Follow this and additional works at: https://scholarworks.sjsu.edu/sla_sl_1932

Part of the Cataloging and Metadata Commons, Collection Development and Management Commons, Information Literacy Commons, and the Scholarly Communication Commons

Recommended Citation

This Magazine is brought to you for free and open access by the Special Libraries, 1930s at SJSU ScholarWorks. It has been accepted for inclusion in Special Libraries, 1932 by an authorized administrator of SJSU ScholarWorks. For more information, please contact scholarworks@sjsu.edu.
SPECIAL LIBRARIES

"Putting Knowledge to Work"

PROCEEDINGS
of the
TWENTY-FOURTH ANNUAL
CONFERENCE
At Lake Placid, June 13-17, 1932

WORLD CHANGES
By James G. McDonald

SOME TRENDS
IN SOCIAL AND ECONOMIC THINKING
By Roderic Olzendam

THEME
Changing Times and the Greater Need
for Fact Finding

Volume 23
JULY-AUGUST, 1932
Number 6
SPECIAL LIBRARIES ASSOCIATION

Official Magazine

Editor
FLORENCE BRADLEY
Librarian, Metropolitan Life Insurance Company
New York City

Associate Editor
MARTHA FOULK
R. L. Doherty and Company
New York City

Proceedings Number
A full Editorial Board is to be announced in the September issue

Advertising Manager
M. DOROTHY HOWARD

OFFICERS FOR 1931-1932

President
ALTA R. CLAFLIN
Librarian, Federal Reserve Bank
Cleveland, Ohio

Vice-President
JOSEPH CONPORTI
Librarian
People's Gas Light & Coke Co.
Chicago, Illinois

MRS. LOUIS P. DORN
Librarian, Detroit Edison Company
Detroit, Michigan

Treasurer
ELIZABETH O. CULLEN
Bureau of Railway Economics
1024 Transportation Bldg
Washington, D. C.

Officers for 1932-1933

Elected at the Lake Placid Convention
June 16, 1932

President
MARY LOUISE ALEXANDER
Manager of Library-Research Dept.
Batten, Batten, Dyer, & Osborn, Inc.
New York, N. Y.

Vice-President
SOPHIA J. LAMMERS
Librarian
The Joseph Schaeffer Library of Commerce
Northwestern University
236 East Chicago Avenue
Chicago, Illinois

ADELINE M. MACRUM
Librarian
Tuberculosis League of Pittsburgh
Pittsburgh, Pennsylvania

Treasurer
LAURA A. WOJDYARD
Librarian
Maryland Casualty Company
Baltimore, Maryland

Directors
ANGUS FLETCHER, C.B.E.
Librarian
British Library of Information
New York, N. Y.

ELBARGER S. CAVANAUGH
Librarian, Standard Statistics Co., Inc.
New York, N. Y.

FRED A. ROBERTSON
Librarian
Hydro-Electric Power Commission
Toronto, Ontario, Canada

MARGARET REYNOLDS
Librarian
First Wisconsin National Bank
Milwaukee, Wisconsin

Secretary
REBECCA B. RANKIN

General Office
STANDARD STATISTICS BUILDING
441 Madison Street
New York, N. Y.

Entered as second-class matter at the Post Office at Concord, N. H., under the act of March 3, 1879
Our Convention — Mary Louise Alexander ........................ 261
Business Needs Unmet ........................................... 262
World Changes — James G. McDonald ............................ 263
Some Trends in Social and Economic Thinking — Roderic Otzendam ............................ 269
Cooperation Between Special Libraries and Publishers — Ralph Foss .......................... 280
Cooperation Between Special Libraries and the Government — Ernest A. Tupper ........... 283
Committee on Cooperation in Business Library Service ........................................ 288
Cooperation Between Special Libraries Association and Trade Associations — Nathaniel Waring Barnes ............................................................... 289

GROUP ACTIVITIES
Museum ....................................................................... 293
Commercial-Technical ................................................. 296
Committee on Resolutions ............................................. 307
A Word of Welcome — Mrs. Melville Dewey ............................ 308
President's Address ..................................................... 308
Our New President ....................................................... 310
Reports of Officers and Committees — The Secretary ............... 311
Membership Report ..................................................... 318
Publications .............................................................. 320
Editor of Special Libraries ............................................. 322
Subscriptions .............................................................. 324
Committee on Classifications ........................................ 324
Committee on Training .................................................. 325
Committee on Nominations .......................................... 325
Sub-Committee on Revision of the Constitution ...................... 327
Advertising Manager of Special Libraries ......................... 327
"Rather Special“ ...................................................... 328
Reveries of the Lake Placid Convention .............................. 329
Digest of Business Book Reviews .................................. 329

SPECIAL LIBRARIES is published monthly September to April, bi-monthly May to August by The Special Libraries Association at 10 Ferry Street, Concord, N. H. Subscription Offices 10 Ferry Street, Concord, N. H., or 345 Hudson Street, New York, N. Y. Editorial and Advertising Offices at 345 Hudson Street, New York, N. Y. Subscription price:

$5.00 a year, foreign $5.50; single copies 50 cents
Institutional Members

California
California Academy of Sciences, San Francisco
California State Library, Sacramento
Pacific Gas & Electric Co., San Francisco
Standard Oil Company of California, San Francisco
Technical Book Company, San Francisco

Connecticut
Hartford Public Library, Business Branch, Hartford
Phoenix Mutual Life Insurance Company, Hartford
Yale University Library, New Haven

Delaware
du Pont de Nemours, E. I., Wilmington

Illinois
Chicago Tribune, Chicago
Commonwealth Edison Company, Chicago
Elizabeth McCormick Memorial Fund, Chicago
Illinois Chamber of Commerce, Chicago
Illinois State Library, Springfield
Insurance Library of Chicago
Middle West Utilities Company, Chicago
Museum of Science and Industry, Chicago
Peoples Gas Light and Coke Company, Chicago

Indiana
Lincoln National Life Insurance Co., Fort Wayne

Iowa
Meredith Publishing Co., Des Moines

Maryland
Maryland Casualty Co., Baltimore

Massachusetts
Baker Library—Harvard School of Business Administration, Boston
Boston Elevated Railway, Boston
Boston Globe, Boston
Christian Science Monitor, Boston

Edison Electric Illuminating Co., Dorchester
Federal Reserve Bank of Boston
First National Bank, Boston
Insurance Library Association of Boston
Jackson & Moreland, Boston
Massachusetts Institute of Technology, Library, Cambridge
Massachusetts Mutual Life Insurance Co., Springfield
Massachusetts State Library, Boston
Social Law Library, Boston

Michigan
Detroit News, Detroit
Detroit Public Library, Detroit
General Motors Research Corporation, Detroit
University of Detroit, Detroit
University of Michigan, Bureau of Government, Ann Arbor

New Jersey
Montclair Public Library, Business Branch, Montclair
New Jersey Bell Telephone Company, Newark
Newark Public Library, Business Branch, Newark
Public Service Corporation of New Jersey, Newark
R C A Radiotron Co., Inc., Harrison
Standard Oil Development Co., Elizabeth
United States Rubber Company, Passaic
Western Electric Co., Kearny

New York
Alexander Hamilton Institute, New York
American Bankers' Association, New York
American Geographical Society, New York
American Institute of Accountants, New York
American Museum of Natural History, New York
American Telephone & Telegraph Co., General Library, New York
American Telephone & Telegraph Co., Law Library, New York
Association of Life Insurance Presidents, New York
Bankers Trust Co., New York
Institutional Members

New York

Batten, Barton, Durstine & Osborn, New York
Bell Telephone Laboratories, New York
British Library of Information, New York
Brooklyn Edison Company, Brooklyn
Child Study Association, New York
Consolidated Gas Co. of New York
Doherty, Henry L. & Co., New York
Engineering Index Service, New York
Federal Reserve Bank of New York
Ford, Bacon & Davis, New York
General Electric Co., Main Library, Schenectady
Goldman Sachs Trading Corp., New York
Grant Co., W. T., New York
Grosvener Library, Buffalo
Guaranty Company of New York
Industrial Relations Counselors, New York
Insurance Society of New York, New York
International Telephone & Telegraph Co., New York
John Price Jones Corporation, New York
Lehman Corp., The, New York
Metropolitan Life Insurance Company, New York
Municipal Reference Library, New York
National Aniline & Chemical Co., New York
National Automobile Chamber of Commerce, New York
National City Financial Library, New York
National Investors Corporation, New York
New Jersey Zinc Company, New York
New York Telephone Company, New York
North American Company, New York
Port of New York Authority, The, New York
Price Warehouse & Co., New York
Putnam Bookstore, Inc., The, New York
Queensborough Public Library, Jamaica
Remington Rand, Business Library Division, New York
Russell Sage Foundation, New York
Sinclair Refining Co., New York
Standard Brands, Inc., New York
Time, Inc., New York
Western Union Telegraph Company, New York
White & Kemble, New York
Wilson Co., H. W., New York

Ohio

Federal Reserve Bank, Cleveland

Pennsylvania

Armstrong Cork Co., Lancaster
Delta Library, Wyoming
Franklin Institute, Philadelphia
Houghton, E. F. & Co., Philadelphia
Jones & Laughlin Steel Company, Pittsburgh
Melion Institute, Pittsburgh
New Jersey Zinc Co., Palmerston
Pennsylvania Legislative Reference Bureau, Harrisburg
Pennsylvania Museum of Art, Philadelphia
Philadelphia College of Pharmacy and Science, Philadelphia
Philadelphia Electric Company, Pittsburgh
Philadelphia Electric Company, Philadelphia
Philadelphia Rapid Transit Company, Philadelphia
Provident Mutual Life Insurance Co., Philadelphia
School of Fine Arts, University of Pennsylvania, Philadelphia
Westinghouse Electric Research Library, E. Pittsburgh

Rhode Island

Rhode Island State Library, Providence

Washington

Northwestern Mutual Fire Association, Seattle

Wisconsin

Hardware Mutual Casualty Co., Stevens Point
Kimberly-Clark Corp., Kimberly
Marshall & Ilsley Bank, Milwaukee
Municipal Reference Library, Milwaukee
Sentinel-News Company, Milwaukee

Canadá

Hydro-Electric Power Commission of Ontario, Toronto
Insurance Institute of Montreal, Montreal
Royal Bank of Canada, Montreal
Sun Life Assurance Co. of Canada, Montreal
What shall we say, except that it is over—Lake Placid and our twenty-fourth annual Conference has come and gone. How shall we interpret in cold print the warmer meaning of the moments we spend together each year?

