special libraries

April 1980, vol. 71, no. 4

Politics and Information

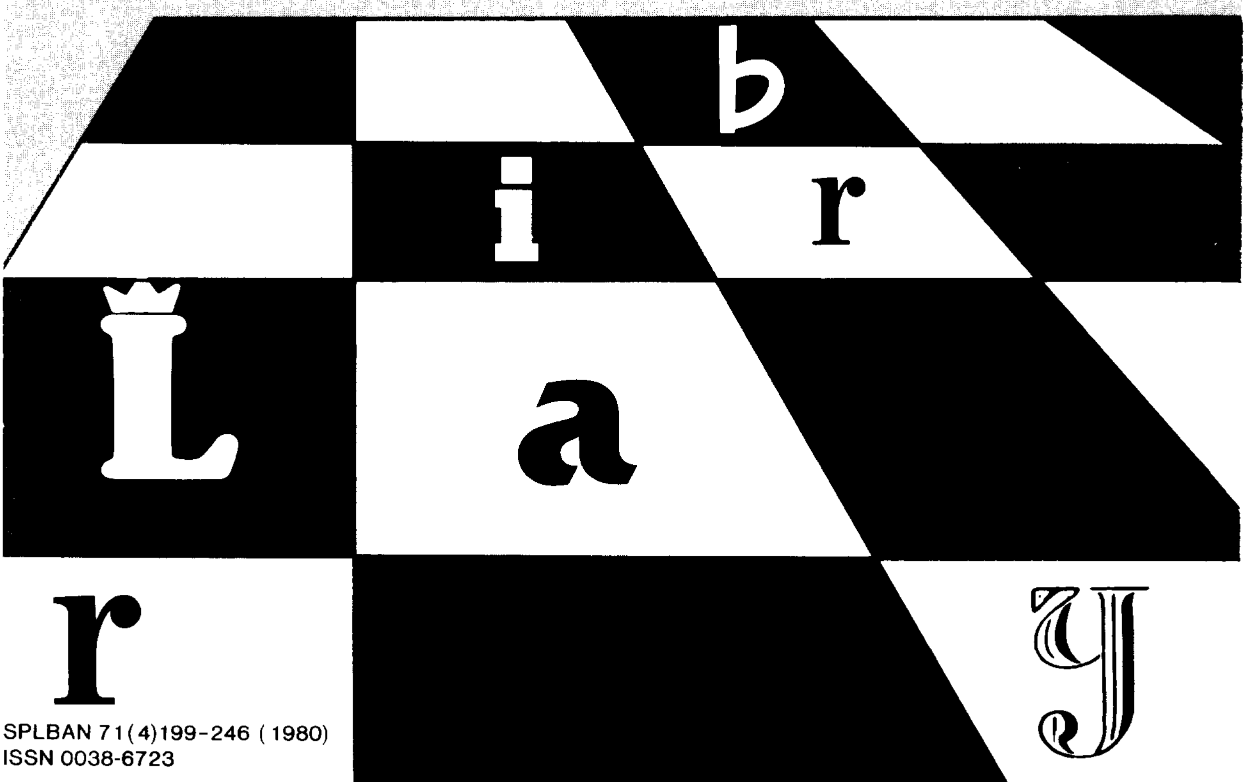
Data Base Development

Bulletins by Computer

Scientific Information Center

Accessing Local Documents

Managing Management



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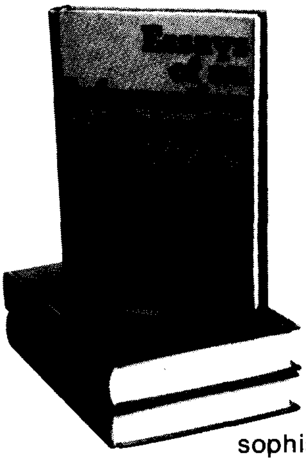

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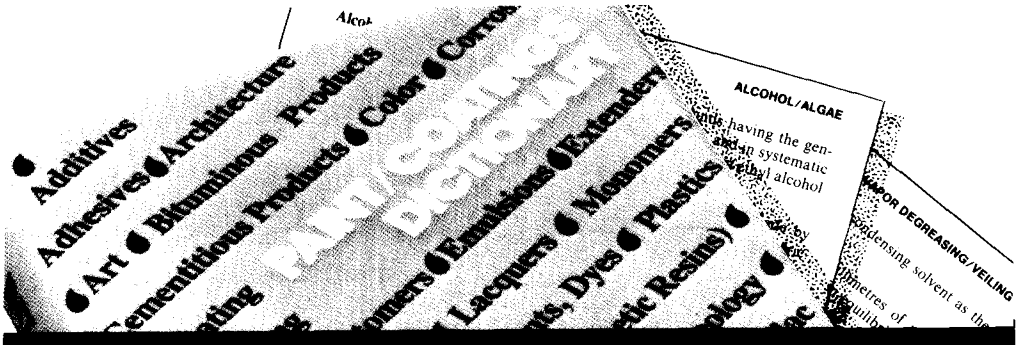

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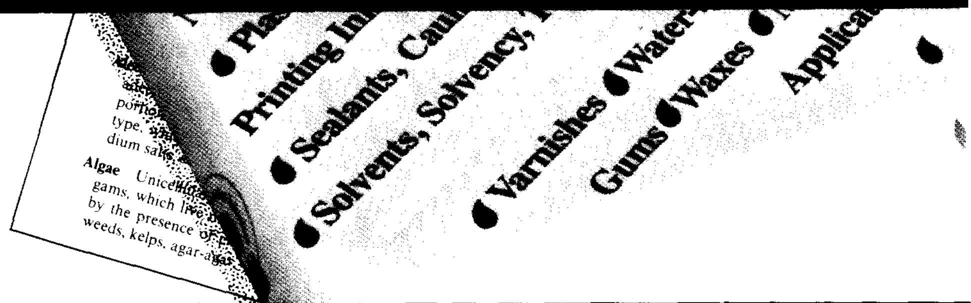

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Membership

DUES. Member or Associate Member $40; Student Member $8; Retired Member $10; Sustaining Member $200; Sponsor $500; Patron $1,000.

Dollars and Sense

This statement by SLA's Executive Director David R. Bender is presented in relation to the dues increase to be voted on by the members at the Annual Business Meeting. SLA President Joseph M. Dagnese's statement appeared in the February 1980 issue and SLA President-Elect James B. Dodd's statement appeared in the March 1980 issue.

AT THE NOVEMBER 1978 Board of Directors meeting, the President of the Association was requested to appoint a special committee to study the need for an increase in dues and fees, and to make an initial report to the Board in June 1979. The committee, chaired by Doris Schild, reported at the Honolulu meeting and recommended that the necessary steps be initiated to submit a dues increase to the membership at the Annual Meeting, Jun 1980, with an effective date of Jan 1, 1981. Two previous editorials (February—Joseph M. Dagnese and March—James B. Dodd) have offered important reasons why a membership in SLA is well worth the investment. I want to discuss some of their ideas further in a special effort to present a clear record of SLA's fiscal position.

Many of you have shared your concerns and thoughts in reaction to my August "Request for Assistance," during my visits to Chapters and at various meetings. Your ideas have been most helpful and many of you have suggested several additional activities for SLA. Some have indicated too that many people are not well informed about current membership services. To better acquaint you with what your dues now pay for, the following list (by no means inclusive) is provided.

Chapter and Division Activities—The Association establishes communication among its members through a unique information network consisting of Chapters and Divisions. The Chapters enable the members to participate in local activities, while the Divisions provide members with a means of sharing common subject interests and information about their library services and programs. SLA supports the Chapters and Divisions through annual per capita allotments. The Chapters and Divisions help members develop contacts with colleagues in their regions and subject fields by means of bulletins and other publications, Chapter meetings, and annual Division meetings at SLA's Annual Conference. Members who serve as the chief elected officers of their Chapter or Division sit as members of the Chapter or Division Cabinets and advise the SLA Board of Directors on matters of Association business and policy. There are also several active SLA Student Groups at schools of library and information science in the United States and Canada.

Special Libraries—The Association's official journal includes articles on a wide range of subjects pertaining to the organization and management of special libraries and information services. *Special Libraries* also includes Association news, book reviews, opinion papers, coming events, and special reports of interest to SLA members.

Publications—There is an active publications program, including monographs, directories, source books, and state-of-the-art reviews. Contributions to the Association's publications from knowledgeable librarians and information experts are encouraged. The Publications Department also solicits manuscripts on specific topics of special interest to our membership.

Continuing Education Courses—Courses focus on current problems in the field of special librarianship, as well as new technological developments.

They are intended to update the knowledge of experienced special librarians and to advance the competence of both working librarians and recent graduates in newer specialized fields. Courses are offered at the Annual Conference and on a regional basis throughout the year with the assistance of SLA Chapters. Upon completion of each course, certificates and Continuing Education Units (CEUs) are awarded to course registrants.

Information Services—Special Libraries Association Office Information Center serves as a clearinghouse of information about special library and information services and as a source of counsel or referral on specific problems concerning the management and organization of special library services.

Annual Conferences—The Conference is a once-a-year forum for the exchange of ideas and information on the important issues affecting special libraries and the information world. The Conference offers members and other interested persons an opportunity to bring themselves up-to-date on developments in the information and library management field. The program offers general sessions, workshops, panel discussions, tours of special libraries and information centers, extensive exhibits of information products and services, plus several social events.

Consultation Service—Advice on establishing, organizing, and operating special libraries and information services is available to all types of organizations and individuals by experienced Chapter Consultation Officers.

Scholarships—Several scholarships are awarded each year to qualified persons for graduate study leading to a master's degree at recognized schools of library or information science. A doctoral scholarship program, under the sponsorship of the Plenum Publishing Corporation and administered by the Association, will commence in 1981.

Employment Clearing House—The clearinghouse helps employers find suitable library and information personnel and assists members in locating new positions. Both may register with Chapter Employment Chairmen and with the Employment Clearing House through the Association Office.

Salary Survey—A triennial survey with annual updates is made to enable SLA members to assess their own salaries as they relate to their colleagues'. It also is a data base for responses to inquiries about salaries from persons engaged in personnel and recruitment activities.

Awards—Each year the SLA Board of Directors recognizes the outstanding performance, accomplishment, or achievement of SLA members (and, on occasion, others) who have contributed to the advancement of the special library field.

Research Grants-In-Aid—The Association offers modest grants to encourage scholarly studies that will increase the understanding or improve the techniques of special librarianship and of the information sciences.

Other Association Activities—The Association is also active in the following areas: copyright law implementation, government information services, publisher relations, standards and statistics, positive action for minority groups, and international library activities.

A number of you have shared your thoughts about new services with me. Your suggestions have included: public relations, government relations, cooperation with other professional associations, and more effective communications between the members and the Association. Some feel that it is not desirable for the membership to increase greatly. Since the field of special librarianship is one of the few areas of the profession that is still growing, an increase in the membership appears inevitable. However, the monies brought in through this increase will not be sufficient to offset the cost of continuing a broad ranging, well-balanced, or even adequate, program of membership services.

Some say that a dues increase will cause the Association to lose members. True, an examination of past dues increases shows that the renewal year following a dues increase usually results in a dip in renewal membership. However, we anticipate that increased new memberships will offset this; thus a net loss in the overall number of members will not actually occur.

To maintain the present level of membership services and to provide the additional services being requested is financially impossible for the Association. The luxury of surplus monies does not exist. It is true that SLA closed the

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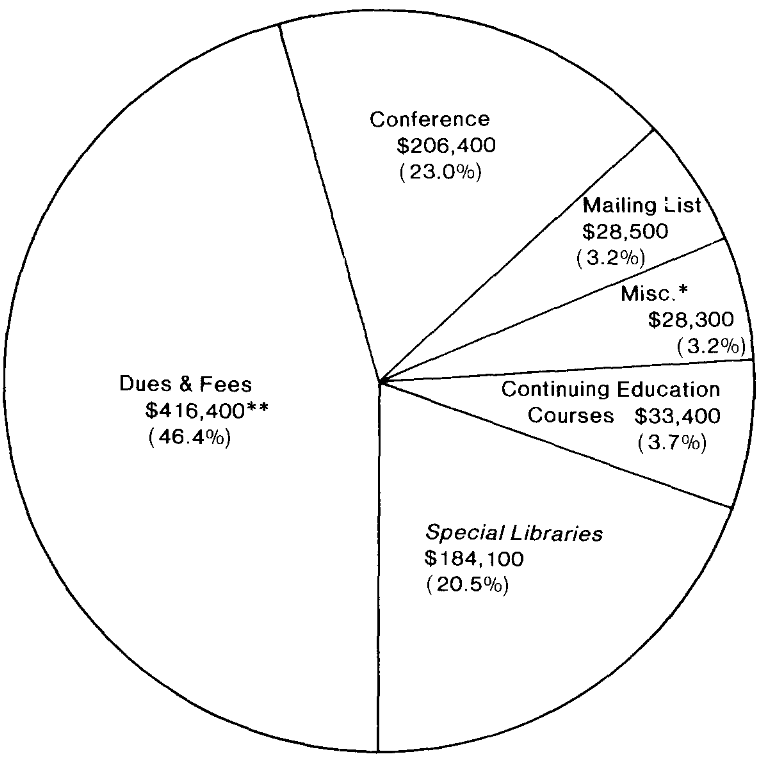
General Fund
1978 Income



*Includes: interest—$20,300; contributions—$2,800; miscellaneous—$2,300; transfer from NSP fund—$1,500; and brochure sales—$1,400.

**At end of 1978 SLA had 10,852 members. Prorated, SLA's 1978 dues and fees income was $38.37 per member.

1978 fiscal year showing a cash balance of $427,000. This figure would appear to represent a healthy financial condition, but upon examination we find that it does not.

These cash assets must be seen in light of the following conditions: $56,100 is in three restricted funds (Non-Serial Publications, Scholarship and Research Grants-In-Aid) that cannot be spent on general membership activities; $242,400 of the total represents deferred income (cash received in 1978 in anticipation of 1979 activities—such as dues, exhibit booth rental, and *Special Libraries* subscriptions). Of the remaining $98,000, $26,400 is committed to the Reserve Fund. No association can survive by depleting its reserve fund—in effect, its principle—for emergencies will occur that will require immediate action, and the future needs of the Association must not be ignored as the Reserve Fund is spent.

In 1978, SLA's actual *net loss* for all funds was $25,100, and the General Fund lost $52,800. It is anticipated that the 1979 General Fund account will be a further $40,000 in deficit as reported to the Board last October. The approved

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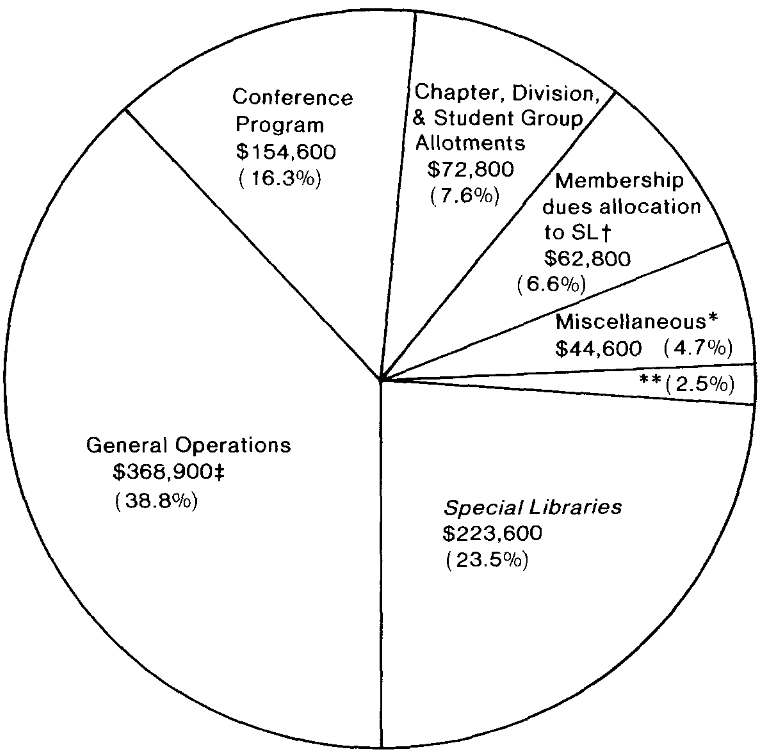
General Fund
1978 Expenses



*Includes: promotion—$17,700; Mailing List Service—$18,400; and transfers to other funds—$8,500.
**Continuing Education Courses—$23,600.
†Increased to $102,300 in 1979 due to IRS ruling.
‡Includes salaries, benefits, office services, occupancy costs, professional fees and services, travel and meetings, membership services, and items not otherwise classified less transfers to other funds and programs including overhead transfers.

budget for fiscal year 1980 shows a surplus growth of $200 thus indicating a very tight budget. This surplus was made possible only by the Board's decision to defer transfer of any monies to the Reserve Fund. The 1980 budget provides no funds for new membership services and at the present rate of inflation some current services will have to be cut in order to stay within the budgeted allocation. Indeed SLA is in a precarious financial state.

