and Technical Services could be useful for technical services librarians, particularly those with managerial responsibilities. Its contents range from theoretical to practical and from trite to interesting. It is important to remember that Library Management and Technical Services has already appeared as an issue of Journal of Library Administration.

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Information managers and librarians everywhere will find this compilation of articles thought-provoking and pertinent. Included papers address the major issues that have been taking place in the information industry and in libraries during the last decade and how these developments will affect information providers and end-users.

The book is divided into five sections: "The Information Industry" describes the structure, characteristics, and dynamics of the global information industry; "Value Accounting" illustrates the value and leverage effect of information; "Information Marketing" outlines the significance of effectively marketing information products and services; "Innovation and Information" describes how effective
management of information facilitates innovation; "Post-Professionalism" chronicles the deprofessionalisation and deregulation of information work. Each section contains an introduction describing the significance of the topic and three to five articles. Each of the papers has been previously published (from 1982 to 1988) in journals, books, or proceedings; they are reprinted chronologically in each section to indicate how the topic has changed and evolved. The authors do not consider these papers to be definitive but rather representative of thought on the issues.

Although each of the sections was interesting, value accounting and post-professionalism had the most impact. Placing a value on information as a product and the value added by information professionals gathering, packaging, and disseminating are topics that librarians and information managers have not adequately addressed. The statement "...the axial principle that IT (information technology) changes products, markets, management styles and organizational structures, thus creating a totally new playing field and/or altering the rules of the game," (page 97) describes the power that information professionals can possess if they understand how to utilize it.

The term "post-professionalism" has been used to describe the new skills needed by information professionals to fully utilize the ever-emerging changes in technology and approaches to information packaging and dissemination. "Employers will seek individuals who are flexible, adaptable, technically competent and commercially aware. An academic 'ticket' and affiliation to particular professional bodies will play a relatively unimportant part in employers' assessments of candidates' suitability" (page 279). The section addresses what schools of library and information science have been doing and what they must do to adequately prepare students to compete in this rapidly changing industry.

The authors are both professors in the Department of Information Science, Strathclyde Business School, University of Strathclyde, Glasgow. As they are much more involved with the information industry in the United Kingdom, many of their examples and illustrations are British oriented. The United States is certainly not left out and many of the papers were originally included in U.S. publications. The British slant provides a broader perspective than is often found in works produced in the United States.

Although the papers represented a cross-section of ideas on the issues and they were well referenced, all of the articles were either written by or coauthored by Blaise Cronin and Elisabeth Davenport. Two articles were coauthored by Professor Cronin and Mairi Gudim. Given the significance of the topics explored, articles by other authors with different perspectives might have made a more well-rounded compilation.

Post-Professionalism should be required reading for library school educators and professional librarians who have been in the field for a number of years. The papers help provide the broader picture of information, its value, the need for marketing and innovation, and the way we perceive our "professionalism"—a perception that is often lost in handling the day-to-day tasks of our jobs.

Janice S. Boyer
Assistant director for
Administrative Services
University of Nebraska at Omaha
Omaha, NE

Corrections:

The book Public Access to Government Information: Issues, Trends, and Strategies was authored by Peter Hernon and Charles McClure. The book is also available in softcover. Hernon was incorrectly referred to as Vernon in the text.

Data for the 1989 Salary Survey Update in the Fall 1989 Special Libraries was gathered April-May 1989, not 1988. Column six on tables three and four of the update show the "mean," not the "median" salary distribution in the U.S. and Canada.

We apologize for these errors.
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