Those of us who were present revelled for one week in the glories of Lake Placid Club, had the fun of seeing old friends and making new ones, got much inspiration and help from the fine talks at our general sessions and from the group discussions a wealth of practical suggestions. As you know, we built our program a little differently this year by scheduling group sessions so that none would conflict with any other, thus avoiding our usual dilemma of trying to be in several places at once. Each group had one major session which was attended by the entire convention and this gave us an unusual picture of the interests and activities of all of our groups and a bird's-eye view of the entire Association. I am sure that as you read the proceedings of that week at Lake Placid you will be as deeply impressed as we all were with the interest and importance of the day-to-day work of our members and of our Association. These papers form a record of which we may all be proud.

We believe that the experiment with our group sessions was successful enough to warrant using the plan again. The concentration of effort and interest into one major program, with elections and business conducted at luncheons or other informal times, left members free to profit by the work done in other branches of special library work. In recent years some of us have shown a tendency to narrow our interests and by so doing we and our profession both suffer. There are many projects which our Association could undertake that call for the best efforts of the entire membership. To mention only two, read the minutes of the Financial Group Session which show the splendid work that group has done in preparing model library exhibits at important financial conventions. And study the constructive paper presented by Mr. Barnes, with its specific suggestions of ways in which S. L. A. could cooperate with other associa-
tions. If you are asked to help with such projects, we hope you will not think of them as added chores, but instead will recognize them as valuable opportunities to become a more important factor in the field in which you are working. Such contacts make us much more useful to our employers and add greatly to the interests of our own individual jobs.

The theme for our conference struck a responsive chord. Most of us are already conscious of the “growing need for fact finding during this depression.” Every type of organization is coming to realize that it must have more information to profit by the mistakes of the past and to chart a better course for the future. This means, of course, an ever widening field of activity for S. L. A. Our Association must be ready to help when business corporations and others want to install a library; we must recruit or develop a great many expert special librarians to fill the new jobs, and we must set up standards in special library methods and administration which will give “fact finding” or “information service” the professional standing we know it deserves.

I started this page in the rôle of Program Chairman, to tell you that our plans for Lake Placid worked well and that our speakers and sessions were exceptionally interesting. But you can prove this to yourselves by reading the full proceedings in this magazine. My final word is in my new rôle of incoming president. Your 1932–33 officers and board are thoroughly conscious of the responsibilities and opportunities ahead. We mean to work hard for you. And knowing the energy and interest and loyalty of our entire membership we are sure that S. L. A. will accomplish much during the coming year.

MARY LOUISE ALEXANDER, President

Business Needs Unmet

If you ask the special librarian, he will tell you that the most intelligent part of the public, his part, cannot find what it wants on public library shelves. The information is too vague and indefinite, too long out of date, and the assistants at the desk only pass out books of whose contents they know next to nothing. The requirements of the business world with which the special librarian deals entail the expenditure of large sums of money, not raised by general tax, to provide information which may be relied upon. Until the blow of hard times arrested its growth, temporarily no doubt, this particular offshoot of the library tree was in fair way of putting the main stem under a shadow. Even now its strength is such that it meets where it will and when, with perhaps the consequent but, in this instance, the concealed distress of the stepmother hen whose duckling takes to water. This class we must consider important; it uses facts, sizzling hot from laboratory bench and research desk, as essential stones in its business structure. If public libraries aim to reach all the people, surely they cannot afford to overlook this rich cream rising to the top of the crock.

You may contend that the users of the special libraries are so comparatively few in number that they may be disregarded as an item in a debate. Of course, I would not expect a public librarian of whatever denomination to think them unimportant in fact.” — J MILTON FERGUSON (Bulletin of A. L. A., July 1932).
World Changes
By JAMES G. McDONALD
Foreign Policy Association

I START what I have to say with reference to the present depression. I have been told that Americans are responsible for the depression because we talk about it so much, and that therefore the least we can do as patriotic Americans is to quit talking. Unfortunately that is the way, the precise way, in which the depression was treated during the first year, and that sort of medicine did not work at all. You will remember that during most of 1929 and 1930, the word that came to us from the high places was, “This is only a passing phase, we must keep up our courage and everything will be all right.” The second year, people became somewhat more realistic, and in this third year, they are beginning to be ready to deal with what you librarians might call “facts.”

I think that in many ways librarians are the least appreciated and the most important of our technical groups. I know in our particular organization, we have a library, I suppose a special librarian—who might even be eligible to this Association if the Foreign Policy Association were plutocratic enough to pay her dues. This I know: That our research staff and the people whose names are signed to articles and in the press or in our own publications, would be quite helpless and certainly their efficiency would be reduced by fifty per cent if it weren't for our special librarian. I tell her that occasionally, but being an Irish person, she refuses to take me seriously, and she insists that anyhow it is all in the day's work, and a librarian must never expect to be appreciated.

This depression is world-wide in its scope; how deep it is, how terrible it is, very few of us realize. No matter how much we read or study, we cannot grasp the ramifications of the present movement which, in its depth, intensity and its duration, is, I think, unprecedented in the modern world. Each school of economists has its own favorite theory as to why the depression. There are some who stress the business cycle, and they tell us that this depression is as bad as it is because you have a combination of two cycles, the shorter cycle and the longer cycle, and the two coinciding in the downward pull, each intensifying the effects of the other. There is another group of economists, rather, a younger group, who contend that this only happens in this way, that each depression is created by special circumstances, by special causes, that there is nothing inevitable in it, that we cannot put the depression back into the lap of God. They are created by causes which could be cured if they were adequately understood, and we intelligent enough to manage otherwise.

Then you have another group of economists who might be a section of this second group that I have mentioned, who find the major cause of this depression in what they call a growing differential between the proportion of national and world income that has gone into capital purposes, or interest or dividends, and the small proportion which has gone into wages or in other ways into what they call consumers' buying
power. In other words, they would say that despite all of the talk about high wages and high salaries — particularly high salaries for librarians — salaries and wages have not kept pace with the increase in the world’s productivity; that year by year, more of the income has gone back into productivity, and less into purchasing power; that therefore, you have gradually built up this condition of disequilibrium — we are producing vastly more than we are able to buy, not vastly more than we need, but more than there is effective consuming power to purchase. I think there is a great deal in that theory.

But some one would say, perhaps, "What about your installment buying, wasn’t that one case of increasing consuming power?" Of course it was, but it was merely anticipating subsequent or future buying power. It was, in a sense, mortgaging the future. If, instead of having to pay the installments on your automobile, or your radio, or your carpet for the front parlor, you had simply to pay the first installment and call it quits, and then go on and buy something else, why in that sense, installment buying would really have created purchasing power, in the long run. This group contends that we will not get out of this depression or get on a safe and even keel until we have devised a system by which consuming power keeps pace step by step with productive power.

Then, of course, there are many other reasons which are given for the depression, but I should think no single one would perhaps more nearly cover all of the causes than if we were to say that our economic system has lacked coordination altogether. Nowhere in it has there been any plan of either a national or much less an international scale. Each man, each organization, each industry has gone its own way, and those rare leaders who have talked about the business niceties of national or international planning have been looked upon either as idealists, if they were conservatives, or as dangerous radicals if they happened to be to the left of the middle. So nothing was done, and we came to the catastrophe of 1929 with the economic world completely lacking any effective leadership.

I suspect, however, that when the future economic historians come to study the events of the last three years, and perhaps of the next few years during which the depression may last, they will decide that the War itself has had much more to do with this world dislocation than has heretofore been suspected. The War was the greatest dislocation of modern times. The War, quite aside from the loss of lives and the loss of property, left wounds in the body economic and in the body politic much deeper than was dreamed of at the time. As a matter of fact, the things that we saw about the War, and which struck us as terrible, were the least important. After all, what does it matter, in the long run, if ten or twenty millions of young people met their end a generation or so before their due time. That is a part of nature. It was terrible, it was a ghastly thing, a sign of barbarism in this so-called Christian world, but it was not the lasting thing. In most of the countries, it affected us hardly at all. It was lasting in some countries, in Britain for example, in France and in Germany.

For example, the effect of the loss of manpower in England was put to me in a phrase once, and I was talking in a small English town with a French woman and a younger Englishman, then about thirty-five. The French woman (not really a representative of her country) was saying what some French people will say, that Britain did not pull its full weight in the boat during the War. This young Englishman’s reply was, "Well, I don’t know about that, but I do know that not a single one of my friends of my own age is alive."
There was then, as in the case of Britain, a terrible toll of men who would today be thirty-five to fifty. Similarly in Germany and in France, and in a sense in Russia, there is taken out of those countries this important element in their population, of steadiness, and of progressiveness. Yet, I don't think that was the worst thing that happened. For after all, the human race is very prolific, and reproduction is one of the natural processes which nothing seems to stay.