Graphs illustrating the 1978 General Fund Income and Expenses should help to clarify SLA's financial situation further. 1978 figures are used since final 1979 figures are not yet available.

Whereever possible, the Association has cut spending. A word processing system has been installed which will save staff time and allow for a more rapid response to membership inquiries. The costs for long-distance telephone calls have been cut approximately 30% by participation in a less costly, commercial long-distance telephone network. Whenever possible, the bulk mailing rate is used. Through a more vigorous investment program, additional income has been received. And yet, even with our revenue and membership at an all-time high, SLA—like other associations—is being affected by the nation's current high inflation rate and generally unsettled economic condition. Our dilemma is the growth in activities and services being requested by the special libraries community. SLA receives more mail, phone calls, and direct contacts than ever before in our history. We are receiving more requests for publications, consultation services, and inquiries on criteria to establish or expand a special library. We are delighted at this development but lack the financial support to respond as effectively as we wish.

In considering the recommendation for a dues increase, I believe it is the only feasible alternative to allow the Association to regain fiscal health, while providing the full range of services expected by our membership. No other source of income—not grants or conferences or publications—can carry the fiscal burdens of the Association. I am confident that the membership will not accept deficit funding and that a dues increase will establish a sound financial base for SLA. This strong financial base will result in an Association that is capable of meeting the needs of our membership and the complex demands and expectations of our profession as it moves into the final years of this century.

David R. Bender
Executive Director
Special Libraries Association

LETTERS

SLA or ALA

The December issue of *Special Libraries* led off with that short statement by David Cobb about SLA or ALA for map librarians. I believe it deserves a reply.

Cobb's article, "SLA or ALA" [*SL* 70 (no. 12):505-506 (Dec 1979)] asks if SLA is the right professional association for map librarians. In my view, the options are not necessarily limited to "either/or." As an academic special librarian, I have belonged to both SLA and ALA (ACRL) for many years and have derived substantive *but different* benefits from both associations.

However, as the manager of a library that includes a current cartographic collection in excess of 500,000 sheets, I encourage my technical information specialists and librarians to participate in SLA *first*. This is because 1) few journals for librarians reach the levels of professional concentration achieved by the *Bulletin of the Geography and Map Division*, and 2) because I learned, while Conference Program chairman a year or two ago, that the Geography and Map Division really puts on meaningful, imaginative programs at the Annual Conference.

ALA has now approved the establishment of a new Geography and Map Round Table. As a former chairman of an ALA Round Table (Federal Librarians) as well as of an SLA Division (Military), I *know* that SLA divisional status is the far better deal both economically *and* politically.

And there is an additional bonus. SLA's new executive director, David Bender, is obviously willing and able to work creatively on the problems of representation, consultation, and input surfaced by Cobb. At the Winter Meeting in San Antonio, Bender identified the constructive steps already taken (with much more planned) to improve two-way communication with the membership and with sister associations. Now is the time to work together to preserve the historical effectiveness of the Geography and Map Division, and I hope David Cobb will join in the effort.

Robert Lane
Air University Library
Maxwell Air Force Base, Ala. 36112

Curious

David Cobb's essay "SLA or ALA" (*SL* 70 (no. 12): 505-506 (Dec 1979)) is curious indeed. He argues that SLA is not serving the needs of map librarians and that they should establish a Map and Geography Round Table within ALA. It should be stated that ALA Council did approve such a Round Table at its Winter 1980 meeting after the Committee on Organization acted favorably upon a petition signed by approximately 100 ALA members.

It is curious that Cobb neglected to state that the Geography and Map Division of SLA, established in 1941, has been the "umbrella" under which many map librarians "are, as a field and as individuals, better educated, better trained, and have more experience than our predecessors."

It is curious that Cobb takes SLA to task for not being asked for input to AACR 2 and other changes. Where were Cobb and other G&M members when these changes were being considered? Certainly not speaking to SLA and demanding a voice in the changes.

It is curious that Cobb believes that map libraries are now on "the fringe of librarianship" and that joining ALA will "place us in the center, where we belong." People are the vital component in any organization. If G&M members do not attend other division programs at SLA conferences, as Cobb states, why should they attend ACRL or GODORT meetings?

In a meeting with G&M officers at the SLA Winter Meeting in January, at which Cobb was not present, the officers spoke of their insularity and acknowledged the need for communication with SLA in the wider context of librarianship. Cobb seems to recognize this also and appears assured that it will happen within ALA. But will it if map librarians remain insular?

G&M members are being surveyed to determine their desires about affiliation. There are apparently three choices: SLA, ALA or a completely independent organization. At the meeting mentioned above, all three choices had advocates. It is conceivable that all three could come about thereby fractionating map librarians to the point of inability to act.

I claim that SLA has been most hospitable to G&M members, providing them with a forum to discuss their needs, a mechanism to publish their outstanding bulletin, and an opportunity to interact with all aspects of librarianship. If SLA has not always been responsive to some of their needs, that was unfortunate and in the past. Better two-way communications henceforth will assure this division a distinguished future within SLA.

Joseph M. Dagnese
President, SLA

Politics and Information

Joseph M. Dagnese

Purdue University Libraries, Stewart Center, West Lafayette, Ind. 47907

HERE ARE A FEW SLOGANS for your consideration: What this country needs is a federally funded national library program. Librarians are the most important link in the information process. OCLC is the only game in town. Free access to information for everyone.

Reactions to these slogans will depend, in large part, upon where you are located in relationship to the spectrum called the "information society" or "information age." Reactions will hinge on your perception of the totality of the process.

Specifically, public librarians will probably support the first slogan because it could mean more money for them. Some librarians will rally behind the second slogan because their jobs may depend on it. Members of other networks will denigrate OCLC, Inc., services because their needs are not being met, they say. And, finally, only purists or socialists can support free access, forgetting that information is not now, nor ever has been, free.

Political acumen has generally not been an outstanding characteristic of librarians. Myopia, both literal and figurative, has been more traditional, shaping the perspective of many practioners, who prefer to confine their vision to the narrow limits of a local situation without being aware that their future is being determined for them by others. The political forces at work are not always readily identifiable, nor are the motives always selfless. Let's look at some examples of politics and information.

National Periodicals Center

The idea of a national periodicals center (NPC) has been around for a long time and has gone through several transformations. The concept as proposed by the National Commission on Libraries and Information Science (NCLIS), was to create a center to provide rapid access to journal articles by libraries through a dedicated collection, much like the British Lending Library Division. The locus proposed for this center was the Library of Congress, even though the Center for Research Libraries and the Universal Serials and Book Exchange have been providing similar services for many years.

Under the auspices of the Council on Library Resources, Inc. (CLR), a technical development plan for an NPC was issued in 1978, which proposed methods to deal with access, collection development, governance and other topics. Buried in the report was a proposal to establish a National Library Board that would have jurisdiction over not only a periodicals center but also a communications system, bibliographic system, and a preservation program. This stratagem was endorsed by only one library association. It seems to have been rejected by the others. But politicians are a tenacious lot and do not die easily. More on this later.

NCLIS convened a legislative drafting team to draw up proposed legislation for an NPC. This draft was endorsed by all the major library associations in mid-1979. Unexpectedly, in September, Congressman Buchanan from Alabama introduced legislation to establish an NPC as Part D of Title II of HR5192, the Higher Education Act. I say "unexpectedly" because, apparently not even NCLIS was aware that this was about to happen. No hearings were held by the House on this item. It is now before the Senate. So goes politics.

National Library Agency

Now, back to the national library agency. In May 1979, Senators Javits and Kennedy introduced a study bill, S 1124, entitled "A National Library Act." Javits said that the aim of the bill is "to provide a focal point for debating key issues for proposed new library legislation in connection with the White House Conference on Library and Information Services." The bill was initiated by the Urban Libraries Council and the National Citizens Emergency Committee to Save Our Public Libraries.

While the bill is essentially designed to support public libraries, Title I would establish "a National Library Agency as an independent agency in the executive branch of the Federal Government." The agency would have a national board of governors. The director, deputy director, and the board members all would be appointed by the President. The functions of the agency are listed, including the following in Sec. 102(3): ". . . plan and coordinate inter-library cooperation, including national and regional library and information resource centers, aid to State library agencies, creation of interinstitutional catalogues, transmission of bibliographic information, and joint operation of communications facilities." Sound familiar? Note that authority is not limited to public libraries, even though the remaining titles of the bill are specific grants to states for public libraries.

At the White House Conference, the proponents of the National Library Act were well-organized and highly visible. They passed out buttons and balloons, collared delegates to sign petition sheets, and carried placards up and down the halls of the hotel. Here were the loyal followers demonstrating for more federal funds for public libraries. Have they thoughtfully considered the implications of a National Library Agency, or can they only smell money? Would other, nonpublic, librarians support the bill if they realized the powers given to the state library agencies to carry out the provisions of the bill? Who are the real authors of Title I of S1124?

Department of Education

At the White House Conference, a resolution was passed which would place all library-related programs at the level of an assistant secretary within the newly created Department of Education. Should the Secretary elevate the status of libraries to the level of an assistant secretary, a locus of federal responsibility for these programs would be established. What then would be the relationship between the new assistant secretary and the NPC, or a National Library Agency, or NCLIS itself? An interesting jockeying for power is bound to take place. A lot is at stake and the successful ones will be in a position to determine pretty much the future of libraries.

Enough of politics on the federal level. You realize, of course, that I have hardly even scratched the surface. I have not touched on the politics behind the Library of Congress or the two other national libraries, nor the role of federal agencies' libraries, nor NTIS, GPO, and others. Rest assured, however, that it's politics as usual with all of these agencies.

Bibliographic Utilities and Networks

A decade ago, when Fred Kilgour founded OCLC, there were some self-satisfied smiles and knowing looks about this upstart entrepreneur and his "project." In a short ten years, OCLC, Inc., has forever changed the operation of thousands of cataloging departments across the nation and has given birth to an alphabet soup of new acronyms. Getting into automated cataloging was not a decision librarians made based on plans they had drawn up. Rather, it was in most cases a decision forced on them by the obvious cost-benefit of the new system. Everyone rushed to sign up. OCLC was the only game in town. But our pluralistic society abhors a one-man show, and we now have competing utilities and politics at work.

The Research Libraries Network (RLIN), based on the BALLOTS system at Stanford, has entered the arena with a large chunk of foundation money and backing in high places. It is making forceful approaches to the large research universities to join up. RLIN promises to offer services tailored to the perceived needs of these libraries, services which are not offered by other utilities, on the assumption that what's

good for research libraries is good for all libraries. There are some intense pressures at work over which librarians have little control.

The politics of the situation, however, has produced some beneficial results, forcing other utilities to reexamine their services and evaluate ways in which cooperation between utilities can be effected. The end result is not yet predictable, but it will certainly have a major impact on the operations of libraries.

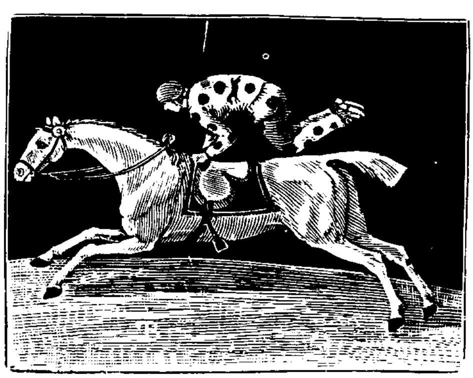
The networks themselves exhibit typical political charactistics. Founded in the name of library cooperation, they are designed to take advantage of the new technology and provide a survival mechanism for members. Some networks allow only similar kinds of libraries as members; others are based on multi-type libraries. Networks can be local, state-wide, or regional, based on their charters of incorporation. The services that networks offer vary greatly. In every case, however, the board of directors and the executive director will pretty much determine the configuration of the network. The politics at this level, especially where a state library agency is involved, gets heady at times, and even more so if LSCA funds or state appropriations are involved.

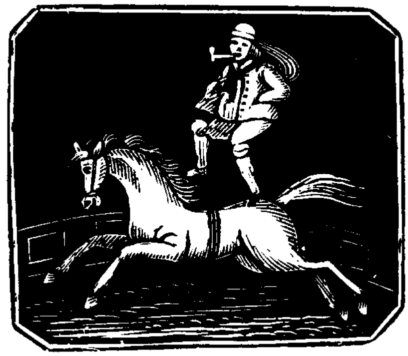
Private Sector

Entering the world of the private sector, where the profit motive dictates the politics, is a miasma. "Give them any color they want so long as it's black"; or, "Promise her anything, but give her Arpege." The vendors of bibliographic services are in business to make a profit. They will promise you anything, and deliver it, as long as their financial reports end up in the black—the blacker, the better. Whether the product is books or journals, audiovisual materials, computer-generated data bases, or commercially produced services, the purchase price includes a profit for the producer.

The profit motive has produced a strange debate among some of our colleagues: the argument about free access to information for everyone. The politics of the debate seem naive. Andrew Carnegie never did provide free access, even though some over-exuberant city fathers labelled their building as a free public library. Access to information has always cost money: money to buy materials, to process them, to service them. Every acquisitions policy, by virtue of its existence based on limited resources, excludes access to materials. Interlibrary loan costs money.

Access to anything has always cost money and has been available to those who could afford it. Why not provide free television repair services for everyone? After all, TV may be the only source of information for a significant portion of the population. Free TV repair service would guarantee them free access to information. It seems to me that energy expended on this debate is wasted for it flies in the face of reality, both cultural and political.





The Information Industry Association (IIA) is not popular among some librarians these days. The librarians wish that IIA would stop making their lives difficult. IIA wishes librarians would wake up to the realities of profit-based organizations. Each group has difficulty seeing the others' point of view. Their differing positions make them incompatible politically. They have faced off in print and at congressional hearings. Perhaps it is time that the two sides sat down to discuss their differing points of view. Such cooperation could conceivably bring about a spirit of détente.

Professional Associations

The library-related professional associations are sometimes the originators of the political process, but more often they are the recipients of its results. For the most part, and until recently, the major concerns of these organizations were based primarily on issues relating to the practice of the art of librarianship.

ALA has been the most political of the groups, also occasionally the most politicized. Its Washington Office has been instrumental in many ways in helping to shape legislation and alert the profession to congressional action on bills and appropriations. On the other hand, ALA seems to have expended a substantial amount of effort and funds on social issues which, at best, are only peripheral to library matters. If the outpouring of energy that has been directed to these other issues could have been channeled into lobbying for critical concerns, the profession as a whole would be much farther ahead.

SLA has been the least political of the major library associations. Its deliberate posture of nonintervention was maintained apparently because of a feeling that the corporate organizations served by the membership did not want their librarians involved in politics. This posture was abandoned during the hearings on the copyright law revision when it was realized that certain provisions of the bill would be inimicable to libraries serving for-profit corporations. The success of this effort and the attendant publicity has opened the way for more involvement.

ARL, the smallest of the three groups, is composed of over 100 major research libraries as institutional members represented by the directors of these libraries. It is also potentially a powerful political group. The organizational members receive hundreds of millions of dollars in federally sponsored research funds, as well as the lion's share of corporate and foundation support. This largesse could subject these libraries to unwanted political pressures, forcing them to take actions which are politically expedient but not necessarily in their long-term best interests. You know that the one who controls the money has the power.

The Future

It might be unrealistic to expect all librarians, regardless of their organizational affiliations, to become acutely aware of the need for political involvement. It is not outrageous to expect the leadership of these groups and a substantial number of members to be committed to an understanding of the role of politics in our professional lives. We must stop playing with the niceties of our profession and learn the art of politics.

The information society is here. What our role in it will be is being decided now. We can sit back, do nothing, and be assigned to some corner to worry about bibliographical purity. Or, we can be up front, determining our future, as an equal partner with all the other components of this information society involved in the process. Which will it be?

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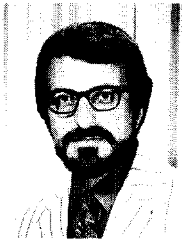

Managing Management

Charles K. Bauer

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■ "Managing management" is essential to an administrator's success in managing a company's library or information center. To foster an effective, dynamic environment for the management of an information center, the manager must know how to develop and inspire a dedicated, experienced professional staff, and he must know how to gain and secure the wholehearted support of his total clientele. This support must come from all levels of management, starting with the company president and ranging down through subordinate officials. A strongly interactive relationship of this kind can be achieved by the application of particular qualities and attitudes on the part of the manager, as shown by the Lockheed-Georgia Company example.

IN ORDER TO PUT this paper into a better perspective on managing management, an overview of Lockheed's Technical Information Department is in order. Established in 1955, the library consisted of three professional librarians and three clerks in a company employing 10,000 people. With the conversion of the library into an information center and a subsequent but gradual increase in company employment to 32,0000, the department at its peak had 36 people, consisting of 11 professional librarians in 6 mission-oriented information centers dispersed throughout the plant. With company employment again at 10,000, the library staff now consists of 7 professionals and 12 library attendants.

The Technical Information Department serves as consultant to all levels of company management for current and future project problems in information analysis, storage, and retrieval, including computer-aided programs in mechanized indexing. The department maintains state-of-the-art knowledge of available documents from industrial organizations, academic institutions, and governmental agencies covering a multiplicity of subject sources, including management, marketing, economics, engineering, mathematics, operations research, information science, computers, and so forth.