But less important was the destruction of property. At the time it seemed perfectly terrible that there should be billions and billions of dollars worth of property destroyed, but if that had been all, and the world had been allowed to use to the full its productive capacity, the losses of the world could have been made good in a few years. In fact, they were made good, from the material point of view. I should say, completely by 1925, 1924 to 1925. The wounds left by the War were not important from a property point of view. They were important from the human point of view, but I think those were not the most important. More important were fundamental dislocations, in the first place, in the world's economic habits. The world prior to 1914 had been economically and financially integrated to an extraordinary degree. How completely and how nice was the adjustment of that economic and financial integration, we have only begun to perceive since the integration ceased to be.

During the War, of course, different countries made extraordinary efforts to readjust their economic life, and they succeeded better than was believed possible, and in so doing, they laid the basis. I think, for a great deal of the overproduction in different lines of industry and agriculture, which have now come upon us to curse the whole world.

Moreover, when you make a war, that is fairly easy. We are told in the histories that the heroes are those who lead their people to victory in time of war. Ordinarily, it is infinitely easier to lead a people in time of war than it is to lead them in time of peace. Democracies function very well in time of war, common assumption to the contrary notwithstanding. Why do they? Because they cease to be democracies. What sort of a democracy were we after we entered the War? We weren't a democracy at all. America fought the War with tremendous efficiency. There were losses of course, I mean there were inefficiencies in administration here and there, but before the War was over, the full force of this great people had been thrown into the struggle, or else was ready to be thrown into the struggle. Political considerations, democratic limitations, Congressional debate, Senatorial prerogatives, and what not, were not allowed to stand in the way of the achievement of the major objective. But what happened as soon as the peace came? Well, you all know.

I think that democracies, though they can make war, cannot make peace, and the treaties which were drawn up and adopted at the end of the War are treaties which in all of their defects reflected the inherent inability of democracies to make peace. I therefore would trace many of the causes of today's economic unsettlement to the inability of democracies having won a war, to make a peace.

What do I mean more specifically? In the first place, we have had, ever since the War, the stumbling block to normal recovery, the reparations. What are reparations in theory? They are the obligation which Germany is to repay for the damages wrought in France and for the pensions and reparations allowances to the other allies and to the shipping. Any sensible person ought to know that reparations never can be paid, that reparations never are paid, and the chances are that if a serious attempt is made to pay them, both the payee and the payor will suffer in the process.
But at the peace making, there were responsible Americans and British and French officials who solemnly announced that Germany could pay, well, a modest sum of two, or three, or five, or even a thousand billion dollars. They needed some special librarians at the peace conference, I tell you. I doubt if they would have been listened to if they had been there.

As a matter of fact, there were some there. There were some economists who had not lost their reason, who had not forgotten that if you add three ciphers to the end of a certain figure, and don’t put any decimal point before it, you do something quite extraordinary to that figure. The statesmen forgot it. Men who should be ashamed today, talked of figures in those days as loosely as a five- or a six-year-old child.

That was one of the results of the War. That was one of the wounds left by the War, and the world is not yet recovered from that particular wound. In one sense, you could describe an important phase of the economic developments since the War as the struggle of the world to get back to sanity from the insane proposals made about German reparations. They started with hundreds of billions. They came down to $133,000,000,000. Then they got down to about $33,000,000,000, and then down to $12,000,000,000 or $15,000,000,000, and in the Young Plan down perhaps to $8,000,000,000, and now Germany says she isn’t going to pay anything at all. As a matter of fact, she perhaps has already paid in one way or another anything from four to six billions, depending on how you calculate it; but Germany says she is through with that item of the agenda.

I am not saying that Germany is right, but I am saying that the long struggle about this question which should have been settled on a basis of fact and a basis of reason, instead of on a basis of fancy and of passion, has been a major cause of the continued unsettlement of the world and a major factor in the present depression.

In all force with that has been the heritage from the War of inter-allied debts. I was speaking in Springfield the other night at a dinner and after the dinner this question of inter-allied debts came up, and an intelligent man on most things wrought himself into a terrific passion on this theme: “The United States is said to have been and to be a Shylock. British and French propagandists and German propagandists have succeeded in branding us as that before the world, and the United States never will be influential in the world again until it has shown the world that that stigma is undeserved.” But how was he going to show them? He was going to show them by seizing the French private gold in New York and saying to the French, “Until you recognize the legitimacy of your obligations to us, and that we are not Shylock, you can’t have the gold.”

Whether we have been stigmatized as Shylock or not seems to me relatively unimportant. The thing which seems to me to matter is how can we deal with the problem of inter-allied debts so as to make a contribution towards the welfare of debtors and contributors alike. Of course, I know that inter-allied debts are not quite the same thing as reparations. The allies borrowed and then they signed notes and later they signed new agreements, and promised to pay. They are legal obligations, no one can debate that. On the other hand, those obligations were not, for the most part, commercial obligations. They do not, for the most part, represent investments on which the allied countries are receiving or could receive dividends. They are a part of the losses of the War.

An economist friend of mine put it this way recently: “The inter-allied debts represent subsidies which our government gave to the American farmer and to the Ameri-
can manufacturer during and immediately after the War to enable the allies to pay high or even excessive prices for the farmers’ and the manufacturers’ products.” That may be an exaggerated statement, but there is a large measure of truth in it.

Certainly, the inter-allied debts are one of the heritages from the War. They represent an abnormal element in the body politic, in the body economic. They are a drain on the vitality of the nations of Europe. I am not contending that we should cancel; I am merely contending that we should be intelligent enough to consider inter-allied debts on the same or a comparable basis to that which it seems to me the allies should consider the question of reparations from Germany.

These are two of the heritages of the War, or if you would like to put it otherwise, two wounds made by the War. The doctors should concern themselves with efforts to heal the wounds rather than every year or two probing into them and seeing to what extent the festering sores had begun to heal themselves.

Then there is a third factor which seems to me to come out of the War. That is excessive tariffs. The War, or rather the peace, by creating a number of new states in Europe, by leaving those new states with a feeling of political insecurity, by engendering among the leaders the determination to make each of these new communities as nearly as possible economically self-sufficient, has intensified the development in Europe towards making that small continent into 27 water-tight compartments. If you look at a world map, you see how small Europe is. It is only a sort of projection from the great land mass of Asia. Yet today tariff barriers throughout the continent are stifling and checking trade, and the culmination of that movement was reached last September when Great Britain finally succumbed to the prevailing disease.

I think that tendency goes back markedly to the War. Of course, it was encouraged by our own contribution towards international economic welfare through the Smoot-Hawley Tariff Bill. If ever in our history there was a tariff that was unjustified and uncalled for it was that, and Mr. Hoover will have to do many brilliant things to pay for the political mistake he made when, before the election, he promised Mr. Borah that he would call a special session of the Congress to enact a tariff primarily to help the farmer. The effect of the tariff has been, on the welfare of the farmer, not evident, but this we know, that since the enactment of the Smoot-Hawley Tariff Bill, there have been eighty general or partial tariff increases throughout the world, and England’s movement is, as I say, the last.

Recently the Democrats in Congress — sometimes I am tempted to think in a fit of absent-mindedness — made a forward gesture on the tariff issue. They proposed to establish the principle that tariffs are at least partially matters of international concern, and that we ought to deal with them on that basis. Their bill was vetoed by the President.

But it is discouraging to note that among the rank and file of the Democratic Representatives and Senators, there is an increasing proportion who are unwilling to stand for the old Democratic principle of lower tariffs. Year by year, there is less to choose between in the two major parties on this critical and vital issue.

Debts and reparations and tariffs are some of the results of the War, but the greatest, I think the most lasting result of the War, the one which intensifies all of the others, as it is the prevailing feeling of political uneasiness, is the doubt of national security. It is one of the proofs of the insanity of this world in which we live that today, when the nations are more interdependent economically than ever before, many of them are more fearful of other states than they have been at any time since
the fall of 1914. Our period of economic integration is also one of political isolation, also one of attempts to achieve a high degree of economic nationalism, of economic self-sufficiency. Fear, insecurity, doubt as to the future — these, I think, are the underlying forces which make it so difficult for the nations of the world to cooperate economically.

For instance, if you were a Pole, you probably would be a good deal more brilliant than you are and you would feel definitely about the Polish crisis, but the point is this: if you were a Pole, you would take quite a different attitude towards the question of building up industries in Poland if you could be sure about your country's relations with Germany, or if you could be sure about your country's relations with Russia. Or if you were a Czech, it would be exactly the same.

Underlying this demoralizing and disastrous tendency towards economic nationalism, lies, I think, the root cause — political insecurity. There, it seems to me, our responsible officials are talking the most arrant nonsense when they say, "Yes, we will cooperate with the world in economic matters, provided of course, that they don't discuss debts and reparations and tariffs, but, we will not be drawn into political commitments." What, then, is there left to discuss? You can discuss the gold standard if you like, and that is important, but nobody except a few cranks think that you are going to set the world right merely through some monetary device or other. You can discuss, if you like, prices, the desirability, the possibility, the methods of increasing prices for the farmers' products, increasing wages and so on: but how absurd it is to talk about effective cooperation from the economic point of view, if you eliminate debts and reparations and tariffs, and how absurd to talk about economic cooperation at all unless you are willing to consider the question as to how the nations can be made more nearly secure.