These materials include more than 40,000 books; 140,000 hard-copy reports; 350,000 microfiche reports; 6,000 bound volumes; 1,100 maps; 1,100 journal subscriptions; 50,000 vendor drawings; 25,000 Air Force and Army technical orders; and 25,000 government specifications, standards, and handbooks, among other materials. These data are kept in the Sci-Tech Information Center, responsible for the centralized procurement, indexing, and cataloging of all acquired materials; the Technical Data Bank; the Vendor Data Bank; the Technical Reports Section; and a mission-oriented Engineering Information Center.

Services include literature searches, both manual and computerized; interlibrary loans; reference work; provision of translations; compilation of bibliographies; and reproduction of special information materials, including engineering reports and their distribution. The regular routing of journals, the special distribution of new books and reports to interested employees, and the announcement of short courses, institutes, and professional meetings also form the service role.

In 1963, services and information retrieval were converted from manual to automated programs. Included in this conversion was the abolishment of the conventional card catalog to computer-aided book catalogs which, a few years ago, were converted in turn to an in-house computer microform (COM) program. In 1976, the department added to its existing automation programs Lockheed's On-Line Interactive Information Retrieval System, called DIALOG, consisting of about 100 data bases with approximately thirty-million citations and abstracts. Included in this system are all holdings of the corporation's three main information centers, making DIALOG one of the world's largest national and international on-line corporate-wide retrieval networks. Just recently, the Defense Technical Information Center's Defense RDT&E On-Line System was added, which accesses technical reports in various fields of industrial research. The Information Department also participates in the Government-Industry Data Exchange Program (GIDEP), a cooperative activity between the government and industry participants seeking to reduce expenditures of time and money by making maximum use of existing knowledge. The department's 45,000 GIDEP reports and 35,000 calibration procedures provide the means to exchange technical data in the research, design, development, production, and operational phases of the life cycle of systems and equipment.

Additional services are the maintenance and coordination of company-sponsored memberships in professional societies and the maintenance of trip logs to effect optimal planning and coordination of professional trips for the reference of company management. The department also is responsible for the clearance of all papers, speeches, and articles presented or published by company employees, as well as subsequent awards. To further enhance the company's image, the department assumed responsibilities for Special Arts activities, using the library's "storehouse of knowledge" in that process. All of these activities are described in the Appendix under "Functions and Responsibilities."

The Team Approach

Managing management becomes an even greater need and challenge as the size of the library grows and the responsibilities of the information manager increase proportionately. It must be emphasized, however, that the author's concept of "managing management" is not meant to imply that he gives orders and management complies with them immediately. Instead, it is an evolutionary process in which mutual respect is sought and earned completely. How do you achieve the respect of your management? You must become knowledgeable about the company's products and about information resources. Then, using the same techniques practiced by any other business, you must advertise your services to create demand; sell aggressively to keep the turnover in the collection and the demand for services high; and keep users happy with good follow-up services. With these kinds of services, you establish yourself as an integral partner in the research and development team. This can be accomplished in several ways, particularly by the intelligent use of your trained information specialists and the manner in which they fulfill their obligations to users.

Your professional information specialists can pinpoint the real information needs of the users, determine the scope of the answer required, and discover how quickly the information is needed. This added effort saves the user's valuable time and it places specialized information searching in the hands of experts in the field. More importantly, it keeps the information specialist informed of the company's research information needs so he can make more accurate acquisition forecasts. The information specialist should check all new research or study authorizations and supply information in fields of interest before requests are made. As you build your reputation and come to know more and more people, it is up to you to go to the people you know with information of value to them—before they ask for it. It is through this kind of dynamic service program that you become an integral partner in your company's R&D team. Go out and sell yourself.

Another approach in convincing management of the invaluable contributions a dynamic information center performs—thus establishing its claim in being an integral partner in the company's R&D effort—is best illustrated in a schematic presentation of team interfaces where the information support activity plays a major role (see Figs. 1a and 1b). In R&D work, or any work in which information center support is either mandatory or provided through a dynamic manager, several company people or teams interface in problem area. These teams represent separate professional disciplines which go about problem-solving piece by piece. Membership in these teams does not imply a limitation of interest in a subject field; rather, in the present diverse climate of scientific research, information specialists must be familiar with and participate in many fields of interest. It is through these measures that the librarian becomes one of the subject specialists in the R&D team.

Using the same techniques practiced by any other business, you must advertise your services to create demand; sell aggressively to keep the turnover in the collection and the demand for services high; and keep users happy with good follow-up services. With these kinds of services, you establish yourself as an integral partner in the research and development team.

In order to start a specific project, the R&D team must work from a pattern. In this pattern, the general statement of the problem, including literature, history, and data evaluation, offers an active role to the librarian. The information specialist also plays a semiactive role in the specific statement of the problem, including its approach, establishment of criteria, analysis, results and recommendations, with lesser participation afforded in the final report preparation process.

This interactive role is illustrated in Figures 1a and 1b. On the bottom of Figure 1a are the various team groups

Figure 1a. Team Interfaces: Longitudinal View.

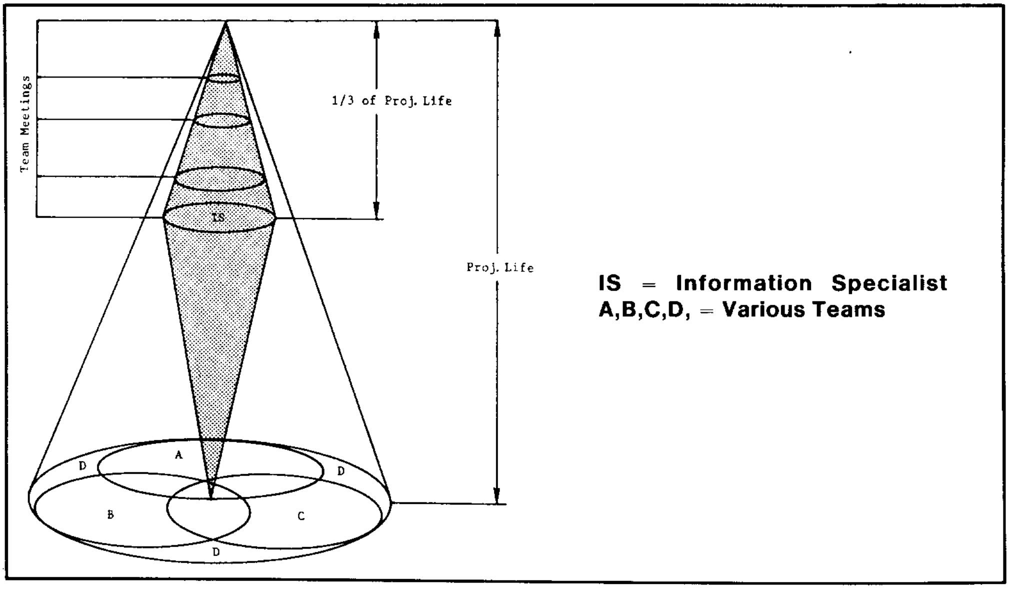
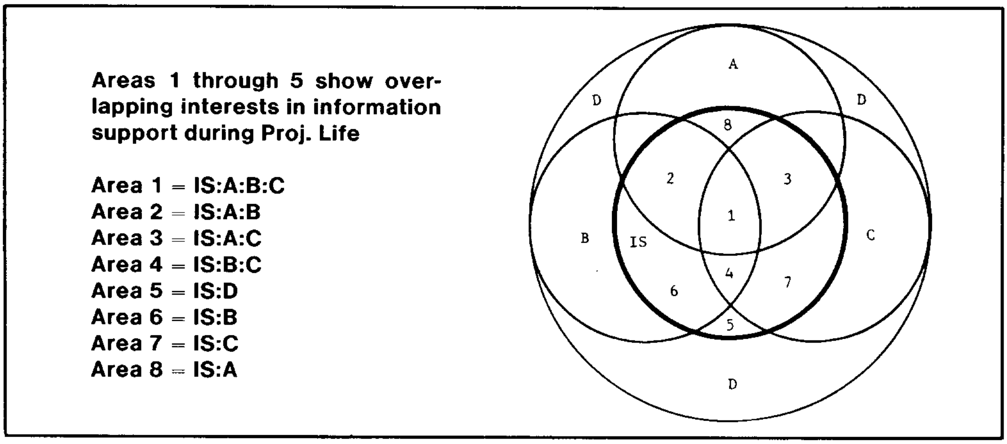


Figure 1b. Cross-Section View.



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and interests, with the shaded areas showing the librarian's contributions. The height of this cone represents the time span allotted for the project, during which time the library interacts with the various teams supplying information. Starting from the top, the support effort increases during the first third of the project, gradually tapering off toward the end of the project when the final report is being prepared. Figure 1b, a cross-section view, depicts the librarian at the height of the project effort interacting directly with all of the team elements. In each area of the project, you see the overlapping activities in which provision of information is involved.

By serving management, in R&D efforts or other service areas, the information manager is taking a step towards managing management. Of course, all this involves knowing how to manage personnel and resources. These elements are of equal importance and they form a winning combination that is indispensable to ultimate success. Consistently work at providing the best possible professional service, punctuating performance with such intangible qualities as service attitude, innovation, participation, timeliness, and personality. And, with a generous dash of salesmanship, you are well on your way toward managing management.

The Manager's Objectives

In the spirit of this paper, all librarians, chief librarians, information scientists, supervisors, and administrators are termed "manager." All share the commonality of being called upon to sell the information center to others with tact, courtesy, and judiciousness—particularly to the library's immediate management. In this sense, it is wise to remember: Don't wait to be discovered by others but discover yourself first, then sell yourself to others in terms of deeds, accomplishments, performance, loyalty, and personality. If this technique is applied in managing an information center and selling it to others, knowledge of how to manage management will follow. Although the effort to become an integral part of management is no easy task, the necessary action program can be outlined in four words: think, plan, sell, and implement. Frequently, the last two principles may have to be applied in reverse order—first implement, then sell what has been established.

Essential Features of the Approach

Personal Characteristics

First, establish the right to manage all responsibilities, since the information manager is the person who is being held accountable for the success or failure to serve top management; this is essential. Pragmatically, such a situation dictates that the manager be: aggressive, but diplomatic; resourceful, but unafraid to ask for help; motivated, but able to inspire staff; innovative, but able to use knowledge and skills effectively; and productive, while being fair, loyal, and understanding. The manager must be able to delegate responsibility, but should not interfere unduly; able to accomplish goals, but also give appropriate and enthusiastic credit; and know how to make and keep friends. All of these precepts are needed in paving a successful road toward managing management.

To put these basic principles in operation, convince management to establish, support, and use the information center as part of its own overall objectives. Second, educate the users to think of the information center's resources as their source of information and to plan their research progress with the information center in mind. Third, as the cornerstone of any attempt to become management's partner, be familiar with the company's present and future objectives. Know the company's products and be aware of current and anticipated user needs. Also know the information sources at hand, both within the company and without, and give the right information to the right user at the right time. Hence, help management avoid needless duplication of effort and manpower, loss of time, and costly expenditures. Certainly it is the last item, cost reduction, that is the most important goal in a profit-making institution. It is the information manager's job to prove to top management the important part information can play in avoiding excessive expenditures.

The Information Center as a Management Tool

By following the previously stated basic principles of operation, the foundation is laid for building an information center that can become not only management's partner but, more importantly, an indispensable management tool. The key, of course, is to spread the understanding that information is precious and a highly useful commodity. From the direct user up to top management, sell information, of every variety and in every pertinent discipline. The metamorphosis of information into a management tool is the manager's secret weapon, and the information provided must become recognized by all users as their instrument to achieve success. The services rendered, however, must be performed courteously, economically, and most of all expeditiously, because a bridge is being built between the information activity and the user—who, after all, is management.

Information Service as a Management Partner

To make the information center what it ought to be—management's partner—the manager must be established as the boss over personnel, budget, and administration. Avoid a library committee, because this weakens authority. Knowledgeable in all phases of the profession, the manager must act not as a superior but as a teacher to staff. The manager must gain the full support of a staff that is capable, loyal, and aware of management's goals.

The manager must obtain an adequate but independent budget in order to acquire the tools that help build the company's product and to ensure that the collection is meaningful so that the support of the users is assured. The information manager should enhance his/her own responsibilities by recognizing areas in which improvements should be made. Stay abreast of the profession and find ways to implement ideas. Management must be convinced that the creation and support of an information center will result in significant, tangible contributions to their business strength. The library manager, then, must apprise immediate supervisors of plans and make management a partner in these endeavors. By gaining the backing of immediate supervisors, the library manager creates the smoothest possible path to success.

Obtaining a "License"

In securing new responsibilities in any field, it is important for the manager to make certain that this position is officially recognized by means of a statement of functions and responsibilities and through duly recorded management directives. Duties and responsibilities should be described in appropriate written procedures that become a "license" to function in the best interest of the company. However, in addition to a black-and-white statement describing what is empowered, the manager should aim for the highest possible position, reporting to the highest possible management rank. Such official recognition must assume not only the physical form of location and housing within the company but also hierarchical form on the company's organization chart. Only through such forms of recognition can the manager gain access to all management planning and decision-making.

As you build your reputation . . . it is up to you to go to the people you know with information of value to them—before they ask for it. It is through this kind of dynamic service program that you become an integral partner in your company's R&D team. Go out and sell yourself.

Rapport at Every Level

To build good rapport with others is another important link that the manager must try to achieve. It is in the manager's interest to enhance his/her own reputation, but this should be done only with the interest of the company and its employees in mind. As the information center grows, builds its collection, and expands its services, the manager will need a great deal of help from other organizations and people. Keep in mind that the users, too, are working toward building up their own good images. Therefore, letters of appreciation, thanks, and compliments, with carbon copies to the recipient's management, and other affected parties, will pay dividends.

Public Relations: Unofficial but Indispensable

Become a public relations director, both within the company and without. Advertising is the primary selling tool, and it can be applied to the information center's areas of responsibility in many ways. Announcing and describing the availability of information is a requisite and should be geared not only to new employees but also to employees already on hand. Pointing out the benefits derived by using the information center, particularly in those instances in which specific cost savings can be identified, provides benefits to the company.

As users become more aware of library services, the manager should make sure they become the library's goodwill ambassadors in a constructive way. Educate users by pointing out to them the savings that can be accrued by using information the library provides, whether such savings are in the form of avoiding unnecessary tests, continuing projects, building toward the target, or conversely, pointing out that the client is on the wrong track. These efforts will make the user rely permanently on the library. See to it that such realizations are properly recorded and submitted to the right management at the right time.

Be sure to have a well-balanced, all-inclusive library collection for the free use of clientele, as well as wide access to external data banks through the use of personal contacts, interlibrary loans, and on-line retrieval. All are important assets showing users why they should patronize the information center.

An Effective Management Interface

The Library

Because the staff "sells" information, the library should be the principal source of information for the organization it serves. It must accommodate all who need its services; by knowing the company aims, products, and problems, information center services will be even more valuable to users. As an information manager realize that, if the system is to work properly, the library's management must be prepared to serve any user or any goal of the organization, even those that are most remote and complicated, even if these aims are not within the manager's "field of interest." To derive the maximum effect of such service may require the establishment of various information resources to make the collection easily accessible to users.

The formation of topical or mission-oriented information centers through-

In order to start a specific project, the R&D team must work from a pattern. In this pattern, the general statement of the problem, including literature, history, and data evaluation, offers an active role to the librarian. The information specialist also plays a semiactive role in the specific statement of the problem . . . with lesser participation afforded in the final report . . .

out the facility will greatly enhance such service to clientele. The creation of several physical focal points of information service, as opposed to just one, may impart a decentralized management appearance. Actually, this arrangement can and should be centrally administered, allowing the manager and the staff to be aware of all the research projects being performed. Overlapping or duplicated efforts thus are prevented, and this demonstrates another important step in focusing management's attention on the library's money-saving usefulness.

Dynamic Service

The submittal of state-of-the-art information to the interested user is the information center's most important responsibility and contribution. To serve users well, know their specific business problems. In order to generate dynamic services, the manager cannot afford to wait until the user discovers the information that helps solve his/her problem. However, being high enough in the organization hierarchy to know the company's present and future aims and attending high-level staff meetings do not alone guarantee success. Get out and meet the clientele, discover their needs and interests, become a member of the company's professional and planning committees, be certain to receive minutes of meetings on present and future planning and problems affecting the state of the company, and ensure inclusion in the machinery that reviews new or future contracts and programs.

Strengthening the Authoritative Role

The information manager is the best person to decide what materials should be purchased. Be sure to establish the authority to say "yea" or "nay" in purchasing materials—regardless of the source or status of the requester. The users' acceptance of this authority is an example, too, of managing management. As long as the manager is the purveyor of information and the controller of the library's budget, be careful how expenditures are handled. Ways to decrease procurement costs, for instance, include referral to extant materials, processing less costly items, and borrowing, or sharing. Staying within a carefully handled budget helps earn the role as management's partner.

Goodwill: An Extra Intangible

Although the express function of an information center is the provision of information service to clientele in their company assignments, the manager should not overlook the importance of becoming a politician. This can affect the manager both in fulfilling the stated responsibilities of the position and in his standing with management.

Although the express function of an information center is the provision of information service to clientele in their company assignments, the manager should not overlook the importance of becoming a politician.

Remembering that the manager must know how to make friends and keep them, find ways to help users get information, even of a personal nature, without impinging on established rules or the usual business routine. Find out management's interests, even if personal, and serve them. Such help pays off. If some of the company's top managers have never visited the information center, use salesmanship to show them "your empire." Tell them how you can help them whenever they need information. Whenever asked by top management for obscure information, never say "I don't know" but, rather, "let me find out!" Those who manage information activities should know their clients' needs and obtain pertinent materials—even before they may ask for such information. When applicable materials are obtained, route them to interested individuals with a note stating that although they had not requested this material, it may be of interest. These are all goodwill investments for that time in the future when past good deeds can yield important returns.

Cost Data Evaluation

Having outlined the manager's objectives and the most desirable ingredients for a positive relationship with users, this section concerns the manager's direct interests and the interface with specific management levels. Final success, which is achieved primarily by superior performance, is generally quite difficult to reach in the library realm, particularly in the private sector with its areas of research and production. Because information activities almost always are overhead expenses, the manager's priority task is to prove that such an activity is really needed in the organization. Obviously, a library must justify its existence based on the contributions it can make toward the creation of high-quality products at competitive prices. How can the manager, charged with the responsibilities for information activities, do this?

Considering the importance of this task, it is worth reiterating that this task must be done by means of the availability of state-of-the-art information. Make information the most important commodity and find ways to sell this to management. Although it is very difficult to set a price tag on information as a commodity, prove to management that such a commodity can be bought and sold to generate a profit, i.e., that it pays its own way.

Therefore, if information is to be treated as a commodity, some value must be set on it. It is very hard to assign a value to information. Information is essentially intangible, and this compounds the difficulty of assigning a value to the service you sell. There is no such thing as a basic unit of information; it may take the form of a single fact or complex theory. Since our main aim is to avoid reinventing the wheel by obviating unnecessary duplication in effort, manpower, time, and expenditures, the Lockheed information center staff conducted a survey in which documents were selected at random from the library. The last recorded user of that document then was questioned concerning the engineering time which was saved by means of obtaining the information contained in the document, e.g., how much testing time was saved by being able to find needed information quickly. By making the survey large enough to assure statistical significance and by using an operations research analyst who understood the content of information being investigated to question each user in depth, the results of the survey were relatively reliable. The survey indicated that, on the average, each retrieval of information saved 1.2 manhours of engineering time. This value per retrieval multiplied by the circulation rate of our retrievals represents, as best as any, the profit the information center accrues for a company.

The information manager is the best person to decide what materials should be purchased. Be sure to establish the authority to say "yea" or "nay" in purchasing materials—regardless of the source or status of the requester.

Thus, we found out that 1.2 hours of engineering time was saved by technical reports having been disseminated to users through the library. Had the user not had a library at his disposal and, hence, the technical report right at hand, the user in all probability would have relied upon the conventional practice of consulting with a specialist, thus requiring a face-to-face conference between two people or an added 2 hours of engineering time. While the latter approach converts a 1.2 manhour savings into a 2 manhour cost addition, another disadvantage in this case, of course, is that the expert may not be at hand. The library, conversely gives engineers the opportunity to have worldwide experts on hand by means of its technical reports.

Although there are numerous other studies conducted by others, such an internal study carries more weight with one's own management. But remember that you still must call upon your clientele for their support in submitting savings statements based on the library's excellent services to management. The user, therefore, becomes an important link between the library and management.

Applying the concept of the library as a savings tool in your dealings with management is a much more convincing approach than that of showing statistics or advertising. At Lockheed, it has earned the information center the recognition and the support of management.

Increased Responsibilities

Another form of management recognition is the incorporation into the library of previously separate technical and administrative units. At Lockheed this display of management confidence resulted in the assumption of such functions as coordinating, reproducing, distributing, and controlling internally generated company reports and proposals; acquiring, disseminating, and maintaining externally generated reports; maintaining vendor data, drawings, manuals, government and society specifications, military drawings and regulations, manuals and instructions, technical orders, spare parts provisioning, and associated data.

Since the information center further serves as the centralized security depository for the company, it has several vaults for the storage and maintenance of documents, drawings, models, and other materials. With these responsibilities combined under one manager, the information center has become the sole information department in the company, encompassing a multitude of disciplines. This wealth of materials prompted the staff to create various mission-oriented information centers, mentioned earlier.

Curtailing Company Expenses

Savings in other areas besides information are equally welcomed by management, especially when these savings coincide with specific organizational and administrative goals which can be accomplished in the process. Running a large company like Lockheed, for example, entails much employee travel. Company time and costly trip expenses, hence, represent a major cash outlay. By persuading management that these expenses could be curtailed drastically and controlled easily—that is, by centralizing this responsibility in the position of a trip coordinator—management decided to entrust this function to the information center. The system operates on the basis that all anticipated trips must be coordinated, approved, and recorded by the trip coordinator before being approved by top management. In this way, management is kept posted on possible trip duplications, unnecessarily large attendance at professional meetings and conventions, the whereabouts of personnel, and the purpose of the trips. Although our main responsibility is information dissemination, the recognition gained in providing this service and the reliability demonstrated made management realize it had good system savings.

Enhancing the Company's Image

The monetary savings accrued are not the only way to convince management of the benefits which may be derived from the library. As mentioned previously, managers must use public relations not only to sell information services to users but also to become an active arm of management in its selling efforts. Acquiring new business is a matter of utmost concern to the company; technical personnel rather than sales people are often called upon to analyze marketing potentialities and prepare quotations or unsolicited proposals. In those cases, the library's role should be syndetic—a link between the user, the company, and the potential customer. To the user, in the assistance given on background marketing data; to the company, by ensuring that the information center is properly listed in the proposal as an important contributor to the business the information center staff tries to obtain; and to the customer, as an assurance that the company will provide and produce the latest state-of-the-art apposite to the products they may buy. This author believes that the availability of an effective library could be one of the decisive factors in the selection by a customer.

The categorical statement that the availability of a library could be an influential factor in the selection of a source by a customer is based upon comments derived from many reviewing teams in proposal submittals. The indexing of proposals performed by the information center and the inclusion of a statement regarding the availability of a direct source for state-of-the-art retrieval documents have been favorably received by customers and added positively to the complex system of evaluating potential customer suppliers.

Further enhancing the company's image is the entire activity comprising sales brochures, proposals, technical presentations, exhibits, displays, reports, and promotional materials. Combining these functions and responsibilities with the library further elevated the status of the library. This combination has proven to be extremely successful. After all, the library is well-known as being the "storehouse of knowledge," and how else but through the information center's assistance can the commercial artist obtain marketing data, contractual requirements, customer specifications, translations of worldwide promotional materials, and—vitally important in the aircraft industry—emblems, logos, aircraft interior designs, color schemes, and historical research on inactive and past aircraft? It is also in this area that staff proves its capability in meeting the diversities of the service approach, although utilizing six artists in this endeavor.

Protecting the company's interest, both internally and externally, in matters of image-building, legal protection, and reputation are but a few other areas where an information center can make worthwhile contributions—if the operation is well-run and has a well-earned reputation. Usually a company like Lockheed has a vested interest in sharing its technical know-how with the scientific community. Through that medium it advertises its technical proficiencies and establishes a good image. Local speeches, the presentation of technical papers before professional societies, and the publication of articles in professional journals could be a liability to the company if they are not properly controlled and cleared.

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Since there usually are many disciplines and offices that require such careful attention professionally, a centralized control point is a logical position to establish. With the interest of the company at heart and as an information-minded organization, it was not difficult to sell management on having the information department assume company-wide responsibility for the administration of a publications clearance system. Other ways of advertising the information center's expertise included submitting notices of a technical nature to the company house organ and actively participating in the creation of a scientific journal published by the company.

Liaison with professional societies, the coordination of technical committee assignments, approval of company-paid membership fees for savings on publications, and the approval of awards for published papers are but a few more offshoots in a longtime effort to assist management in areas which could get out of hand if not properly administered. The announcement of professional meetings and the maintenance of official programs and calls for papers are other services performed in the area of company image-building. The official "Functions and Responsibilities" statement, shown in the appendix, illustrates more vividly the involvement in the management process of guiding and representing the company's interest. It is a certificate of the company's trust and a license to operate under management's approval.

Conclusion

Managing management is an earned privilege. It means continuous, arduous work, effective planning, proper supervision, productivity, coordination of efforts, salesmanship, and reputation—for having good sense and a reliably concerned professional attitude. To become a part of management, however, take the initiative and learn how to work with management. What is earned in that role is top management's acknowledgement. Once that is attained, it is not too hard for a manager to ask top management for special needs and even some favors.

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Appendix. Functions and Responsibilities, Technical Information Department.

Line of Authority: Director of Engineering, Chief-Engineering Administration, Technical Information Department

Summary:

Provide to all Company organizations scientific, technical, military, and vendor information through information acquisition, storage and retrieval, and literature survey. Design, plan, develop, and complete graphic art work for Company sales, promotion, and presentation media. Edit, lay out, prepare, and publish Company proposal materials, reports, and publications. Coordinate clearance of employee speeches and articles. Maintain society membership lists. Maintain a trip log.

Specific Requirements:

1. Accomplish all functions listed in the General Responsibilities statement contained in the Engineering Management Manual.
2. Establish and staff subordinate organizations as required for the performance of assigned functions and responsibilities.
3. Maintain a current collection of technical publications, general and reference books, and reports on all subjects of interest to Lockheed-Georgia Company personnel.
4. Receive, index, process, store, and control all forms of information material. Maintain a vault for the storage of material of a semi-active nature.
5. Direct and maintain information centers and sub-control stations for the Engineering Branch and other Branches as assigned.
6. Conduct research necessary to establish availability of technical reports, data, and publications pertinent to current or anticipated programs. Consult with Company personnel regarding program information requirements.
7. Utilize interlibrary loan arrangements to obtain information not available at Gelac.
8. Perform literature searches and prepare bibliographies, analytical summaries, and abstracts. Translate foreign language materials as required.

9. Assign all numbers to and coordinate reproduction and distribution of Engineering Reports. File, store, and make secondary distribution of Engineering Technical Proposals.
10. Coordinate clearance of speeches, papers, and published articles by Company personnel. Coordinate and obtain approval for awards to Company employees who have written articles in professional or trade journals.
11. Maintain an Engineering-approved Professional Society Membership List. Maintain a list of Engineering and C-5 Project personnel serving on technical committees of professional and trade societies.
12. Maintain a trip log for use by Engineering and C-5 Project management in planning and coordinating employee travel.
13. Index, maintain, and control Corporate and military Long Range Planning Documents.
14. Jointly maintain a Government/Industry Data Exchange Program (GIDEP) with the Army, Navy, Air Force, and NASA.
15. Review applicable Department of Defense specifications pertaining to the submittal of vendor drawings. Coordinate submittal of required vendor data to customers.
16. Stock, maintain, and operate the Engineering Technical Data Files for the storage and retrieval of such material as government specifications and technical orders; vendor drawings, catalogs, and specifications; Air Force and Navy drawings; and military regulations, manuals, and instructions.
17. Establish and operate a system for the storage of vendor engineering drawings and associated data related to Gelac aircraft programs. Coordinate the inspection of vendor drawings.
18. Store vendor data used for spare parts provisioning.
19. Procure government technical orders covering aircraft and equipment built by or loaned to Gelac, for Screening Committee and in-plant use.
20. Plan and direct the creative and functional design and execution of Company sales, promotional, and business materials. Ensure that all material produced complies with applicable contractual requirements and customer specifications.
21. Conceive, develop, and prepare finished, professional quality paintings, pictorial and figure illustrations, lettering, typography, graphs, charts, signs, color designs, and other graphic and visual art for promotional material, interior and exterior aircraft styling, slides, publications, and other items required by Company organizations and personnel.
22. As requested, design still and animated exhibits and displays.
23. Determine colors, paper, and printing methods; contact and select outside printing sources; and coordinate all operations required to publish technical presentations, brochures, exhibits, and displays.
24. Prepare clay models of airplanes and airplane sections and recommend configuration changes to improve aesthetic appearance. Conduct industrial design studies and make recommendations on such items as airplane interiors, components, and ground equipment.
25. Provide consultation and guidance to all organizations on graphic and visual art requirements and problems.
26. Prepare reports, proposals, and other documents, including editing, layout, preparation of copy for reproduction, coordination of reproduction, procurement of covers, collating, and binding.
27. Prepare and maintain a writing style manual.

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Data Base Development: Federal Programs

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■ The development of a prototype data base of food, agriculture, and nutrition programs is described. The uses of the data base and suggestions for enhancing its usefulness in the future are discussed.

THIS COUNTRY CONTINUES to be faced with an information explosion. Consequently, facts, programs, policies, and analyses are multiplying rapidly causing identification of relevant information to be considerably more difficult. As Congress and the American public become increasingly concerned about the federal tax bill, a centralized source of timely, accurate, accessible, and relevant information is needed.

Recognizing this need, the Senate Appropriations Committee in June 1978 requested the U.S. General Accounting Office (GAO) to compile a government-wide, prototype Food, Agriculture, and Nutrition Inventory (FANI). The Committee felt that this information would be valuable for budget preparation, the appropriations process, and for improving overall program efficiency in this area.

This article expresses the views of the authors and not necessarily those of the General Accounting Office.

In December 1978, the Comptroller General of the United States wrote to 34 agencies describing the project and requesting that each agency designate appropriate officials to serve as liaison with the General Accounting Office staff. Early in January 1979, the director of the Office of Management and Budget (OMB) sent a memorandum to these same agencies urging them to support the GAO effort and to respond to the data request in a timely manner. This support made it possible to collect data from agencies throughout the federal government.

Preliminary Work

Before the data base could be designed, several tasks had to be completed. The first task was to define a "program" and a "food, agriculture, and nutrition program." (See appendix for definitions.)

The second task was to identify programs. Agency annual reports, GAO reports, the *Catalog of Federal Domestic*

Assistance, agency program directories, hearings, the *U.S. Government Manual,* and the *Budget of the U.S. Government* were researched. This research identified 42 departments, agencies, commissions, councils, and other operations that were directly or indirectly involved in the food, agriculture, or nutrition area.

Data Base Design

The first step in designing the data base was to identify the data elements needed. After considerable consultation with GAO, OMB, and U.S. Department of Agriculture (USDA) staff, a questionnaire was designed that had fourteen parts. One of these had a four-part classification structure by which any food-related program or activity could be defined. The four classifications were food system sector, program function, target user, and geographic scope. For example, the Food Stamp Program could be broadly defined as being in the consumption sector, its function being direct donations, having target users of low-income groups, and operating in a domestic geographic scope.

Within each of the four broad categories, many different lower levels of definition were allowed. The four dimensional approach was taken because it can be universally applied to other areas with modification of the subclassifications within each dimension.

The questionnaire asked for the following information:

Program Title—This was to be a concise, meaningful description of the program. If the program was included in the *Catalog of Federal Domestic Assistance,* the title used in that publication was used in the inventory.

Administering Body—This is the administering department or independent agency in which the program is located. This section also includes the division, bureau or office within the agency responsible for administration of the program.

Program ID Codes—Using OMB's Master Account Title (MAT) file, the agencies were asked to include the four-digit number that identified the department/agency and bureau/division/office responsible for the program. Using this four-digit number, a unique seven-digit number was assigned to each program.

In addition, the *Catalog of Federal Domestic Assistance* number was used if the programs were exact matches of those in the *Catalog;* otherwise, this item was left blank. The OMB/Treasury account number was also included in FANI. This number is the eleven-digit code that appears in the President's budget. By having this number, it is possible to key the programs in the inventory directly to the budget. Up to five different OMB/Treasury account numbers are included for those programs with multiple-funding sources.

Statutory Authority—This data element shows the most meaningful legal authority (enabling legislation), including the most recent amendments on which the program was based. This information provides the starting and ending points of the program's legislative history. It also can be used to show how many and what programs were enabled by the same legislation.

Space was allowed in this question to include any additional citations; for example, citations not codified such as Executive Orders, Presidential Proclamations, or Reorganization Plans.

Financial Data—Dollar and staff year figures were included for fiscal years 1978, 1979, and 1980. Future updates of the inventory will include 1979, 1980, and 1981 for the second year; 1980, 1981, 1982, for the year thereafter, and so on. The inventory can now store up to five fiscal years of data. The numbers were to be "best guesses" since it was expected that there would be difficulty disaggregating budget data for some programs. The numbers collected are "order of magnitude" estimates and should not be used to try to determine exact program costs or budgets.

Authorization—If any program's authorizing legislation contained any special language that mandated or constrained the program, the special language is included under this item. An example of such language is: "Not to exceed $150 million for fiscal year 1980."

Program Description—The program officials described the objectives, accomplishments, and target population to be served (users) of their program. Program officials were also told that if they needed to qualify any other information on the data collection instrument, they should include those qualifications under this section.

Program Descriptors—Space for five descriptors was provided on the form. Up to five words or terms were used to describe the program. These descriptors will be used to build a keyword list that will serve as a subject index.