It seems to me then, in this changing world of ours, that we are presented with the extraordinary anomaly of a universe, or rather of an earth, that has become progressively smaller. Today every country is a neighbor of every other country. Science moves forward relentlessly; it can't be stopped. The radio and the other means of communication have eliminated time — incidentally, destroying the privacy of many of us. Methods of travel have eliminated, or very largely minimized, the importance of space. Therefore, we are in the truest sense of the word, neighbors; but just at the time when we are becoming in fact neighbors, there is growing up in each of the countries a new school of economists who contend that all of this talk of economic interdependence is nonsense.

Some very good books are being written on that subject — that is good if one can write a "good" book on what seems to me to be such a nonsensical thesis. I suspect that these economists are rationalizing the tendencies which have been set at work as a result of the War, and because of other factors. I suspect that they are merely making or attempting to make respectable processes which have been going on for some time.

We have then and there, a dependent world. We have nations seeking to live as though they were anarchists from the economic point of view, and the United States, ours, the greatest nation of the world from the point of view of resources, physical and material, is unwilling or unable to play any worthy rôle. We ought to be the last country in the world to say that we will limit what is to be discussed at an international conference. We are unique in our aloofness, unique in our power of production, and if the worst came to worst, in the power of self-defence.
During the last twelve or fifteen years we have given hostages to fortune in every part of the world. We are creditors now to the rest of the world to about the extent of fifteen or eighteen billions of dollars, and yet we act as though we were Lithuania or Liberia, and men solemnly discuss and seriously argue that this country cannot produce men and women capable of meeting on a basis of equality, the men and women from Great Britain or from France or Germany; that we are still so immature, intellectually, that we must stay at home, because invariably when we go abroad we do come home badly cheated.

I feel that if those statements were not being put forward seriously, you could not believe that men could think them, but they do. Therefore, in this changing world, my thesis is that the United States must somehow be willing to assume responsibility and play a rôle commensurate with the power and the responsibilities which it has.

Some Trends in Social and Economic Thinking

By RODERIC OLZENDAM

Metropolitan Life Insurance Company

ANYONE who would today attempt to trace anything more definite than trends would be far more ambitious than your speaker. To outline trends is in itself precarious, for often there seem to be as many different trends as there are speakers. A time of depression is the cause of many painful things, among them, thinking I believe it was Emerson who said that, "When God lets loose a great thinker on this planet, then all things are at risk — there is not a piece of science, but its flank may be turned tomorrow; nor any literary reputation, nor the so-called eternal names of fame, that may not be revised and condemned." Apparently many of us went around for a decade without much pain. And now, out of the ocean of depression there rises up a great fog of thought. Most of us are thinking, discussing, reading and wondering about the past two decades in this country and, as Mr. MacDonald has so ably pictured to you, throughout the world this same process is working itself out. Out of this fog there are now beginning to emerge thought forms, mere wraiths to be sure, but at least discernible figures growing out of the months of struggle through which so many million men, women and children have passed during and since the war.

It is my purpose to attempt to tell you something of some of these social and economic thought figures, these spirit forms which are now beginning to materialize, so that we can begin to see their size, their shape and in some instances, even the direction in which they are moving.

Common Objectives

In traveling about from country to country one cannot help but be impressed with the apparent fact that a great many men in high position are sincerely eager for the accomplishment of definite objectives for the good of society. It has been impressed on me many times that the objectives of leaders around the world do not seem to vary widely. If it were possible, I can think of no more interesting conference that could be convened than one which might be held in one of our lovely country estates down in Charleston, South Carolina, or in Virginia, in the mellow atmosphere of the old
South. This conference might be attended by our President, Pope Pius XI, MacDonald, Ford, Lippmann, Salter, Young, Mussolini, and Stalin. I have often wondered what the outcome of the discussions of these world figures would be. If these men were to gather together for a period of say a month, in an atmosphere absolutely free from political influences — a clean, clear atmosphere under the most delightful surroundings where they could think together — what would they agree on? Wherein would they disagree? Somehow I have felt that their honest objectives would prove to be not widely diversified. It might be that they would agree that what they have all been earnestly striving to bring about is a more secure, and therefore a richer and fuller, life for the average man. And probably, when they got around to discuss methods of accomplishing the objectives, their visit would be extended from a month to a year.

An Imaginary Conference

Since it is obviously impossible to actually assemble such a group of distinguished world figures, we can do the next best thing — imagine that some world figures were to meet to discuss their objectives and philosophy. From their speeches and writings we can see how nearly they could come to agreement on various questions of wages, hours, security, planning, war debts, disarmament, etc. It is, therefore, my purpose to make what I know is a very inadequate picture of what a certain group of men and women seem to think as they reveal themselves in print.

Having decided to hold this imaginary conference in Charleston, the next item is the matter of whom we shall invite. There are so many men and women in various countries who seem to be speaking with authority that to choose whom we shall invite is difficult. However, the following persons are those upon whom we are going to rely to give us some trends in social and economic thinking. They have been chosen because they supposedly represent the many diverse points of view that are being held today: Jane Addams, Newton D. Baker, Dr. Butler, Heinrich Bruening, Senator Capper, Stuart Chase, Dean Donham, Frederick H. Ecker, Henry Ford, Harry Emerson Fosdick, William Green, President Hoover, Senator La Follette, Walter Lippmann, J. Ramsay MacDonald, Pope Pius XI, Sir Arthur Salter, Alfred E. Smith, Sir Josiah Stamp, Gerard Swope, Norman Thomas, Robert F. Wagner, Albert H. Wiggin, Owen D. Young.

One can think of questions without number that are being asked today. I sat by my own fireside and quickly listed some fifty questions. If you were to try this yourselves, I feel quite sure that our questions would not vary widely in intent. Out of the fifty questions, I have selected a few which I submit for the program. And so now, we are ready to call the conference to order and put the first question, which is.

Is There a Definite Drift Away from Capitalism Towards Socialism and Communism?

The weight of opinion among present-day leaders is not in accord with socialism. Not only industrialists such as Ford, Swope, Wiggin, and Young, who might be said to be of the capitalist class, but also educators, economists and labor representatives like Butler, Chase, Donham, Fosdick, Green, Hoover, Lippmann, the Pope and Sir Arthur Salter indicate rather clearly that whatever changes in the existing economic order they consider necessary can be accomplished without overthrowing the funda-
mentals of that order. True, Dean Donham warns that the fate of capitalism may depend upon American business leadership and Dr. Fosdick declares that it is necessary to devote ourselves to economic justice in order to defeat communism. However, there is an undercurrent of feeling in their remarks that a repair of the old machine is by far preferable to the acquisition of a new model, however shiny, which is as yet untried and untested under rigorous and severe enough conditions. Jane Addams puts this aptly when she says, "This development of a system resting on individualism, competition and private profits has its weaknesses, visible even to those who accept it in principle, but it appears likely to be the substance of the next chapter in our economic history." The Pope denounces socialism and communism emphatically and declares that they conceive a society and a social character of men utterly foreign to Christian truth.

Socialism is not without its supporters, however. Norman Thomas sees in international socialism the only solution to present-day problems. Ramsay MacDonald likewise subscribes to this view, insisting, nevertheless, that the goal of socialism be attained by installments.

**Should There Be a Wider Distribution of Wealth? If So, How Shall It Be Brought About?**

It is one of the objectives or beliefs of a number of the persons under consideration that there should be a more equitable distribution of wealth. Stuart Chase states the aim of his plan to be the attainment of a minimum family income of $5,000 a year, within ten years. Pope Pius XI, in his encyclical on labor, expresses the wish that workingmen might be given the opportunity to attain to property. Senator La Follette believes that more purchasing power must be put into the hands of the masses to counter-balance the undue stress which has been laid upon production. In his opinion we must increase consumption rather than restrict production. Nor would he have greater consumption just for the present. He conceives an economic order in which standards of living and purchasing power are continually rising and spurring on production to new achievements. Among those charged with the responsibilities of government, both President Hoover and Premier Ramsay MacDonald have expressed dissatisfaction with the present concentration of wealth. President Hoover says, "We plan to secure a greater diffusion of wealth, a decrease in poverty." Senator Capper says that in the minds of agriculturists of Kansas the question of whether the abnormal distribution of goods has played a larger part in this than in previous business declines is being considered. William Green warns against the menace to the nation lurking in the present piling up of huge fortunes on the part of the more favored.

With regard to the attainment of this goal, it is recognized by most of the speakers and writers that no one thing will bring it about. Walter Lippmann has expressed the opinion that the basic motive of acquisition, which has served to drive the economic machine to its present state of advancement, must be replaced by something loftier but equally powerful before we can have a more equitable diffusion of wealth. Senator La Follette believes his ideal can be brought about through national economic planning and has already introduced a bill in Congress which would establish a National Economic Council. Premier MacDonald asks that there be an organization of labor under public democratic control, so that better distribution of work and goods may result. Senator Capper represents Kansas agriculturists as believing in
much heavier income and inheritance taxes, particularly in the upper brackets. William Green’s recommendation for leveling incomes is a high inheritance tax with adequate enforcement provisions. One writer, Stuart Chase, has suggested an entire program to bring about better distribution. He advocates high wages, shorter working hours, higher income taxes, especially in the upper brackets, national economic planning, etc. Of interest perhaps is the fact that no plans were suggested which involved a change in the form of government. All proposals were capable of adoption within the existing governmental structure.

While not definitely expressing themselves in so many words, the spoken and written thoughts of such persons as Jane Addams, Newton D. Baker, Nicholas Murray Butler, Wallace B. Donham, Henry Ford, Harry Emerson Fosdick, Sir Arthur Salter, Gerard Swope, Norman Thomas, and Owen D. Young give indication that they believe in wider distribution. On the whole, then, the trend of thought seems to be that in the future some mechanism must be devised whereby there will be a more just division of the world’s wealth and goods among mankind.

HOW MUCH UNANIMITY IS THERE AMONG LEADERS WITH RESPECT TO THE NECESSITY FOR INDUSTRIAL PLANNING? WHAT KIND OF PLANNING?

The overwhelming weight of opinion seems to favor planning of some sort or another. Newton D. Baker says, however, “Whether there can be wisdom enough to plan an economic future for the United States or for the world seems doubtful indeed.” Concurring in general with this idea, Sir Josiah Stamp suggests that industrial planning tends to enslave consumption, whereas consumption changes by fashions and prices and cannot often be accurately predicted. Among those who advocate planning there is a difference of opinion as to whether programs should be initiated and conducted by industry itself, by the federal government, by industry in conjunction with governmental aid or supervision, or on an international basis.

H. I. Harriman, of the Chamber of Commerce, indicates his faith in the ability of industry to solve its own problems without governmental interference by recommending the creation of a National Economic Council. Such an organization would be composed of from three to five men, trained and experienced in economic lines, who would be selected by an Appointing Board whose members would represent all groups of commercial and industrial interests and would be invited to serve by the Chamber of Commerce. The Council would attack present economic problems on a scientific basis, cooperating wherever possible with trade associations, but would have no autocratic powers of control. Of what might be said to be the same school of thought, Dean Donham offers the suggestion that the industries and trade associations of the country choose an Economic General Staff and a Business Congress to conduct research work and to disseminate business information. Senator Capper believes that planning can and must be applied not only to industry but to agriculture as well. Along this line he makes a plea for the spread of cooperative marketing.

William Green states that planning is the job of management, but that labor can and has helped to a certain degree. Henry Ford says that what is needed is not so much management as managers; intelligent, clear-sighted executives who can recognize and interpret trends. Frederick Ecker points out the life insurance industry as an example of what can be accomplished along the lines of a trade association organized for the distribution and dissemination of knowledge of the essential factors pertaining to the business with which the association is identified.
President Hoover heads the list of those who assert that industry, together with what aid the various government bureaus and agencies can afford, is capable of eventually working itself out of its present condition. He urges a continued and even more extensive use of the existing governmental bodies. Gerard Swope concurs in this opinion, adding that the establishment of a National Economic Council, duplicating to some extent the work of already established agencies, would be working from the top down. He believes trade associations to be more appropriate needs. In line with this thought he has propounded his by now famous program for the stabilization of industry. Dr. Nicholas Murray Butler recommends the organization of basic industries to control production and disapproves of the Sherman Anti-Trust Act insofar as it prohibits such action. He would have the government study the organization of industry and take any steps necessary to set it free to adjust itself to present conditions. Stuart Chase shares Dr. Butler's views on the organization of basic industries and the anti-trust laws, but believes at the same time in a higher degree of governmental regulation of industry. He would have all industries over a certain size incorporated by the federal government, and would allow free competition to exist in only new industries and luxury industries. For all others he advocates government regulated monopoly. These opinions are, on the whole, also concurred in by Dr. Harry Emerson Fosdick.

In the United States the ranks of those who would have the government play a more active and important part in initiating planning for recovery is headed by Senator Robert M. La Follette. He has suited action to his words by introducing in Congress a bill to establish a National Economic Council, appointed by the President with the advice and consent of the Senate. The proposed council is a research and advisory organization which would study conditions, report to the President and Senate regularly, and recommend legislation from time to time. Its sponsor believes that some central agency is needed to coordinate the work of such bodies as the Federal Reserve Board, Federal Trade Commission, and the Interstate Commerce Commission. In other countries Ramsay MacDonald and Heinrich Bruening stand for rigid governmental control of industry. Premier MacDonald advocates nationalization of industry as the only effective remedy for present conditions. His program also includes the public ownership of land, but he would not have this come about by violence. Bruening put his theories of the relationship of government and industry into practice when, as Chancellor of Germany, he regulated wages and prices by decree. Whenever necessary he extended governmental control.

In contrast with all these adherents to the thesis of either local or national programs for progress, a few have expressed themselves in favor of international measures. In this country, Walter Lippmann asserts that world cooperation is necessary for domestic prosperity and that no nation can hope for full recovery unless a large number of problems are solved by international action. Norman Thomas states, "We are under a very high obligation to think in terms of a planned economic order which is world-wide in scope. Plan for world use rather than for private profit." He believes that no American program can ignore the World Court and the League of Nations. Abroad, Sir Arthur Salter's program has a place for industrial, national and international aspects. He recommends planned direction by individual industries and trade associations, which would be represented on a National Economic Council. Representatives of the latter would, in turn, be sent to a World Economic Council.

In summary, the consensus of opinion seems to be that some sort of programming
is essential under present conditions. However, there is no such unanimity of thought as to whether this should be on a local, a national, or an international basis, or any combination of these.

Is There Widespread Opinion That War Debts and Reparations Should Be Cancelled?

The majority of opinion as expressed in recent speeches, articles, and books is that war debts and particularly reparations should be cancelled. There is much feeling that the amounts due under the existing intergovernmental agreements are out of all proportion to the ability of some nations to pay. This thought is expressed by Sir Josiah Stamp, who declares that the reparations were placed at too high a figure in the very beginning. High tariffs and the deflation of money have made reparations on a large scale impossible. This situation he believes was created by the blunders of democratic governments and political parties. Ex-Chancellor Bruening flatly states that Germany cannot pay her war debts. Harry Emerson Fosdick agrees with him, while Walter Lippmann asserts that there is no longer any possibility of obtaining from Germany payments large enough to cover the Allied debts to the United States. The sums of money which will be discussed at Lausanne will not be real, but will only represent the diplomatic ambitions of France and Germany, he believes. Ramsay MacDonald, W. B. Donham, Stuart Chase, Dr. Butler, and Alfred Smith are all in favor of cancellation with a few reservations. Dean Donham of Harvard believes in cancellation along with any other feasible means of strengthening the great nations of western Europe. Dr. Butler is anxious to have confidence restored either by readjustment or cancellation. So firmly does Stuart Chase believe in cancellation, that he would have the United States take the lead regardless of whether the rest of the nations followed or not.

President Hoover, Sir Arthur Salter, and Mr. Albert Wiggin do not advise cancellation. The President believes that in normal times the fabric of intergovernmental debts can be supported although it is a heavy burden during a depression. It is necessary, then, to give the debtor nations time to recover their natural prosperity. Sir Arthur Salter favors an immediate settlement on a basis which will assure future payments from Germany and shall certainly be within Germany's capacity to pay. Mr. Wiggin feels that, quite aside from the question of absolute cancellation, it would be good for American business if our government were to initiate a reduction in the debts at this time.

The plans for remedying this financial situation are not very definite. Bruening thinks that a gradual revision of the Treaty of Versailles by international consent should provide Germany with relief from her obligations. Dr. Butler advocates a study of intergovernmental obligations with a view to readjustment. Walter Lippmann points out that inasmuch as Germany and France will not be talking about real sums of money at Lausanne, but about the strength of their diplomatic powers, they should be allowed to settle their reparations problem themselves. Mr. H. I. Harriman is in favor of forming a National Economic Council which, among its other duties, will study foreign debts.

With the exception of President Hoover, every one of the men concerned advances the idea that the debts should either be cancelled or else there should be a reduction or a revision. Mr. Hoover, at the moment, wishes only to give the debtor nations time to recover their normal economic status.
Is there any thought that there should be a limitation of profits, that service to society should come before personal profits?

One of the most refreshing discoveries resulting from an examination of the public words and thoughts of leaders of the times is the trend toward a sense of stewardship which is being felt by many of our captains of industry. Some of the largest industrialists of the country have recently given evidences of this not only by word of mouth, but by policies actually adopted.

Owen Young captures the spirit of this trend in one of his recent addresses in which he says, "The old notion that the president of a company was the paid attorney of the stockholders for the purpose of taking as much as possible both from workers and the public for the benefit of stockholders has gone. The new notion is that when the concern is large enough to be invested with a public interest, its officers-in-chief must act as the trustees of an institution serving fairly investors who put their savings in as capital; workers who put their lives and efforts in as labor, and the public which is to receive the service of the combined activity." Mr. Swope himself agrees that industry exists basically for serving the needs of the people. One of the general principles underlying his plan for the stabilization of industry is: "Organized industry should take the lead, recognizing its responsibility to its employees, to the public, and to its stockholders — rather than that democratic society should act through its government."

Another spokesman for industry, Henry Ford, proclaims, "We have come to the point where we must recognize and accept the essential statesmanship of industrial leadership. The leaders of business are as responsible for the welfare of the people as generals of an army are for the welfare of soldiers." And again, "The abolition of poverty is the only end of business worth considering."

Jane Addams adds her testimony to the growing social-mindedness of industry and, at the same time, to the Swope plan. She points out that its widespread discussion and favorable comment at least registers an approval of the fact that big industry is ready to hold itself responsible not only for its own unemployed but also to avert the overproduction and lack of planning implicit in the situation itself.

Are employers interested in assisting their employees to obtain security against unemployment, accidents, illness, old age and death?