Program Description Codes—A classification system was designed that could be used to define any program four different ways:

1) by what sector(s) of the food system the program affected;
2) by what functions(s) it performed in that sector;
3) by what user(s) it served;
4) by the geographic scope of the program's activities.

Program officials were instructed to select up to six different codes for sector, function, and user, and one code for scope. "Primary" or "secondary" designations were not used on any of the codes. This allowed flexibility in reporting on all of the sectors, functions, or users involved rather than forcing any one program into assuming one unique mission. Programs can perform more than one mission, concurrently a factor that this coding system provides for.

Congressional Committee Jurisdiction—The inventory contains names and codes for up to seven different congressional subcommittees that have jurisdiction over the program.

Related Programs—Program officials listed those programs outside of their department or agency that related to their program on the basis of program objectives or target users. A list of related programs was put on a card file and was then used to check what programs had been omitted in building the prototype inventory.

Program Reports—Program officials listed the five most significant program evaluation or information reports issued by them or anyone else during the last five years. These reports are intended to be used as reference materials for further investigation.

Agency Contact—The person named in this portion of the questionnaire is the one most familiar with the program and the one who could respond to official inquiries concerning the program.

Date Form Completed—The questionnaires in the prototype inventory were completed between Jan 15 and Mar 7, 1979. Consequently, the other data in the inventory is valid "as of" the date given.

Data Collection and Processing

The groundwork for collecting the data had been laid by a letter from the Comptroller General asking each agency to designate a liaison. After the agency liaisons were designated, they were contacted by phone and briefings were held by GAO for agency program officials. The program staff completing the forms was encouraged to call or visit the GAO staff whenever they had a question

Jan 31, 1979, was set as the target date for the agencies to submit their completed forms. GAO and USDA staff then edited the completed forms. By Mar 7, 1979, GAO submitted 359 completed data collection instruments from 28 agencies for keypunching. USDA contracted with the Federal Prison System (FPS) for data entry which took about three weeks. The data tapes were submitted to USDA for entry, machine editing, and processing.

At this point the computerized inventory was queried by GAO, other federal agencies, and congressional committee staffs. Other potential users are state and local governments, academia, foundations, associations, industry, individuals, organized labor, public interest groups, and foreign governments. Librarians may want to use the inventory to provide background information on federal food, agriculture, and nutrition programs for their decision-makers and planners.

The Next Steps

The inventory provides Congress and other decision-makers with a detailed overview of programs so that they can make better decisions. Rather than reducing budgets by making 10% across-the-board cuts or eliminating programs or institutions in total, decision-makers can see what portions of programs, functions and/or institutions need to be reduced, combined or abolished. Four more questions need to be answered to be able to fully realize the usefulness of the Food, Agriculture, and Nutrition Inventory and other information tools to decision-makers.

- *How best can FANI be refined and maintained on an ongoing basis within USDA?* It is possible the inventory concept could then be extended to other policy areas until a total Federal program inventory had been built.
- *How can the methods developed in this prototype effort best be coordinated with ongoing activities regarding the Sunset legislation?* (The Sunset legislation establishes a procedure for the periodic congressional review of federal programs and tax expenditures. It is designed to improve the legislative oversight of federal activities and requires a federal program inventory.) FANI could serve as an example method for implementing the Sunset concept.
- *What is the best way to link FANI to a set of environmental, social, technical, and economic indicators?* Through such a linkage, better insight could be gained into the interactions between government activities and the environment, and composite program evaluations could be performed. The Domestic Information Display System (DIDS) at the White House is a example of an information system containing such a set of indicators.
- *How can FANI be coordinated with a futures-oriented system to assess single and cross issue impacts?* An example of such a system is the Futures Information Retrieval System (FIRST) at the Congressional Research Service (CRS).

Using the Data Base

The FANI data base can be queried for any of the information mentioned under the section entitled "Data Base Design." For example, earlier this year the Administration was considering moving the fishery programs in the Department of Commerce to the proposed Department of Natural Resources (the Department of the Interior). When the data base was queried to find out what federal programs are involved in the production or consumption of fish, it was found that, in addition to the Department of the Interior, there are also programs in the Department of Agriculture, the Agency for International Development, and the Tennessee Valley Authority. The data base also has the budget authority, obligations, and staff years for each program, in addition to the other data mentioned under "Data Base Design."

A new federal bank has used the data base to find out what other sources provide loans for consumer cooperatives. This data enabled the bank to contact the appropriate people to coordinate their efforts.

A private citizen requested information on where to obtain grant money to do hydroponic research. The data base provided him with several promising leads.

There are only three illustrations of how the system can be used. In addition to an interactive search of the system, copies of the *Prototype Inventory* and the *Inventory of Federal Food, Agriculture, and Nutrition Programs* (CED-79-125, September 11, 1979) are available in limited quantities. The *Prototype Inventory* is a file dump of everything included in the data base and can be used as a limited reference tool.

To obtain copies of the reports or to request a search of the data base contact: Michael Mason, Office of Program and Budget Evaluation, U.S. Department of Agriculture, Administration Building, Rm 103E, 12th and Independence Ave., S.W., Wash., D.C. 20250 (202/447-3671).

Questions regarding the data base, including future plans for providing access to it, should be directed to:

Mr. John Luke,
Group Director,
Program Analysis Division,
U.S. General Accounting Office,
441 G Street N.W., Room 5104,
Wash., D.C. 20548
(202/275-1907);

Mr. Robert Sherman,
Acting Director,
Budget and Legislative Systems,
U.S. Department of Agriculture,
Administration Building-Room 103E,
12th and Independence Ave., S.W.,
Wash., D.C. 20250 (202/447-6176).

Appendix. Definitions.

Program: an organized set of activities directed toward a common purpose, objective, or goal, undertaken or proposed by an agency to carry out the responsibilities assigned to it. It may or may not be identified as a separate program by statute or regulation. A program may also be an activity, service, process, or project.

Food, Agriculture, or Nutrition Program: any activity of a federal agency which is directly or indirectly related to the production, consumption, or marketing of food or any agricultural activity.

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FISK

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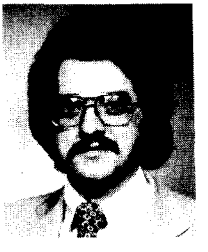
WEISS

Automatic Publishing of Library Bulletins

Moshe Inbal

Information Center and Library, MBT-Israel Aircraft Industries, Industrial Zone, Yahud 56 000, Israel

The advent of the computer makes it possible for the first time in library history to shift from manual to more efficient methods of information processing. One such effort concerned with the computerized publishing of library bulletins containing recent accessions of technical reports is described.

IT IS GENERALLY AGREED that special libraries must advertise their latest accessions to potential users (*1–3*). Usually no problem exists when dealing with books. A number of new books may be kept on a counter for browsing, or their dust jackets can be clipped onto the library board. However, when it comes to technical reports, especially in microform, the library must be more innovative in finding ways to publicize its acquisitions.

This was the case at the MBT-Israel Aircraft Industries Library. Established in 1967, it serves a clientele of 1,000, of which half are engineers. The library's collection contains about 12,000 books, 10,000 reports, an extensive file of industrial standards and manufacturer's catalogs on microfilm, and annual subscriptions to some 700 journals, most of which are sent directly to the various engineering departments. The library has a four-person staff, three of whom are professionals. Subject areas include: aeronautics, electronics, electrooptics, and computers.

The Need for a Bulletin

The technical library currently subscribes to twenty-five classes of the National Technical Information Service's Scientific Reports in Microfiche (NTIS/SRIM)* on a standing order basis. This satisfies about 50% of all user requests. The other 50% are ordered in hardcopy either from NTIS or other outside sources. Reports arrive in batches of several hundred copies per shipment. The library could have chosen to file them away in microfiche drawers and make them available only if specifically requested, and then only by report number. But its aim was to make them available also by subject and to announce their availability to all potential users. One way to accomplish this was to publish a library bulletin.

*DDC's Automatic Document Distribution program (ADD) is not available to the technical library at MBT but might prove useful to others contemplating the institution of an automatic publications system.

A library bulletin would also serve a second important function: The Library subscribes regularly to *Scientific and Technical Aerospace Reports* (STAR), and receives a local service very similar to NTIS *Weekly Abstracts Newsletters.* But the purpose of abstract journals is to enable retrospective searches and, generally, to serve current awareness purposes. Since they cover broad fields, a user must search through much irrelevant material before obtaining what he requires (*4*). A library bulletin, on the other hand, serves to inform the user about recent accessions. It is short, specific, and alerts the user to items that are immediately accessible.

However, to prepare a bulletin manually, it is necessary to arrange a format, sort references, enumerate pages, and write a table of contents. Due to the volume of reports to be published and the shortage of manpower, this idea was quickly ruled out. The possibility of preparing the bulletin by computer was, therefore, considered.

Preliminary Steps

MBT has an in-house PDP 11/70 minicomputer working on-line and batch. After the library's requirements were analyzed, the staff turned to the programming people for help. Pretty soon, both sides realized that scientific or even business data processing is very different from bibliographic data manipulation. In short, they encountered a communication barrier (*5–6*). Since the staff had some experience and several courses in programming behind them, they decided to do the job themselves. All programs were written in BASIC-11 (*7*), which lends itself beautifully to string manipulation. The outcome was quite exciting and worth the effort.

The Codes File

The NTIS/SRIM service that the library subscribes to offers thirty-nine subject categories. Each category is further subdivided into an average of ten subsubjects called classes (*8*). The library receives reports in twenty-five classes.

When a SRIM parcel arrives, it is accompanied by a shipment notice on which the report number plus the subject code of each fiche appears. This subject system is quite simple and straightforward. It consists of a three-symbol code; two digits representing subject category plus a character for subsubject or class. A sample of this classification system is shown in Fig. 1.

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Figure 1. Sample NTIS Subject Classification Scheme.

43. PROBLEM SOLVING INFORMATION FOR STATE AND LOCAL GOVERNMENTS
    - A. Finance
    - B. Economic and community development
    - C. Human resources
    - D. Police, fire, and emergency services
    - E. Energy
    - F. Environment
    - G. Transportation
    - O. General
44. HEALTH PLANNING
    - A. Planning methodology
    - B. Agency administrative and financial management
    - C. Community and population characteristics
    - D. Health care assessment and quality assurance
    - E. Health care measurement methodology
    - F. Health care forecasting methodology
    - G. Environmental and occupational factors
    - H. Health care technology
    - J. Health delivery plans, projects, and studies
    - K. Personal health care needs and demands
    - L. Health care needs and demands
    - M. Health resources
    - N. Health care utilization
    - P. Health education
    - Q. Health-related costs
    - R. Economics and sociology
    - S. Legislation and regulations
    - T. Data and information systems
    - U. Health care delivery organization and financial management
    - O. General
45. COMMUNICATION
    - A. Policies, regulations, and studies
    - B. Radio and television equipment
    - C. Common carrier and satellite
    - D. Sociopolitical
    - E. Graphics
    - F. Verbal
    - G. Communication and information theory
    - O. General

The list of twenty-five classes, consisting of codes plus subjects, is kept permanently on a computer disk. This file called "CODES" is being used by three out of the total of four programs.

After the code has been copied onto the microfiche envelope, it is entered into the computer file. This can be done either batch or on-line. On-line is preferred because, in case of an incorrectly typed code, the computer by means of reference to "CODES" immediately rejects an erroneous record which may then be retyped. For input, an ADM 3A Lear-Siegler display terminal is used but, of course, any other terminal with appropriate interface will do.

The Four Program Functions

The first program is intended to accept input through the terminal, one reference at a time, compare it to "CODES" and, if correct, to output or deposit it into the file. References do not need to be arranged in any specific way; they can be typed in at random as

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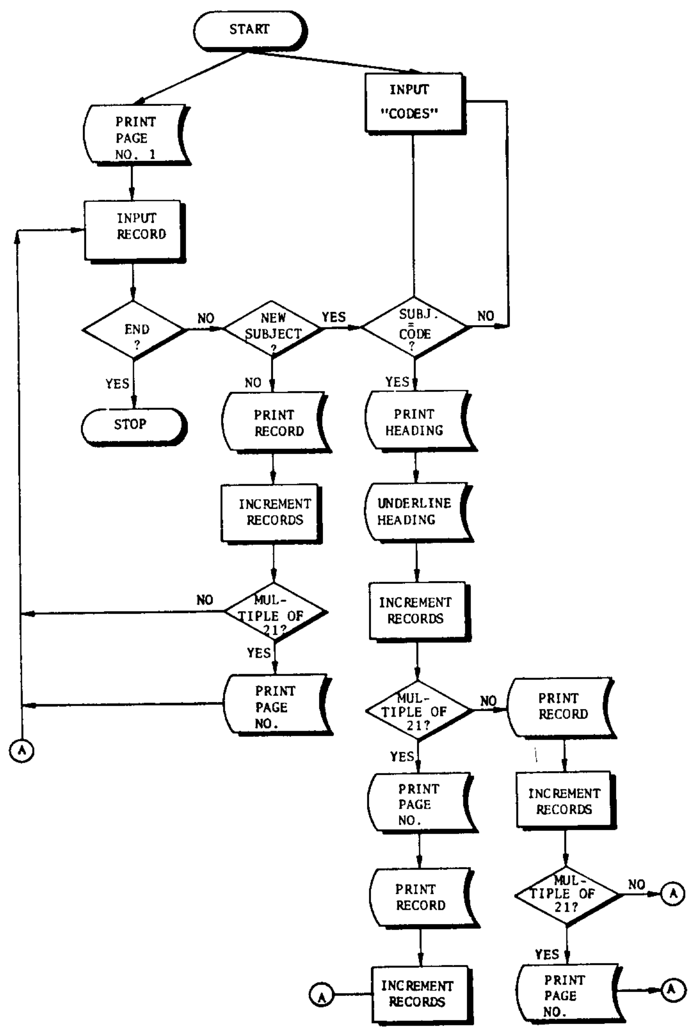
Figure 2. The Bulletin Processing Program: FICHC.



they come. This is the only manual process required and can be accomplished by a typist.

For reasons of economy, it was decided that each reference would include only three bibliographic elements, and that they would be typed in two lines:

Element 1: report number and title;
Element 2: extension of title (if any) and date;
Element 3: subject code.

After the last reference is typed in, two slashes (//) are made by the typist for each element. This serves as a trigger for the program to stop and close the file. The program is called "FICHA" and the file just created is named "LISTA".

After "LISTA" is created, a second program, "FICHB," does the job of sorting by subject code. The method by which this is done is called "Bubble Sort" (9), because references with a lower value sort of "bubble" to the surface. The sorted file thus obtained is called "LISTB."

When "LISTB," the sorted file is ready, a third program, "FICHC," is called upon to arrange references into an ordered list that will become the library bulletin. "FICHC" (see Fig. 2), inputs "CODES" and "LISTB." It counts records and enumerates pages, prints subject headings, underlines them, and arranges references under their relevant headings. The output (see Fig. 3) is called "LISTC."

Finally a fourth program, called "FICHD" (see Fig. 4), is called upon. "FICHD" inputs "CODES" and "LISTB" as was done by the previous program, but its job is to arrange the title page and the table of contents for the bulletin.

The program requests an input of the current bulletin number and date, and then prints out the table of contents, complete with the subjects and page numbers where relevant reports may be found. A sample of a title page and contents, called "LISTD," is shown in Fig. 5.