It can scarcely be denied that, from whatever motive, the question of security for his employees is agitating the mind of the American employer to a greater extent than ever before. Motives for such an interest, of course, differ as widely as human beings. They vary from the most disinterested philanthropy on the one hand, to the most sordid self-interest on the other. There is one motive, however, which cannot fail to appeal to any employer who is not blind to his own self-interest. That is the fact, which is becoming increasingly true, and which the present depression has served to emphasize, that security is good business, that prosperity in business is bound up with the well-being of the individuals engaged in it — workers no less than employers. This fact, which has long been clear to the more enlightened employer, has been largely responsible for the phenomenal growth of group life insurance in the last two decades. It is estimated that at present no less than 30,000 business concerns provide group life insurance on a purely voluntary basis for some seven and a half million employees to a total amount of ten and a half billion dollars. The main benefit is granted in the event of death, including accidental death, but certain pro-
visions in the event of total and permanent disability are generally allowed. While under group insurance, the interest of the employer in the security of his employee has taken practical effect mainly in the direction of a life policy, which virtually amounts to a continuance of the pay envelope for about a year following the unexpected death of the insured, thus affording his family a better opportunity to adjust themselves to changed conditions, other types of risk have received considerable attention. As regards sickness, the eight leading companies doing group insurance business in this country covered, at the end of 1930, over one and a quarter million workers through more than 3,000 group health policies. This represented about 80 percent of the total business then in force. The health coverage privately provided through mutual benefit plans at the initiative of employers, though of lesser extent than that under group insurance, shows a tendency to increase. In the case of old age pensions it was estimated that in 1927 some 400 undertakings employing 4,000,000 workers had set up pension plans either privately or through insurance companies. Nearly all of this development had taken place since 1911.

While interest in all the above types of coverage has been greatly stimulated by the depression, it is to the problem of security against unemployment that the attention of employers, no less than of other interested parties, has been mainly directed during the past few months. Even before the depression a small number of important and interesting experiments for protection against unemployment were being tried out in various concerns, and there is hope and expectancy on all hands that a study of the situation both here and abroad will lead to the widespread adoption of sound measures for the handling of this problem by industry. Already there are signs of a start in this direction. The National Electrical Manufacturers' Association has just adopted an unemployment plan sponsored by Mr. Gerard Swope of the General Electric Company which may ultimately affect some 200,000 workers. The scheme has been described as the first definite measure sanctioned by a national organization of manufacturers to meet the obligation of employers to provide unemployment protection for employees.

Another hopeful sign of the times is to be found in the result of a ballot of its members taken in December 1931 by the United States Chamber of Commerce with regard to various recommendations made by a special committee of the chamber appointed to deal with the subject "Continuity of Business and Employment."

Recommendations VI and VII are important.

Aided by increased opportunity for stability of operations, each employer should so plan operations as to assure the greatest possible number of employees there will be work for the greatest possible number of weeks in the year.

In the first case the voting was 2,593 in favor of the recommendation and 126 against, in the second, 2,110 in favor and 493½ against. The Chamber of Commerce has a total membership of about 25,000.

As a result of this ballot the various branches of the Chamber of Commerce throughout the country have been actively engaged in setting up Committees of Employers to study ways and means of giving effect to these recommendations.

So far we have spoken only of the situation in the United States. Human characteristics being on the whole evenly distributed, it may be assumed that the European employer is on the whole no less interested in the security of his workers than is the case on this continent. In Europe, however, the habit has grown up of looking to the state to provide through legislation, not only the machinery for administering social
insurance, but often a considerable measure of financial assistance. Industrial Europe holds in general that only through compulsion can business conditions be equalized as between an employer who adopts and contributes to a plan and one who refuses to do so, that only through compulsion can those who most need protection be induced to participate, that real success in achieving security for workers ultimately depends on the universality of the security achieved, and that the price of security is a burden which should extend beyond industry to the general taxpayer. While it may be conceded that compulsion of some form is essential to bring in recalcitrant employers, as well as improvident workers, America would appear to be pinning her faith to the moral compulsion of an enlightened public opinion rather than to that of the statute book. As to how far she is right in this, time will determine.

In Great Britain, compulsory insurance aims merely at providing employees earning less than a certain figure with enough to maintain them at the bare minimum of existence. It was deliberately intended to leave a way open for individual initiative on the part both of workers and employers and to allow insured persons who can afford it an opportunity to provide themselves voluntarily with additional protection. The number of persons who have voluntarily effected sickness insurance in British friendly societies, trade unions, etc., has been stated officially to be not less than nine or ten millions. As regards pensions the following estimates in connection with private plans in England indicate the extent of employer initiative in that country:

- 287 private firms with plans affiliated to the National Pension Fund Association covering 300,000 workers.
- 200 plans arranged through Life Insurance Companies covering 150,000 workers.
- Railway plans covering about 250,000 workers.
- 1,000 plans including cooperative societies, municipalities, and private firms, approved under the 1921 Finance Act which granted exemption from income tax, covering 700,000 workers.

Approx Total 1,500 plans covering 1,400,000 workers.

Assuming that every worker needs protection, over and above that compulsorily provided, in order to maintain a decent standard of living, the extent to which Great Britain makes voluntary use of social insurance facilities, more particularly pension plans, though considerable, can hardly be described as adequate. Can America do better by inducing employers and workers voluntarily to provide and accept a social program which will not merely eliminate distress, but will enable the honest workman to approximate his former standard of living even though overtaken by sickness or old age, and to give his family a fair chance to make good even though he fall a victim to unemployment or premature death? These ends can only be reached through intensive education and propaganda.

A preliminary challenge has already been issued by the State of Wisconsin where a bill was passed in January of this year to the effect that if by June 1, 1933 employers employing in the aggregate at least 175,000 workers have not voluntarily established unemployment plans acceptable to the State, then certain compulsory features in the bill will become operative. Accordingly, there is much activity on the part of Wisconsin employers directed towards securing the above minimum requirement of 175,000 voluntary members representing approximately 50 percent of the total number eligible under the bill.
HAVE ANY COUNTRIES ADOPTED SOCIAL INSURANCE PROGRAMS WITHIN THE LAST THREE YEARS? WHAT HAS BEEN THE NATURE OF THE CHANGES IN EXISTING SOCIAL INSURANCE SYSTEMS?

France is the only country which has adopted a comprehensive social insurance program during the last three years. The new French law which took effect in July 1930, replaced previous voluntary arrangements with compulsory coverage against sickness, invalidity, accident, old age and death. In Holland a system of compulsory sickness insurance, which had been in dispute for a long time, was put into force in March 1930.

In several European countries, however, laws have been passed either to initiate some new departure, to extend or restrict existing benefits, or to simplify existing machinery. In Czechoslovakia several amendments to the Social Insurance Act took effect at the beginning of 1929. Sickness insurance benefits and contributions were altered mainly in favor of the worker, and further liberalities were introduced in regard to invalidity, old age and widows' pensions and death benefits while considerable changes were made in organization. Spain established a compulsory maternity insurance plan in March 1929. Two months later Italy authorized the setting up of a national institute to assist persons disabled in industry, while in October of the same year a national sickness insurance fund for commercial employees was established by agreement between the national Fascist Federations of merchants and of employees. In June 1930 Norway adopted a bill to introduce medical benefits, to reduce the scope, and to reorganize the administration of her compulsory health insurance plan. Six months later legislation was introduced to change from a reimbursement system of medical treatment to a free one. Great Britain in December 1929 adopted an amendment to the widows, orphans and old age Pensions Act granting further extensions of benefit, while at the end of 1930 an Act was passed to prolong for one year maintenance of unemployed persons in health and pension insurance. The Irish Free State ended 1929 with a law to simplify health insurance and to effect economies, and in May 1930, Northern Ireland decided to include medical benefits in her health insurance system.

Germany, as a result of the gravity of the depression in that country, took the course of promoting economic and financial stability by a series of special emergency decrees. The first of these in July 1930 introduced heavy economies in sickness insurance with the object of increasing contributions to unemployment insurance. Further decrees affected all branches of Social Insurance to a greater or less degree. In November 1930 Poland ordered a reorganization of her social insurance system, but left the benefit provisions intact. In Russia there have been several social insurance laws largely in the direction of extended scope. Unemployment insurance was virtually abolished in October 1930 in view of the great demand for labor under the five year plan.

Regarding European Social Insurance it may in general be said, if generalization be not premature, that within the last three years a period of expansion and development has been brought to a close and a trend in the direction of economy has set in. Since the war the principle of compulsion has been embodied in all newly adopted plans.

In the United States and Canada social insurance progress has mainly taken the form of the adoption of pension plans by various state or provincial legislatures. There has also been a considerable expansion of group insurance, particularly under
a blanket contract covering the risks of invalidity, old age and death, such as that of the Standard Oil Company of New York which is in every way the largest transaction of its kind.

**IS THERE A TENDENCY IN THE UNITED STATES TO ADVOCATE STATE SOCIAL INSURANCE PROGRAMS?**

The ranks of advocates of Social Insurance in the United States have been steadily growing. As yet, few people have come out for a complete program, covering the hazards of unemployment, sickness, old age, and invalidity. Assemblyman Cuvilier has for several years introduced a bill for an entire social insurance plan before the New York legislature. As often as introduced, this measure has been tabled.

State old age pensions have been the opening wedge upon which social insurance adherents have concentrated their efforts as the first step towards the eventual adoption of complete programs. At the present time, seventeen of our states have old age legislation on their statute books. The gathering momentum of this movement is evidenced by the fact that ten of the seventeen laws were enacted in 1929 or later, five having been passed in 1931. Special investigating committees are considering the subject of pensions in four additional states. The campaign is being carried to Congress and this very year, for the first time, a Federal old age bill was reported out of committee in the House of Representatives.

Unemployment insurance and relief have received even more attention from state and national legislatures in the past two years than has old age relief. Numerous relief programs have been enacted and the question of insurance is coming up again and again. Franklin D. Roosevelt, in January of 1931, called a conference of the governors of eastern industrial states to consider the adoption of unemployment insurance. Wisconsin has actually enacted a law which will make unemployment reserve funds compulsory in that State if, by July 1933, a prescribed number of workers are not covered by voluntarily adopted private plans. President Hoover, in 1931, appointed a congressional committee to investigate the possibilities of additional federal action on the unemployment problem. It is intimated that the report of this committee, to be released in the near future, will be favorable to compulsory unemployment reserves.

There has been little or no state activity in the field of health insurance, in this country.

As an indication of the amount of attention which social insurance is receiving in this country, 105 unemployment bills were introduced in state legislatures in the year 1930-31, 133 old age bills being offered during the same period. Corresponding figures for the year 1931-32 are 137 and 68.

**Self-Analysis**

We are freely saying hard things about ourselves in this country today which two years ago, coming from the lips of our foreign friends, caused us to become indignant. A depression is a time of self-analysis and we Americans have shown ourselves capable of turning the floodlight on our deeds, facing up to our sins of omission and commission as revealed under this dazzling light. Lessons are being learned which returned prosperity will not unlearn in spite of what the "civilization crashers" say. People turn hot and cold with alarming suddenness in June 1932. But this is one of the symptoms of our national disease. The nerve centers of the nation seem momen-
Cooperation Between Special Libraries and Publishers

By RALPH FOSS
McGraw-Hill Company

THIS morning I want to talk to you rather informally about some of the problems that I think we have in common as publishers and librarians. I think that it would be far better if a group of publishers were here, and if some of you librarians could address them on what they might do to help you. This would do a lot more good than for a publisher to talk to librarians. I have a feeling that publishers generally do not cooperate with librarians as much as they should—they mean to, but either they do not get around to it or they do not know the way to go about it.

It seems to me that we might first consider this great supply of books and magazines that is coming from the publishers' presses every day, where it is going, and what you as librarians are going to do to sift out the material that you want. If we could fall back on an old simile, I should say that you special librarians are the neck of the bottle, and I wish to compliment you when I say that, because that is where the sparkle is. There is a good deal of sediment down in the bottom of the bottle which cannot be shaken up too much. From the publisher's standpoint, we pour into this bottle such a tremendous volume of books and magazines that I do not know how anybody with limited funds at his disposal can ever get it sorted out and a selection made of the special information that he desires.

Last year, when all publishers knew that the depression was on, they did not cut down their production of books. As I recall it, something over 8,000 books were published in the United States, and in our own small Book Company we published a new book every other day. In our Publishing Company we issued 34 magazines covering trade, technical, and engineering subjects. Yet, we were only one publisher out of a large group that was pouring information into the bottle and then leaving you to sort out this material as best you might. We take care of the usual things such as indexes, but there are many things that we do not do that I am sure we might do that would prove helpful.

I was very much impressed with this little booklet, which some members of your Association helped prepare, entitled: "Editorial Policies, Plans, and Methods of Associated Business Papers." There are some twenty or thirty suggestions which your Association makes. First, that the table of contents be in the front of each issue. Of course, that sounds a little elementary, and yet I pick up magazine after magazine and can not find its table of contents. It seems to me they ought to have a table of contents to tell where the table of contents is.

A word about magazines such as we publish. If they are to serve their subscribers, the articles must be authoritative. I think there has been a great improvement in this
respect. Pulling things out of the air, or repeating gossip without checking the facts and yet printing them as facts is unfortunate, and too many articles resort to general rather than specific statements. You are the people who are looking for information and facts. You want to be sure you can bank on the statements as coming from the highest authorities — not a Republican Platform on these problems that you cannot understand what it is all about.

I think it is remarkable that these magazines have done as well as they have in giving news of industrial processes and trade practices. It was only a few years ago that you found industries saying, "Why should we tell you about our business? Our competitors will find out and our business will be affected." I am glad to say that a much broader view than this has developed in America and is responsible in no small measure for our industrial and business progress.

Industrial and trade papers must be primarily the collectors and distributors of information. They must be the interpreters of events and trends, and they must be the promoters of sound thought and policies. A good paper, I think, aims to do all these things. Undoubtedly they have brought cohesion into certain industries and trades by setting up an ideal and fighting for it, and in this they have rendered a great service. Of course, another service that such papers as we publish aim to give is in the field of special studies. I know that many of you have helped us in giving information to some of our editors for articles which they were preparing. We in turn are very glad to open our storehouse of information to you librarians, and hope you will make the widest possible use of our facilities.

I want to take just a minute at this point to say a word about research. So many crimes are committed in the name of research that I think we should always keep in mind the difference between real research and the gathering of facts to prove a point which we want to make. I am reminded of the man who was asked what plagiarism was. He said: "It is plagiarism when you take something out of a book and use it as your own. If you take it out of several books then it is research." I am glad to say that I see a tendency for independent research in business as opposed to the so-called research that interested parties have been putting out. If we have more independent research it will be a great service to your group for you will then have unbiased facts upon which you can rely.

Let us consider for a moment the present situation. We are told that business is getting more and more fact-minded. I wonder if that is true of the average business man. There are exceptions, of course. It seems to me that the theme song of most business executives to whom I have talked about magazines or books is: "I don't have time to read." Conditions for reading are never right for the average executive who feels that he has arrived at some important position in his company. Either he is too busy to read, or business is so bad that he is too worried to read. In other words, he is never favorable to the idea of getting the facts from the printed page that will help him in his business. He prefers to get it from some stranger on a train or from someone over the luncheon table. Some studies which we made indicated that over 90 percent of the people who buy business and technical books are under thirty years of age.

Consider for a moment the information in the libraries which you represent. There were all the facts, all the warnings, the signals, compasses, charts — in short everything that could have measurably lessened this depression — had business men generally taken the time to study them. There was nothing new in what was
bound to happen if we continued credit expansion, stock speculation, over-production. In brief, all the things that were happening in the early part of 1929 with their probable consequences were recorded in the books of which you have charge, for executives to read and ponder over. But these were old facts, and we were told that we were entering on a new economic era and were on our way to bigger and better things, and here we are.

Some studies that have been made recently indicate that there is something radically wrong in our early school training. So many of our graduates from high schools and colleges seem to have been conditioned against reading and find it very difficult to read a factual book or magazine. It is as though they had taken a pledge when they left school that they would never study anything again now that they had got through with the required scholastic work. There is much work to be done in this field before we can solve this whole problem of adult education.

Now that we are approaching the end of these remarks, I should like to presume to speak for a few minutes on the subject, "What I would do if I were a Special Librarian." I think I am treading on dangerous ground, but my observation is that special libraries in some businesses are much like personnel departments. They are great when business is good, but can be dispensed with when business is bad. That process has been going on during the past year, and yet there was never a time when business needed this guide, compass and chart that you have in your libraries to steer executives through their troubles, more than at present. But, I fear that some do not yet see the value of this library. Either they do not use it, because they do not understand its great service possibilities, or because they have never been trained to act on facts. Facts are often so unpleasant that it is better not to know them.

It seems to me that you have to become tremendously active at this time in spreading information among your executives as to the value of the library and the help it can give. They must be made somehow to realize that the library is as important a branch in their business as any other.

May I make one more suggestion, although I am not a psychologist. Possibly your Association ought to get some good psychologist to work out a test which I have in mind. The test is to find out whether your chief executives are eye-minded, ear-minded, or a mixture of both. The approach to these two types is very different. Perhaps the simplest test will be to get the secretary to the executive to tell you whether the boss ever reads anything, or whether he gets most of his information from what people tell him.

One more thing that I think publishers might do in cooperation with the librarian is to give reading its proper place in business. In most businesses it is considered nothing short of a crime to read during business hours. I would wager that if I could drop in on a hundred executives unannounced and find them reading a magazine or book during business hours, 90 percent of them would apologize for their seemingly unbusinesslike conduct. My proposal is this: that we work for assigned times for reading. Where a business has a special library certain books can be selected that apply particularly to that business. Then a note should go out from the president of the company to the executives asking them to choose any hour during the day for three days during the week when they will read serious articles about the business. What a relief this would be. They could actually read about the business without feeling guilty if they were caught in the act. Encourage them to look upon books and magazines pertaining to their business as the most important working tools that they have.
I believe that the time is coming when more librarians will be asked for facts whenever questions of major policy are up for decision just as most businesses now consult a lawyer when some legal point is involved. You have the facts. You are the guardian of them. You have them at your fingertips so that you can get them out. You must bring it about that all of your executives will realize the great service you can render them.

We are trying to help editorially in our different papers by giving the facts that will help business and by urging executives to make decisions based upon facts rather than hunches.

**Coöperation Between Special Libraries and the Government**

By ERNEST A. TUPPER

Bureau of Foreign and Domestic Commerce

I HAVE been asked to talk to you on the subject of coöperation between the Special Libraries Association and the Federal Government—a subject which appears to me to deserve much more attention than it can receive this morning. I feel quite sure that the Government has been of considerable assistance to Special Libraries and that your Association in turn has been of great assistance to the Government. Nevertheless, I believe that there is a need and opportunity for much greater coöperation between these two groups than has existed in the past. But the amount of coöperation which can be secured is largely dependent upon the willingness of this Association to take the preliminary steps.