After "LISTC" (the bulletin) and "LISTD" (the title page and contents) are ready, a command is sent to the computer line printer through the terminal to print the desired number of copies, which are then distributed to library clientele. At the moment the

Figure 3. Sample of the Bulletin: LISTC.

```
                         AERODYNAMICS
                         ************
AD-A051 864  FIXED WING STABILITY & CONTROL, THEORY & FLIGHT TEST
   TECHNIQUES, 1977,  51A

AD-B019 911  EXTERNAL STORE AIRLOADS PREDICTION TECHNIQUE V, 1
   1975,  51A

AD-A051 884  SUPERSONIC FLOW-AROUND OF THIN BODIES WITH MACH NUMBER
   CLOSE TO UNITY, 1977,  51A

                         AERONAUTICS
                         ***********
AD-A051 687  FIRE FIGHTER TOOLS
   1978,  51B

AD-A051 722  REMOTE ACOUSTIC WIND SENSING EXPERIIMENTS
   1977,  51B

N78-19823  EIGENVALUE EIGENVECTOR ASSIGNMENT USING OUTPUT FEEDBACK
   1978,  51B

AD-A051 700  ATMOSPHERIC ABSORPTION ADJUSTMENT PROCEDURE FOR AIRCRAFT
   FLYING NOISE MEASUREMENTS, 1977,  51B
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library prints about 160 bulletin copies, but its distribution list is constantly expanding.

Users may request reports by checking off their given numbers. Orders are filled in microfiche only. If a user requests a hardcopy, his division or project account number is charged.

Costs and Economy

It is difficult to compare the costs of a mechanized system with a manual one. Only rough estimates can be given, and these may differ from one computer, situation, institution, and country to the other. Mechanized systems obviously improve existing services, and enable the development of new ones. Their design also has a definite educational value for the library staff, an intangible but valuable benefit that cannot be estimated in dollars and cents.

The cost of printing the bulletin using the mechanized method is measured in CPU time. There are two modes of computer time: connect time and CPU time. Connect time at MBT is included in the plant's overhead and is not directly charged to the library. CPU time costs approximately $2.00 per

Figure 4. Title Page and Table of Contents Program.

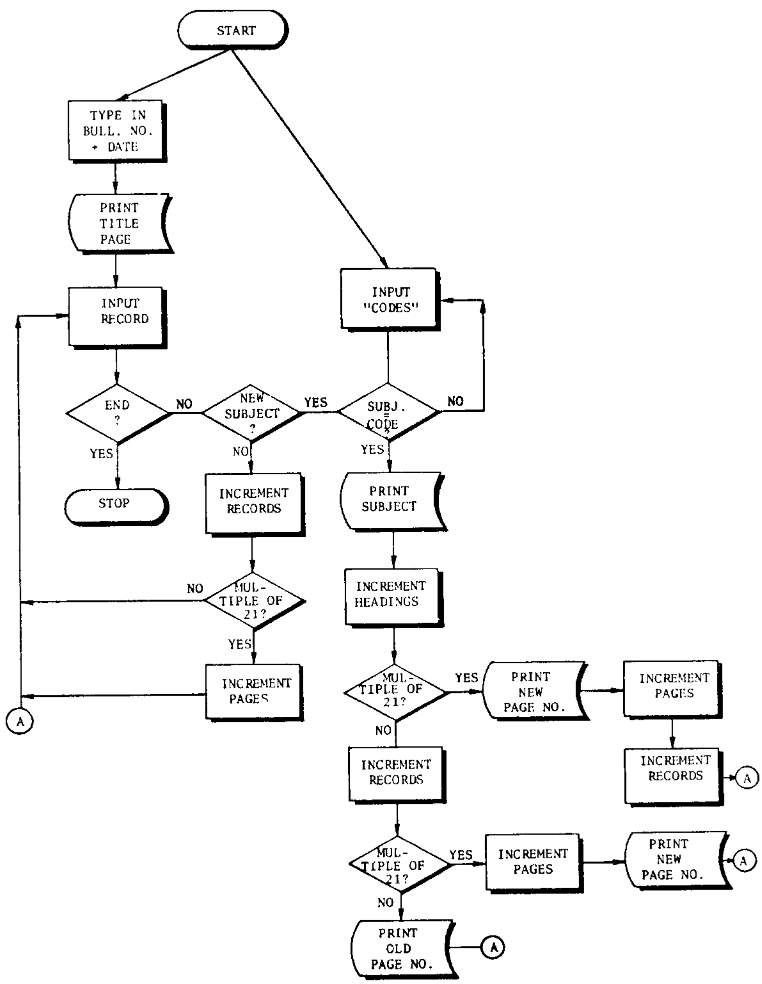

Figure 5. Sample Table of Contents: LISTD.

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*************************************************
 MBT • INFORMATION CENTER

 BULLETIN NO. 25              JANUARY 1979
*************************************************


                         RECENT ACCESSIONS OF TECHNICAL REPORTS
                                    IN MICROFICHE
                                    ############


                                  TABLE OF CONTENTS
                                  ================


AERODYNAMICS ................................................... 1
AERONAUTICS .................................................... 1
AIRCRAFT ....................................................... 1
NAVIGATION SYSTEMS ............................................. 1
ROCKET ENGINES & MOTORS......................................... 1
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minute. It includes the price of printing by the computer line printer. Once all references have been typed in, it only takes about ten minutes CPU time at a cost of $20.00, to sort and do all the manipulations necessary to prepare the bulletin automatically.

Compare this with the manual method. An average bulletin consists of twenty pages the price of twenty stencils is $2.00 and the cost of duplication is $6.00. Therefore, the manual production price would be only $8.00 per bulletin. However, the $12.00 difference in favour of the manual method is more than offset by the eight hours of time saved by using the automatic method. In addition, the computer takes care of the drudgery and frees the staff to do more productive, interesting, and professional work.

Efforts are now underway to replace the "Bubble Sort" by a more efficient algorithm which may reduce CPU time by two to three minutes. Printing too will soon be done in a more economical way; instead of printing on single-sheet continuous stationary, the four-sheet variety with interleaved layers of carbon paper will be used.

Conclusion

Since the time this article was presented, the system has evolved into a full-scale information retrieval tool. The programs have served to computerize a small personal file of 1,100 reports and journal articles. This file is now operational and has met with great interest and enthusiasm on the part of the library's users. Due praise must go to the computer. It was found to be an efficient, patient, tireless, and friendly companion.

For additional information including program availability, please contact the author.

Acknowledgements

I wish to express my thanks to Jerry Kantor and Joel Harband for their help and cooperation. In particular I am grateful to Dov Gonen and Ora Gurevitch. Their kind advice and assistance was indispensable.

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On page 582 the authors claim that their: "... reports circulation has increased by about 600% directly attributable to the 'TRAC SHEET'" (an announcement bulletin).
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The author states (p. 414): "... the correct way ... to convince management that good information service is worth the money ... is to market the library services aggressively ... (and) some (such) library marketing tools are awareness bulletins ..."
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The Pacific Scientific Information Center

Geographic Emphasis of a Pacific Map Collection

Lee S. Motteler

Pacific Scientific Information Center, Bernice P. Bishop Museum, Honolulu, Hawaii

■ The collection of the Bishop Museum is described, noting its concentration on the Pacific. A brief history of its creation and growth, its research value, and further plans are also given.

THE PACIFIC SCIENTIFIC Information Center was founded under the auspices of the Bernice P. Bishop Museum in Honolulu, Hawaii in 1960. Such an organization had long been the dream of its founder, Edwin H. Bryan, Jr., and with the encouragement of several members of the former Pacific Science Board, a National Science Foundation grant was applied for and awarded.

The original conception of the center was based on the need for a strategically situated clearinghouse for information on geography and the natural and social sciences in the oceanic Pacific and closely related areas. Considerable effort was made to build up a collection of useful reference materials on the Pacific, and to provide many often difficult to find sources in one central location where they would be accessible to all serious researchers.

The basis for the present collections was a bulk of prime material salvaged from military operations at the end of World War II. Included were aerial photographs, a few thousand maps, and numerous publications and notes. These were supplemented by the files of the Pacific Science Board, the U.S. Commercial Company's Economic Survey of Micronesia (in which Bryan participated), and one of the few complete sets of Pacific Science Congress publications. Other valuable resources were accumulated by the Curator of Collections; some of these are a full set of Bishop Museum publications and innumerable separates and notes.

Recently, the Pacific Scientific Information Center has undergone a divi-

sion into two sections: the Pacific Files Section and the Geography and Map Section. Basically, the former now contains the extensive files on natural sciences and related subjects, bibliography, and other important data on Pacific Islands. The latter houses the geographic materials, the map and aerial photograph collections, atlases, and gazetteers. This paper concentrates on the Geography and Map Section and the reorganization of its Pacific map collection.

In addition to the need for a center for Pacific research in Hawaii, there is a need at the Bishop Museum for a centrally located depository of maps and other geographic data. The Information Center's Geography and Map Section is intended to serve this purpose by providing a comprehensive collection of geographic reference materials for staff use. Some of the maps presently in the center's files have come from other museum departments, notably the library, the history department, and most recently the entomology department. There has been a certain amount of autonomy in the several departments, resulting in a number of separate map collections. Some of these, such as the Anthropology Department's collections, form an essential working tool since they include field notes and site maps. Other maps have been stored elsewhere for reasons of optimum environmental control, such as those filed in the manuscript room of the library. It is hoped that means will be found to minimize the necessity of separate map collections, but it would prove impractical to eliminate them entirely.

The center's map collection contains an estimated 20,000 maps, including a rather large number of duplicates. As might be expected, the principal emphasis is on maps of the Pacific basin and the islands of Polynesia, Micronesia, and Melanesia. The collection is being expanded and reorganized to fill an additional 100 horizontal map file drawers recently acquired. At present, about 64% of available map file storage (158 out of 248 drawers) is devoted to the three great insular divisions of the Pacific. Of this amount, about 30% (48 of 158 drawers) constitutes the collection of Hawaii maps, and a little under 20% (30 of 158 drawers) for the rest of Polynesia. Thus, nearly 50% of the storage for the three areas is devoted to Polynesia, with about 20% each for Micronesia and Melanesia; the remaining 10% comprises general and series maps of the Pacific.

Peripheral Pacific areas are also emphasized, and the present collection devotes approximately 20% of its map storage space to Australia, Indonesia, the Philippines, Southeast Asia, and so on. Somewhat less than 20%, then, is devoted to maps of non-Pacific areas (the Americas, Europe, Africa, West Asia, and so on). Maps of these areas, while generally not sought, have been obtained through gift and exchange, and perhaps now compose a disproportionately large share of the collection, considering its stated emphasis. This consideration, among others, suggests the desirability of developing a formalized definition of geographic emphasis, which can serve as the basis both for the reorganization of the collection and the implementation of an acquisitions program determined by established criteria. Such a definition has been developed to cover the special mandate given our Pacific map collection, and the simplified results are presented here.

The primary, secondary and tertiary areas of geographic emphasis are shown graphically in Figure 1.

Areas of Primary Emphasis

The area of primary emphasis will continue to be the Pacific basin, and especially the islands of Polynesia, Micronesia, and Melanesia. Within budget limitations, an effort will be made to obtain all large to medium scale current mapping available, in addition to representative selections of early printed maps and charts. Particular emphasis will be given to Hawaii to improve and expand its collection. New Zealand will be covered at medium scale initially, partly because of its size and partly because larger-scale mapping is available there, which is not always the case with many of the small, remote islands of the Pacific. Increased emphasis will be placed on the rest of Polynesia, which needs more complete, current coverage in many areas. Micronesia also requires more recent map-

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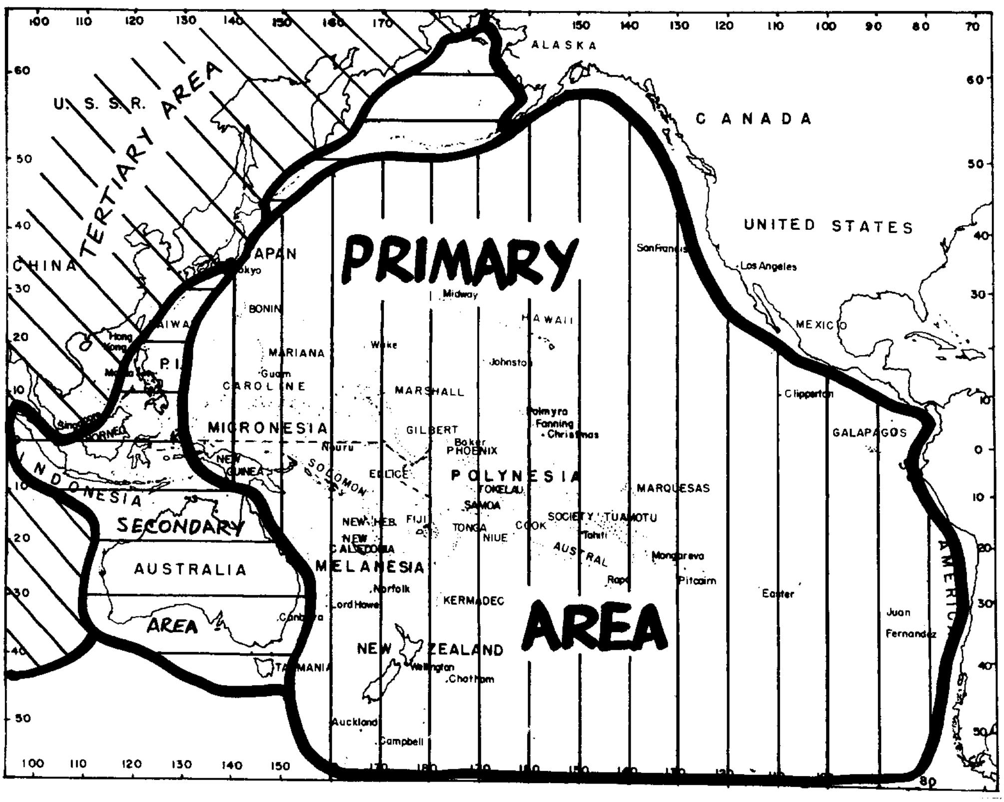
Figure 1. Primary, Secondary and Tertiary Areas of Geographic Emphasis.



ping to supplement its extensive coverage. Coverage of Melanesia will include the entire area of Papua New Guinea.

In addition to these traditional areas, primary emphasis will extend to several peripheral Pacific areas. Irian Jaya (western half of New Guinea), and isolated islands on the periphery of the Pacific (e.g., the Galapagos, Juan Fernandez Islands, islands near New Zealand, Coral Sea islands, and various islands south of Japan) will receive primary emphasis. Maps in general or in series covering the Pacific, such as aeronautical and bathymetric charts, geologic and oceanographic maps, will also receive primary emphasis. These are normally produced at smaller scales but are sometimes of landmark significance.

Areas of Secondary Emphasis

Medium- to small-scale map coverage will be sought for areas considered of secondary importance in terms of our collection. Requests for maps of such areas are less frequently encountered, and because of their extent, detailed coverage would prove impracticable both financially and in terms of storage limitations. The areas of secondary emphasis will be Australia and New Zealand (for which adequate mapping is generally available), the Philippines, Indonesia (excluding Irian Jaya, which will receive primary emphasis), part of Malaysia, and peripheral continental islands such as Ryukyus, Kurils and Aleutians, and the Bering Sea.

Areas of Tertiary Emphasis

Areas which will have lowest priority in terms of acquisition, but which will continue to be represented, are insular East Asia (Japan, Taiwan, and so on), mainland East Asia (Siberia to India, including Southeast Asia), and the world in general (especially oceans). Added to these will be islands of the Indian Ocean, as part of the expanded Indo-Pacific area, and Antarctica.

Areas to Be Excluded

Several questions relating to geographic areas not included in the three levels of emphasis have yet to be resolved. Should mapping of North America, particularly the mainland United States and Alaska, be retained because of its relation to Hawaii? Requests for these maps are usually limited to recreational use and, thus, the research potential is dubious. South America also has Pacific interests, but islands under its nations' administration will be represented; the continent itself need not necessarily be. Other areas nonessential to the collection include Europe, Africa, West Asia, and islands of the Caribbean and Atlantic. Noncollection of additional maps in these areas will not necessitate the elimination of existing maps, though a more compact storage could free some needed space for areas of emphasis. Other possible solutions are donation to needy or interested map libraries, or exchange of the nonessential maps for unwanted Pacific maps in other collections. A similar donation or exchange of the duplicate maps in the collection would make available a comparatively large number of drawers for expansion (presently at least 40 drawers, or about 16% of the total, are set aside for duplicates).

The current reorganization of the Pacific Scientific Information Center's map collection is being carried out along the basic lines illustrated in Figure 1. Plans for future map acquisition and the growth of the collection will be developed systematically within this framework.

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Commentary On

Collecting the Elusive Local Document

"Not all libraries that should, conscientiously collect municipal publications" *(1)*. Why are city and county publications being neglected?

It is not because they are uninformative. "Local government publications are important enough to justify their inclusion in virtually every public or academic library, no matter how small" *(2)*. At a time of fast growing municipalities and an emphasis on local problem solving, city and county documents are too essential for a library to overlook.

It is not because they are expensive, since many can be obtained for free or at a low cost. Simple cataloging schemes can be set up to organize them. The expense and difficulty is in acquiring the documents.

Unlike federal and state publications, there is no central authority for controlling the publication or distribution of local documents *(3)*. There are no comprehensive bibliographies or checklists. Instead, librarians use two tools: imagination and perseverance.

In collecting city and county documents published in your state, the first step is to identify responsible people who will send you publications. Local directories and organization charts should be studied to determine whom to start contacting. Officials are more cooperative if they are reached in person. Usually, no appointments are required. Telephone calls are the next most effective means of communication since letters are too often lost or neglected.

Visits should be made to city clerks and to clerks of the board of supervisors. If these officials gather together at an association of counties or cities conference, speak at their meetings. Come prepared with a collection policy specifying what kind of documents are needed and a business card with your correct mailing address.

The main publications you will want to request are: 1) financial reports (annual budget, annual financial report, capital improvements program); 2) planning reports (on land use, zoning ordinances, economic growth, development plans); 3) salary schedules and job descriptions; 4) annual reports of various departments. Statistics, laws, and descriptions of programs are the types of information most sought and published.

City and county clerks will usually distribute at least the budget and city codes, but they may not receive even one copy of the reports other departments produce. Planning officials will have to be contacted, either individually or at their annual meeting. Some may be planning librarians who are among the most helpful in sending out documents.

Before meeting with city and county officials, have in mind what type of information your clients will need from local documents. Officials may ask you to define the subject content of the materials you want from them. If there are already some local publications in your collection, have a list of them with you. Some agencies keep a backlog of older materials that you may not have acquired yet. Ask those whom you contact to recommend other agencies you should visit. Remind officials that the long-term availability of documents in your collection will relieve them of reference questions and storage problems.

Be sure to get on each agency's mailing list so that repeat trips will not be necessary. If a mailing list is not maintained, find out if a list of publications is distributed. This will be helpful because the most difficult aspect of collecting local documents is discovering that a particular item exists.

Get on the mailing list for any newsletters an agency may publish and read them. They may contain announcements of new publications and discuss projects that you suspect will result in a publication. Read your state's newspapers and journals that discuss local affairs.

Go to conferences where city and county officials meet. You may discover what publications have already been and will be issued. You will become familiar with local issues about which your library should have information. This is also a good way to establish and maintain contacts with officials. You can obtain an ordinance or state law establishing your library as a depository of local documents. However, do not depend too much on these laws, since you can still get dropped off mailing lists.

Determine if there are other librarians in your state collecting local documents. Librarians in municipal libraries, the state library, public libraries, and university libraries may send you extra copies of documents or exchange acquisitions lists. You may want to speak at any meetings they hold. Contact professors and others who are doing research in urban affairs or urban planning. They may donate their documents when their project is finished.

If you can distribute an index of your local documents to librarians and city/county officials in your state it can help build your collection. At Arizona State University, a microfiche edition of the library's computerized *KWOC* (Key Word Out of Context) *Index* of Arizona state and local publications is sent to officials and librarians. Each document is indexed by key word in the title. Other subject headings are added if the title does not represent the full content of the document. Besides the title, call numbers representing the publishing agency are given. The index provides an extra incentive for officials and librarians to supply documents. Not only are they providing the library with a needed report but they are also notifying many across the state that such a publication is available.

There are some bibliographies you can scan for local documents. The Institute of Governmental Studies at the University of California, Berkeley, distributes monthly its *Accessions List* of nationwide local documents by public and nonprofit agencies. The Merriam Center Library, Charles E. Merriam Center for Public Administration in Chicago puts out weekly, *Recent Publications on Governmental Problems.* Greenwood Press publishes a quarterly *Index to Current Urban Documents.* R. R. Bowker recently issued a bibliography entitled *Municipal Government Reference Sources-Publications and Collections* which contains abstracts of city and county publications by state. The U.S. Department of Housing and Urban Development publishes *Housing and Planning References,* which also includes some documents.

The search for local publications is time consuming, but the information provided is valuable. Budgets contain the duties of officials, provide organization charts, describe funded programs, and give salaries. The source and amount of revenues, the purpose and amount of expenditures, tax rates, assessed valuations and future plans of departments are examples of financial data that is often requested and difficult to find elsewhere. Budgets can also include the number of building permits issued, vehicle registration, land area, population, voter registration, transit information, and library circulation.

Planning departments will publish valuable demographic and economic statistics, zoning and land use data, and plans for future growth. Job descriptions and pay plans will provide details on careers. Questions on zoning, building, health, public safety and licensing can be answered in city and county codes. Election results and registration statistics are found in local documents.

A collection limited to only federally and privately published materials would lack many of these facts. Therefore, do not feel frustrated if you get dropped from mailing lists, or call six times for a publication, or drive many miles to a county, only to discover that all they produce is the budget and zoning ordinances you already have. A local documents collection takes constant vigilance and investigatory ability. However, the information contained therein is worth your effort.

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sla news

Actions of the Board of Directors Chapter and Division Cabinets January 30–February 1, 1980

The Board of Directors, Special Libraries Association met Jan 30–Feb 1, 1980, at the Hilton Palacio del Rio, San Antonio, Texas. The Chapter, Division, and Joint Cabinets met Jan 30 and 31. The following is a summary of the actions taken by the Board.

In February 1979, Scott Kennedy and I attended SLA's Winter Meeting which is traditionally known as the "working session" of the organization. I was very impressed with the way the meetings were structured, and it occurred to me that the membership might well be interested in the effective way the Association operates.

Special Libraries Association has at present 49 chapters and 29 divisions (subject-interest) sections. The Association By-laws call for the President and President-elect of each Chapter and Division either to attend or to designate alternates to attend two meetings a year. The Chapter representatives form what is known as the "Chapter Cabinet," and the Division representatives the "Division Cabinet." Chapter and Division Cabinet Chairmen are elected by the full membership, and both Chairmen are members of the Board of Directors, acting for each of us in chapter and division interests.

At the 1979 Winter Meeting, the opening session was a meeting of the Board of Directors which each and every cabinet member was invited and, indeed, expected to attend. The afternoon was devoted to separate meetings of the Chapter Cabinet and the Division Cabinet at which agenda items were fully and vigorously discussed. When issues raised had to go before the Board for decision and action, formal recommendations were made from the floor, seconded, and voted on by all.

The next morning everyone reconvened at another open meeting of the Board of Directors . . . and here was the interesting point for me. In addition to the items already on the Board's agenda, the Cabinet Chairmen presented the recommendations made by their cabinets the previous afternoon. The Cabinet Chairmen were persuasive advocates for the Cabinet recommendations, however, there were still points which Cabinet representatives believed had not been covered.

Accordingly Cabinet representatives were recognized and gained the floor to state their position before the final Board vote. These representatives were allowed ample time for presentations and on occasion clearly influenced the decision of Board members.

This direct interchange between the Board of Directors and the membership has been, up to now, unique to SLA and is an impressive example of town meeting type of government. The American Library Association and the Medical Library Association are now in the process of implementing similar representation, a recognition of the effectiveness of SLA's organization.

In the last *Gazette* I urged that we all be active in the Chapter as a means of professional growth. Now I further urge you to consider holding office in the future. In SLA's organizational structure your voice will be heard, and vigorous representation, beneficial for your own professional development, is vital for the health of both the local and national associations.

Winnie Kistler

Reprinted from SLA's Sierra Nevada Chapter bulletin, *Gold and Silver Gazette* 5 (no. 2) (Oct. 1979). p. 3.

Government Relations Policy Statement—In order to provide an Association framework for all government activities, the Executive Director proposed a Policy Statement to the Board. The statement outlines, in general terms, the objectives and the focus of the program, including: library networks and cooperative activities, federal aid to libraries and information-related activities, new technologies, national library programs, access to information, postal rates, copyright, standards, and international programs.

The Board will meet on Thursday, June 5, in Washington, D.C., to discuss SLA's legislative proposals, including those relative to the White House Conference.

Networking Study—At the request of the Executive Director, the Board approved the preparation of a plan to study the processes, procedures, and alternatives for special libraries in becoming more involved in networking activities. The plan will be prepared in cooperation with the Networking Committee and other appropriate persons.

The National Commission on Libraries and Information Science (NCLIS) encouraged the preparation of such a report. By June 1980, SLA will request NCLIS to establish and support a Task Force on the Role of Special Libraries in Networking.

Joint SLA/ASIS Programs—In an effort to provide a wider range of services for Association members, SLA staff has been discussing joint programs with other organizations. ASIS has agreed to allow SLA members to register at its 1980 Conference at member rates. In San Antonio, the SLA Board took a reciprocal action that allows ASIS members the same privilege at the 1980 SLA Conference. In addition, continuing education programs will be arranged between SLA and ASIS with registration at member rates. Following a review of these experiments, the Board will consider recommendations for further joint efforts between the two associations.

Special Libraries—In response to the consistently mentioned concern of SLA members about the lack of timeliness in news items reported in *SL* and in the hope of providing more staff time for the non-serial publication program, Association staff recommended to the Board that the journal *Special Libraries* become a quarterly and that a monthly newsletter be published. The Board discussed this issue in depth, fully aware that the survey of members had not yet been completed. A report on the responses received from the questionnaire and a detailed financial statement will go to the Board in June. However, so that planning could begin for a change in 1981 and so that *SL*'s advertisers could be approached, the Board agreed to the changes requested.

Prepublication issues of the newsletter will begin in July 1980.

A request for an additional staff member for the Publications Department was referred to the Association Office Operations Committee for consideration at its May meeting.

Dues and Fees—A long, and sometimes confusing, discussion concerning the fee structure for extra Chapter and Division affiliations occupied considerable time at the Winter Meeting. The Philadelphia Chapter also raised the issue of increasing Chapter allotments when dues are raised. Please refer to the letter from SLA President Dagnese in your Conference registration packet for an explanation of the present status of the discussion. That letter will also be reproduced in the May/June issue of *SL* for your information. Further discussion on this topic will occur at the Annual Conference in June. The Association Office staff is presently compiling financial information to enable a well-thought through decision to be reached on this topic.

New Procedure for Site Selection—SLA Annual Conferences and Winter Meetings have grown to such size that there are fewer available sites that can accommodate them. After being apprized by staff of the current situation, the Board took action to authorize the following:

1) By June 1980, the Conference and Exhibits Coordinator will develop a rotation schedule that will provide for geographical distribution of meetings. Since 10% of SLA's membership is Canadian, SLA will meet in Canada every 10 years. Furthermore, cities with proven ability to earn larger profits for SLA will be scheduled more frequently. For example, New York will be scheduled every five years.

2) Beginning with the 1987 Conference, two sites will be proposed from which the Board may select. The options will be publicized three months prior to the Board meeting. This will allow interested individuals

to voice their opinion in time to be of help to the Board. Winter Meeting sites will be chosen four years in advance; Annual Conferences, nine years in advance.

Publications Committee Approved—On Nov 27, 1979, the Executive Board of the Illinois Chapter passed a resolution submitted by the Illinois Chapter President that was subsequently submitted to the Chapter Cabinet at the Winter Meeting. The resolution recommended that a standing committee be established to "advise and assist the staff of the Association Office" on Association publications. A similar resolution was passed in the Division Cabinet. The Board established a Publications Committee and referred it to the Committee on Committees (ConC) for definition. The ConC will report in June 1980.

Education Committee—The Association of American Library Schools has approached the Committee concerning the possibility of SLA participation in its accreditation process. The Board approved the Committee's request for permission to explore this possibility. A report of the SLA/AALS meeting will be made before any action is taken.

Committee Size Reconsidered—The Education Committee Chairman presented the view of the Committee that its workload is too great for the number of members. Therefore, she requested that the size of the Committee be increased by two. The Board approved the recommendation and referred the action to the ConC for a report in June 1980. The Board also asked the ConC to study the size and composition of all the existing program committees and other appropriate committees, also for report in June.

Chapter Activities—With the acceptance of the Bylaws and the establishment of boundaries agreeable among the Chapters involved, the Central Pennsylvania Provisional Chapter has met the requirements for full Chapter status. This status was granted by the Board effective immediately.

Forty-one members of the present Michigan Chapter petitioned the Board for approval of a new Chapter to be known as the Western Michigan Chapter. Since mutually agreeable boundaries have not been established with the adjacent Michigan Chapter and the bylaws have yet to be approved, provisional Chapter status was granted.

Division Activities—The Telecommunications/Communications Provisional Division, having recruited more than 100 members and maintained that level for four quarters, has met the requirements for full Division status. At the recommendation of the Supervisor, Membership Department, the Board approved this new status.

Availability of Information—The Board approved a Chapter Cabinet recommendation that a summary of the actions taken at each Board meeting be made available to all Cabinet Officers and Bulletin Editors no later than one month after the conclusion of each meeting. [Ed. note: Prior to the 1980 Winter Meeting the Assistant Executive Director started to streamline this procedure by developing the Summary Report form that was sent to leaders of Association units following the San Antonio meeting. Board Actions are presented in outline in this form under four headings: Recommendation, Action of the Board, Comments on Board's Action, Implementation of Action. The previous procedure was for the Secretary of the Board to send his/her notes to the Association Office following each Board meeting. Staff then compared these notes to the tapes of the meeting and the draft Board minutes were written up. Once these were typed and distributed, the Manager, Publications Department wrote-up a more detailed account of the actions including rationale and background data. This more extensive account was then distributed to Chapter and Division Bulletin Editors for publication as they saw fit. In 1979 Cabinet Officers were included in the list of those to whom copies were distributed. The new procedure eliminates several of these steps.]

The Chapter Cabinet also recommended to the Board that reference copies of agenda documents be made available to meeting attendees especially as these pertain to Chapter/Division concerns or Association finances. This procedure will be followed in the future.

Special Programs Fund—As a result of efforts initiated at the 1979 Winter Meeting, the Board established a Special Programs Fund. The purpose of this fund will be "to provide programs and services which will further the scientific, literary and educational purposes for which SLA is organized and operated." The Association staff will administer the fund under direction of the Board of Directors. The Board will also have final approval on which programs or services to support.

Income for the fund will be solicited in the form of gifts, grants, and legacies from all interested persons and organizations.

SLA Representatives—At the request of the Church and Synagogue Library Association, the Board approved the establishment of cross-representation between SLA and CSLA.

In June 1978 the Board approved the establishment of a representative to ANSI Committee X3. This post was never filled. Recently, the Board was informed that an Annual Secretariat Service Fee of $2,500 is assessed members of this committee. In view of this fee, the Association's particularly tight budget, and SLA's peripheral interest in X3 concerns, the Board rescinded its 1978 action.

Specialized Cataloging —The Council of National Library and Information Associations (CNLIA) has established a Joint Committee on Specialized Cataloging. The SLA Standards Committee sent a representative to the two meetings that have been held to date. However, since the purpose of the CNLIA committee is to give special library groups a voice in the discussion of cataloging issues and in the revision process of existing codes, the Board approved the appointment of an official SLA representative to the Joint Committee. In order to coordinate other standards activities with the efforts of the Joint Committee, the SLA representative will be a member of the SLA Standards Committee.

Guidelines for Representatives—At the request of the SLA's Representative to ASIS for detailed guidelines stating the specific purposes and responsibilities of all representatives, the Board appointed a special committee to evaluate and, if necessary, revise the present guidelines. A preliminary report will be given in June. Among the topics to be considered are a written report of the representative, program sponsorship and publicity, term of office, and developing areas of potential cooperation.

Honorary Member Endorsed—At the recommendation of the Awards Committee, the Board endorsed Ralph H. Parker as a nominee for Honorary Member. The members of the Association will vote on Parker's election at the Annual Business Meeting, Jun 11, 1980, in Washington, D.C.

Chapter and Division Archives—As requested by the Joint Cabinet Archives Committee in June 1979, "Specifications for Microfilming Chapter and Division Archives" were developed by the Association office staff for approval by the Board at its 1980 Winter Meeting. Since the specifications are technical and conform to ANSI and ISO standards, referral to the Chapter and Division Cabinets was not considered necessary by the Cabinets' representatives on the Board (the Chairman and Chairman-Elect of the Chapter and Division Cabinets). Thus the Board, following the comments of those attending the Board meeting, adopted the specifications for all Association Archival filming.

Winter Meeting 1983—Newport Beach, Calif., was scheduled as the Winter Meeting site for 1983. The meeting will be held Jan 26–28 at the Newporter Inn.

Complimentary Membership Offered—At the request of the Association Office staff, the Board approved the extension of complimentary membership to Retired Members who have held membership in SLA for 45 or more consecutive years. In 1980 this recognition will be extended to the twenty-one members who joined SLA between 1923 and 1935.

Minimum Salary Requirements—The Chapter Cabinet recommended that the minimum salary requirement for listing a professional opening in "Employment Opportunities" be raised to $12,500. Furthermore, the Cabinet recommended that this figure should be revised following each SLA salary survey to reflect the "prevailing 25% (lowest quartile) salary." At present a minimum salary of $10,000 is required.

Although there was considerable sympathy for the intent of the recommendation, practical concerns, such as regional salary variations, prevailed. The motion was defeated.

New Investment Program—Following extensive discussion at several recent Board meetings, it was decided to seek an investment program more attuned to the needs of SLA. Therefore, approval was granted for the establishment of a Merrill Lynch Asset Management, Inc., account. The Finance Committee will review transactions in this account at its May meeting.

Additional Hotels Available for SLA Conference

A limited number of additional hotel rooms have been secured in Washington for the SLA Conference:

- Ramada Inn Central, 1430 Rhode Island Ave.
  Singles, $50; Doubles, $56; Executive Suite, $98.
- The Capital Park, 800 Fourth St.
  Singles, $39; Doubles, $49.

Prices do not include 8% tax or $.80 per night occupancy tax. Both hotels have bedroom, sitting room, and full kitchen facilities. Make reservations through Washington Convention and Visitors Association using the housing form included in your preliminary registration packet.

Scholarship Fund

Contributions Received Jan–Dec 1979

H. W. Wilson Foundation	$5,000.00
Anonymous Trust Income	4,370.32
Phoebe F. Hayes Trust	1,000.00
Southern California Chapter	548.34
Michigan Chapter	361.00
ICI Americas Inc.	300.00
Public Utilities Division (In memory of Edith Nisbet)	300.00
San Francisco Bay Region Chapter	289.75
Heart of America Chapter	217.50
Standard Oil Company of California	200.00
Texas Chapter	200.00
Connecticut Valley Chapter (In memory of F.E. McKenna)	100.00
Toronto Chapter (In memory of F.E. McKenna)	100.00
Southern Appalachian Chapter (In memory of Ann S. Klein)	80.00
Marie Harvin	60.00
Joseph M. Dagnese	50.00
Florida Chapter (In memory of Aileen Ellis and Marie Angelotti)	50.00
Judith J. Field (In memory of F.E. McKenna)	50.00
Transportation Division (In memory of F.E. McKenna)	50.00
Alice C. Kingery	40.00
Carolyn S. Kirby	35.00
Barbara M. Sanduleak	30.00
Martha J. Bailey	25.00
Virginia L. Duncan	25.00
Alabama Chapter (In memory of Aileen Ellis)	25.00
Lillian A. Hamrick	25.00
Agnes O. Hanson	25.00
Rhoda M. Jackson	25.00
Martha Jane K. Zachert (In memory of F.E. McKenna)	25.00
Pharmaceutical Division (In memory of Charlotte Mitchell)	25.00
Florence W. Osborne	25.00
William C. Petru	25.00
Mary L. Tsuffis	25.00
Total Other Contributions Under $25.00	1,383.00
Total	**$15,089.91**

CHAPTERS & DIVISIONS

Alabama The winter meeting and workshop was held Feb 22–23 at the Holiday Inn, Lanette, Alabama and at the West Point-Pepperell, Inc., Lakeview Center in Fairfax. Dr. Earl Ingram, director, Personnel Research and Development, West Point-Pepperell, Inc., led a workshop on "Creative Problem Solving." Other activities included a tour of the facility followed by dinner and a fashion show.

Arizona On Feb 9, the Chapter sponsored a Federal Documents Workshop on the fundamentals of acquisition and use of government documents. The workshop was held in the multipurpose room of the University of Arizona Library and was conducted by staff members of the Library's Government Documents Department.

Baltimore Thirty-one members and guests attended the Chapter's Sep 19 meeting. The program was titled, "The Future of the GPO; Revision of Title 44 of the U.S. Code." Speakers from the House-Senate Joint Committee on Printing were: Gordon Andrew McKay, general counsel; Faye M. Padgett, deputy staff director; and Bernadine E. Huduski, librarian and Advisory Committee staff member.

At the Dec 4 meeting, Grace P. Slocum, director, Cecil County Library, and a Maryland delegate to WHCLIS, discussed the outcome of the White House Conference.

Cincinnati A joint meeting with SOASIS was held Dec 5 at the University of Cincinnati Faculty Club, Clifton, Ohio. The program included a report by delegate Nancy Lorenzi on the White House Conference.

On Jan 17, the Chapter met in downtown Cincinnati for a luncheon meeting. Afterwards, James Kennedy, head librarian, Library of the Blind of the Public Library of Cincinnati and Hamilton County led members on a tour of the library.

Cleveland At a Nov 14 meeting, Ray Stein, manager, Manpower Planning and Development, Republic Steel, addressed the question of supervising or working beside the problem performer. The discussion was part of the Chapter's continuing program on "Special Library Management: Some Areas of Concern."

A Mar 18 meeting was held at the General Electric Company's Computer Management Operation (CMO) Library in Bridgeport. Leslie Morris spoke on planning a library facility for CMO and conducted a tour of the library. Denise Lipkvich described user services at the library, including computerized searching.

Connecticut Valley On Feb 20 at the University of Connecticut School of Business Administration Library in Hartford, members heard Dr. Vinod Bavishi, assistant professor of accounting, discuss "What Should Information Managers Read on International Business?" A second speaker, MaryKay W. Schnare, librarian at the Business School Library, spoke on "Sources of Financial Information for International Business."

Eastern Canada Marie-Josée Drouin, well-known economist and executive director, Hudson Institute of Canada, was the guest speaker at the Chapter's second general meeting/dinner, held Nov 1 in Montreal. Ms. Drouin presented a scenario for Canadian social and economic development in the 80's. She forecast an interval of slower-than-normal economic growth and increasing conservatism, and predicted that Canadians will be seeking stability and law and order.

Heart of America On Feb 21, members toured the facilities at the Shepherd's Center in Kansas City and viewed a CBS documentary, "Volunteer to Live," on the activities of the Shepherd's Center. Members also visited the Resource Library, which is considered to be Kansas City's best collection of books, pamphlets and journals on gerontology.

vistas

STAFF DEVELOPMENT

Arthur, Diane / Guidelines for Effective Delegation. *Supervisory Management* 24(no. 10):9–13 (Oct 1979).

Unlike many other aspects of management, delegation can be broken down into tangible, measurable components. The first of these, learning how to delegate, includes the important but often unaddressed issue of "letting go,"—getting rid of the idea that "no one can do my former job as well as I could," taking time to provide essential instructions to subordinates, and recognizing that a strong support staff is vital to a supervisor's own growth. The other components of what to delegate and to whom can be handled by asking some basic questions, then proceeding to list specific activities and expertise required, and finally, considering who will perform the tasks. Three major factors must be examined regarding possible delegates: previously demonstrated skill, potential, and interest. Key points for successfully providing instructions to those delegated are given.

Berlo, David K. / A Question of Style. *Personnel Administrator* 24(no. 12):33–37 (Dec 1979).

Using the analogy of a game, the author points out that while players and winners change without disruption, when the rules are changed—specifically, if they are changed too fast—the game can be destroyed. Similarly, when the rules change in the development of human potential, the continuity of the process is destroyed. Since style is evaluated in terms of options provided by the rules, it becomes increasingly difficult to exhibit style. Five rule changes are discussed. One, for example, is that information, in terms of its reduction of uncertainty, displaces authority as the major control. Suggestions for coping with the new rules and basic stylistic changes resulting from the rule changes are also discussed.

Brush, Donald H. / Technical Knowledge or Managerial Skills? Recruiting Graduates Who Have Both. *Personnel Journal* 58(no. 11):771–705, 804 (Nov 1979).

The expanding technology and increasing demand for management talent increases the necessity for selecting those who have both technical and managerial skills. One of the critical steps in the process of identifying young people with these skills is the interview, and basic to developing a valid interview technique is an understanding of the technical manager's role. Researchers from the Early Identification of Management Talent Program at Rensselaer Polytechnic Institute (RPI) have developed a model of the manager's role based on two components: 1) daily management functions, such as training and development and technical professionalism, and 2) relational factors, such as roles of evaluator, motivator, and director. The steps used in the RPI interview, including a discussion of the "probability of trainability" concept, are presented.

Buttenheim, Edgar M. / The Doctrine of Mistaken Kindness. *Administrative Management* 40(no. 11):28–29, 68–70 (Nov 1979).

The difficult task of dismissing or transferring a marginal employee is sometimes rationalized and put off by managers who believe they are being kind to the employee. When a manager fails to act in such a situation, he ultimately hurts both the organization and the employee. Several examples which illustrate this "Doctrine of Mistaken Kindness" also point out that the employees frequently are aware of their weak performance and, after initial hurt and anger, are able to reassess their abilities and find a more suitable position. This is extremely difficult, however, if the marginal employee is kept on for many years and is too old to change his direction or to find employment easily. The longer such a person is retained, the easier it is to rationalize and the harder the decision to terminate him becomes.

French, Guy P. / The Payoff from Planning. *Managerial Planning* 28(no. 2):6–12 (Sep–Oct 1979).

A review is presented of the basic ingredients of sound planning: objective setting, environmental size-up, strategic determination, tactical decisions, and follow-up and evaluation of results. Many examples from American and Canadian Corporations are given. Common failures in planning—the worst of which, according to the author, is the lack of evaluation of results—are discussed. Even the best planning methods, however, are doomed to failure unless there are top-flight managers to implement the planning. Good people are the essential ingredient in every successful planning recipe.

Lipton, Mark / An Unmentionable Problem of the 1980s. *Personnel* 56(no. 5):58-65 (Sep-Oct 1979).

Changes in laws regarding retirement and actuarial statistics of longevity indicate that the problem of coping with the terminally ill employee on the payroll is likely to become much greater in the coming decade. Because people no longer have to retire at age 65, it is possible that many will work until they die, many perhaps suffering from degenerative diseases that will necessitate greater measures to accommodate handicapped individuals. Legislation supporting this concept is discussed. The author recommends that employers recognize the issues involved and initiate policies before the problem becomes legally, morally, and fiscally difficult to solve.

Montana, Patrick J. / Implementing a Career Life Planning Program. *Personnel* 56(no. 5):66-71 (Sep-Oct 1979).

Many factors have precipitated interest in the need for organizations to provide career life planning programs. A former Presidential Interchange Executive assigned to the U.S. Department of Labor to develop an individual career plan program for employees at the GS 16 to 18 levels and high-potential GS 15 level describes the process of implementing such a plan. Workshops were organized for personnel and training officers in each agency. They in turn conducted workshops for personnel in their own agencies. Participants then developed career plans based on the analyses and excercises performed. Plans were discussed with supervisors and recommendations were made regarding ways the career plans could be implemented. A copy of the Individual Career Plan Form is shown.

Olson, Philip D. / The Overburdened Manager and Decision Making. *Business Horizons* 22(no. 5):28-32 (Oct 1979).

Managers rarely have time to plan in a reflective, systematic manner. Studies show that managers jump from one activity to another. For this reason they prefer verbal media, such as telephone calls and meetings, to the more formal management information systems. The author suggests that problem solving tasks can be delegated if certain organizational conditions are met. These conditions are described and the quantitative models which can be used as tools to supplement one's own judgment and experience in decision making are presented.

Schuler, Randall S. / Managing Stress Means Managing Time. *Personnel Journal* 58(no. 12):851-853 (Dec 1979).

Symptoms of stress, whether physiological, psychological, or behavioral, have crucial implications for both organizations and individuals, yet concerted efforts to reduce stress in organizations seem minimal. Using the definition of stress as a discrepancy of important needs and values—the more important the needs and values, the greater the stress—the author focuses on one strategy that can deal directly with stress, that of time management. Four stumbling blocks to proper time management that are common sources of time problems for both managers and employees are pointed out, and suggested practices for avoiding these are presented. Proper time management means less stress for individuals and this should result in more effective organizations.

Shemetulskis, Richard P. / Coming to Grips with Conflict. *Management World* 8(no. 11):14-16 (Nov 1979).

Effective management of conflict is possible only when it is recognized as a constant and ordinary part of life within an organization. Too often managers, in an effort to deal with conflict, are guided by theories of conflict resolution such as the "country club" theory, the hard approach, or the ostrich approach, that result in the conflict being ignored, sugar-coated or bludgeoned into submission. The application of these theories might resolve a situation, but the conflict is usually accelerated, sometimes to a disastrous outcome. Conflict should be recognized as a positive and vital force and must be dealt with quickly. Methods which can be used to deal with it realistically include internalizing the problems of other managers, increasing critical vigilance and self-appraisal, and looking at the decision-making process more closely.

Lucille Whalen

REVIEWS

Computer Effectiveness: Bridging the Management/Technology Gap, by C. W. Axelrod.
Washington, D. C., Information Resources Press, 1979. ISBN 0-87815-028-5.

There is already a considerable and growing literature dealing with evaluation of the performance of computers. Most of this is concerned with the internal efficiency of computers rather than with the services they provide. It is technique-oriented rather than applications-oriented. The present work, however, is concerned with the effectiveness, cost-effectiveness, and even cost-benefit aspects of computer use. As the author points out, it is more concerned with "doing the right things" than with "doing things right."

The book explores the meaning of "effectiveness' in the context of computer applications and discusses methods of allocating computer resources in such a way as to optimize the value of the work done. It is aimed at the "technically sophisticated" manager and the management-oriented researcher rather than at the computer specialist. The author, a computer economist, based the present work on a doctoral dissertation presented at Cornell University.

Budgeting, pricing, scheduling, sequencing and value (benefit) considerations are introduced and incorporated into organizational, decision, and control models. Procedures for the optimum allocation of computer resources are derived from these models. The allocation procedures, designed to control both the level and pattern of user demand, are based on a "value function" concept demonstrated through use of the decision models.

Although tangential to the field of library science, the book should be of interest and use to those managers of information services (including network operations) who control the use of computer resources, whether on a large or small scale. The author's discussions of value considerations have a bearing on the difficult problem of assigning benefits to information and to information services. Moreover, the multidimensional value functions introduced may have some relevance for the cost-benefit analysis of information services in general, whether computerized or not.

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Library Instruction

The Bibliographic Instruction Section of the American Library Association's College and Research Libraries Association (ACRL) is interested in identifying special librarians who have given instruction programs in library usage or know of programs in professional discipline associations (e.g., the American Chemical Association). Persons are being sought who have information on any of the following activities:

- Experience in giving a program in bibliographic instruction to a discipline association;
- Contact with any discipline associations relating to research methods;
- Membership in a discipline association and an interest in working in the area of library instruction;
- Knowledge of a discipline association with an educational committee or instruction section;
- Knowledge of any librarians who have given a program on bibliographic instruction to a discipline association.

If you feel you can be of help, please write to Glenda Neely, Reference Department, University of Louisville Library, Louisville, Ky. 40208.

Pubs

(80-021) **Technology and Copyright: Sources and Materials.** rev. ed. Bush, George P., and Robert H. Dreyfuss. Mount Airy, Md., Lomond Books, 1979. 552p. LC 79-656-35; ISBN 0-912338-17-2 (Cloth); ISBN 0-912338-18-0 (Microfiche).

Part I is an annotated bibliography, grouped by topic, of 350 books and articles on issues relating to copyright and new technology. Part II reproduces 19 of the more significant documents. Available from: Lomond Publications, Inc., P.O. Box 56, Mount Airy, Md. 21771.

(80-022) **Organising Music in Libraries, v. 2: Cataloging.** Redfern, Brian. Hamden, Conn., Linnet, 1979. 150p. $12.50. LC 78-819; ISBN 0-208-01678-3.

Introduces and compares the cataloging codes applied to music: AACR 2, the International Association of Music Libraries codes, and the relevant ISBDs. A revision of the 1966 edition.

(80-023) **A Bibliography of United States Government Bibliographies 1974-1976.** Scull, Roberta A. Ann Arbor, Mich., Pierian Press, 1979. 310p. $17.95. LC 75-4281; ISBN 0-87650-111-0.

An annotated listing of over 1400 bibliographies issued by government agencies, arranged in broad subject categories with specific subheadings, with a subject and title index. Each entry includes bibliographic information, annotation, LC card number and SuDocs number. Purchase and availability information are also included. A continuation of the author's *Bibliography of U.S. Government Bibliographies 1968-73.*

(80-024) **Tracking down Translations.** Birch, B.J. In *Aslib Proceedings* 31 (no. 11): 500–511 (Nov 1979).

Advice on how to find translations of scientific papers and books: a survey of the sources, both of translations themselves and of information on the availability of translations.

(80-025) **Art Books 1950-1979.** New York, R.R. Bowker, 1979. 1,500p. $75.00 ISBN 0-8352-1189-4; ISSN 0000-0418.

A bibliography of 36,400 books on the visual arts, arranged under 14,000 LC subject headings, with author and title indexes, and an index showing which books are in print and giving acquisition information. The entries are "catalog" entries, similar to those seen in the *American Book Publishing Record.* Other features are a guide to 7,000 museums worldwide and an index to catalogs of permanent collections of museums.

(80-026) **1977 Research Forums: Proceedings.** Library Research Round Table. Curran, Charles C., ed. Ann Arbor, Mich., University Microfilms (for American Library Association LRRT), 1979. 289p. $15.75. LC 79-15300; ISBN 0-8357-0424-6; order number SS-00098.

Twelve papers dealing chiefly with methods for measuring and evaluating library performance. Covers such topics as Delphi technique, operations research, MRAP, fault free analysis, and cost per capita.

(80-027) **Indexing, The Art of: A Guide to the Indexing of Books and Periodicals.** Knight, G. Norman. London, George Allen & Unwin, 1979. 128p. $21.00. LC 78-40882; ISBN 0-04-029002-6.

A practical guide, covering the mechanics of indexing, the use of various types of headings, cross references, alphabetical arrangement, newspaper and periodical indexing, editing and correcton of proofs, and even humor in indexing. Available from: Allen & Unwin, Inc., 9 Winchester Terrace, Winchester, Mass. 01890 (617/729-0830).

(80-028) **Drexel Library Quarterly.** v. 15 (no. 1) (Jan 1979). Single issue, $5.00.

This issue is entitled "The Literature of Librarianship and Information Science, Part I," and consists of four articles: on the general and regional magazines, on the specialized library periodicals, on nonprint media on librarianship, and on publishers of library books and monographs.

(80-029) **The Librarians Phone Book 1980.** New York, R.R. Bowker, 1979. 445p. $17.95. ISBN 0-8352-1254-8; ISSN 0195-332X.

Alphabetical listing of 51,000 U.S. and Canadian librarians, derived from the *American Library Directory* data base. Each entry includes the librarian's name, name of the institution, city, state, and phone number.

Marie Dooling

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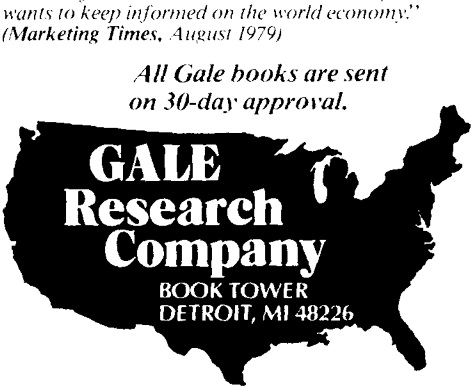

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