It would probably be desirable from your point of view to have some central agency or individual in Washington to whom you might go with all your requests for information or publications. But the efforts which are now being made to reduce expenditures and to eliminate every activity which cannot be considered as absolutely necessary takes this question well out of the realm of possibility for some time to come. If this opinion is correct, any formal coöperation which may be arranged must take the form of coöperation with individual departments and bureaus. However, I believe that much might be accomplished if your Association were to appoint several persons to represent its membership, each to contact with a separate department or government agency. Favorable action would more than likely be taken on a letter to each of the various government agencies, describing the work of your Association, your problems, and your interests if the request were made that one or more individuals be authorized to discuss either through correspondence or personal contact the possibilities of coöperation. I do not mean, of course, that all requests for information or publications should be passed through the Association's contact with a particular department, but it might prove helpful to have your unusual problems and special requests handled in this way.

Before attempting to discuss some of the problems which you encounter in your contacts with the Government I think it would be desirable to briefly sketch, in a broad and general way, the organization of the Federal Government. I have distributed an organization chart showing the major divisions of work. You will note from the chart that there are ten departments engaged in carrying out the many...
functions of government and approximately 60 independent offices, boards, and commissions. With the exception of the Department of Justice which is under the direction of the Attorney General, and the Postoffice Department under the direction of the Postmaster General, the work of each of these Departments is in charge of a Secretary who may have one or more assistant secretaries to aid him. Although there is some lack of uniformity in the terminology employed to distinguish the subdivisions of work in the various departments, the general plan of organization is much the same and a description of the subdivisions in one department will, in a general way, hold for a description of the others.

The work of the Department of Commerce with which I am most familiar is carried on by the twelve offices shown on the chart. With the exception of the Radio Division in charge of a division chief and the Aeronautics Branch under the direction of Assistant Secretary Young, each office has as its head a bureau director or commissioner. The work of each bureau is carried on by a number of divisions and in each division are to be found two or more sections. The chiefs of these sections are in most instances the specialists or experts on cotton, tobacco, foreign trade, fire hazards, adult education, a particular plant pest, the tariffs of a particular foreign country, et cetera, and are the people in whose work you are most interested. How to reach these people and keep in touch with them is one of the problems which confront you.

It would, of course, be physically possible to compile as of a certain date a detailed chart of the organization and functions of the government and all its units but new work is being undertaken from time to time and popular opinion to the contrary, certain pieces of work are discontinued as the need for the work passes. It would also be possible to indicate on this chart the names of the individuals responsible for the work in the different offices, but such a chart would be out of date before the printer's ink had dried.

For the purpose of keeping informed concerning the names of the individuals in charge of work, as well as of the major divisions of the work, I would recommend that you secure each issue of the Congressional Directory. The Congressional Directory contains not only the names of many of the officials with whom you may have occasion to correspond, but also well over a hundred pages devoted to a brief but up-to-date description of most of the work carried on in the various departments, bureaus, and divisions as well as in the independent offices. I would also suggest that you take an hour or two each month and religiously read the Monthly Catalogue of Public Documents. As you all know, this catalogue lists all printed material distributed through the Superintendent of Documents, and I am sure that if you carefully go through each issue you cannot help but gradually build up a knowledge of government sources that will enable you to locate with little effort, much of the material that you have occasion to secure from Washington. You should also find Jerome Kear Wilcox's book on "United States Reference Publications" (1931) of assistance to you. Some of the publications of the Institute for Government Research, particularly the one by Lawrence F. Schmeckebier on "The Statistical Work of the Federal Government," should prove valuable. There are also the lists of publications issued annually by the various departments and bureaus.

If one section, one division, one bureau, or even one department were responsible for all phases of a single subject, activity, or commodity, your problems of securing information or publications would be infinitely more simple. Unfortunately in spite
of all that has been said of the overlapping in government functions and the need for some kind of reorganization the possibilities are relatively few, and the dream of getting everything on one subject from a single office will scarcely ever be realized.

Let us assume by way of example, that you are the librarian for a national advertising agency which has just secured a contract from a large distributor of milk and milk products. You find it necessary to obtain, among other things, all of the material which the government has published on this subject. You would discover that there are at least four departments and two commissions collecting and publishing information concerning milk. (I say at least four departments and two commissions because I made the survey hastily and I am sure that further investigation would have disclosed other agencies doing work in this field.) I found four units in the Department of Agriculture:

1. The Bureau of Dairy Industry which is concerned with improvement in methods of producing, marketing, and manufacturing milk.

2. The Bureau of Home Economics which is concerned with the preparation, use, and value of milk in food.

3. The Bureau of Agricultural Economics which collects statistics on prices, production, and consumption of milk.

4. The Food and Drug Administration which protects the consuming public against misbranded or adulterated milk.

Under the Treasury Department is found the Bureau of Public Health which looks out for the enforcement of sanitary regulations governing the milk supply including pasteurization and distribution.

Under the Department of Labor is the Children's Bureau which is concerned with studies of milk and food in relation to the health of children, and the Bureau of Labor Statistics which collects statistics on prices, employment, payrolls, et cetera, for many industries of which the processing of milk is one.

In the Department of Commerce is found the Census Bureau collecting biennially information regarding the processing of milk and including such data as the number of establishments, wage earners, cost of materials, value of products and so on. And the Bureau of Foreign and Domestic Commerce which through its Statistics Division compiles information concerning the foreign trade in milk; through its Foreign Tariffs Division, information concerning the tariffs of foreign countries and their effects on our exports of milk and milk products; and in its Foodstuffs Division makes special studies at the request of industry of problems encountered in the marketing and sale of milk.

The Interstate Commerce Commission makes studies of railroad rates applying to the transportation of milk and the United States Tariff Commission is equipped to undertake the compilation of comparative data on the costs of production of milk in the United States and in competing countries.

I should like to repeat — this does not necessarily represent all of the different units in the Federal Government engaged in a consideration of the various aspects of the one commodity MILK.

I think what some people mean when they speak of the extensive overlapping in government functions is just the thing which I have tried to bring out — namely, that the same subject is receiving consideration in many different offices of the government. The trouble seems to be that they do not realize it is neither possible nor, from the point of view of good administration desirable that one individual, section,
or division be responsible for all material bearing on a specific matter. It is impossible
to be an expert on health values, on production, marketing, foreign trade, foreign
tariffs, and a host of other things. Nor is it desirable that our censuses be taken in a
thousand different offices or that our wholesale price indexes, our employment in-
dexes, and our other indexes be compiled from material collected by a hundred
different agencies of the government.

A number of ways occur to me in which special librarians can help the Government
and thereby help themselves. I think the most important one is by making sugges-
tions. We are exceedingly glad to have suggestions and criticisms—suggestions for
things that we should be doing, but aren't, and criticisms of things we are doing. I can
speak only for the Bureau of Foreign and Domestic Commerce but I am sure this
expresses the wish of the other bureaus in our own department as well as other bu-
reaus in other departments. We all get quite a few suggestions and in the last few
months we've had no occasion to complain of a lack of criticism. If your Association
would care to endorse a criticism or suggestion it would carry more weight coming as
a finding of a committee of the Association than as the view of an individual member.

When writing to one of the government departments for information it is im-
portant to remember that our policy is to undertake to supply only such information
as the inquirer cannot reasonably be expected to obtain for himself. But this policy is
not rigid. If the person responsible for preparing the reply can secure in a few minutes
information that would require several hours' work on the part of the inquirer, he
does so. But if all or most of the information is available in published form the
inquirer is usually advised to consult certain sources and then request the government
to furnish only that information which he has been unable to obtain elsewhere.

If you have reason to believe that the same information is available in several
departments or offices, do not send three or four letters requesting the same informa-
tion to three or four departments without stating in your letter that a similar request
has been sent to other departments which should be mentioned by name. Otherwise
several people may be put to work on the same job, and the work of the government
slowed down. It frequently happens that when several people in different depart-
ments are working on the same job they run across one another's trail. If they dis-
cover that others unknowingly are working on the same job they are apt to become
disturbed and irritated and the service to the inquirer may suffer.

I also suggest that when writing for information or publications you mention the
day on which you would like to receive a reply, and the day on which you must
receive it if it is to be of any value. Bear in mind, that with a little extra time it is
possible for the Government to give you that extra service.

What is going to be the effect of the government economy program on the publica-
tions of the various departments is a question which has probably been troubling
many of you. There has been rather general and severe criticism of the large amounts
of printed matter distributed from Washington and as a result the amounts of money
which are being appropriated for printing and binding in many instances have been
considerably reduced from the amounts made available in the fiscal year just ending.
Therefore, it is probably safe to say that the number of publications will be sub-
stantially reduced, those which are printed will be much more condensed, there will be
much less publicity given to the availability of printed material, and some of the
material which is now being printed will be issued in mimeograph form, while some
of the less important mimeographed matter will be discontinued.
The printing appropriation for the Department of Commerce, exclusive of the Patent Office and the Bureau of the Census, was $756,000 for the current fiscal year. The appropriation for the fiscal year 1933 amounts to $565,000, a decrease of 25 percent. But this does not mean that your loss is going to be only 25 percent. Out of the appropriation of $565,000 for printing and binding for 1933 must come the cost of printing all of the special forms, letterheads, envelopes, etc., used in the regular work of the Department, — costs of which ordinarily account for 25 to 30 percent of our total printing appropriations. In addition there are a number of publications such as Foreign Commerce and Navigation, the Monthly Summary of Foreign Commerce, the Statistical Abstract and certain publications of the Bureau of Lighthouses describing the location of air navigation facilities, the movement of tides and things of like character which cannot be discontinued or cut in size. Much of the cut must therefore be borne by the publications presenting the result of special researches and investigations, the material in which you are most interested.

I said a moment or two ago that some of the material issued in printed form would after the first of July doubtless be issued in mimeograph form and that some of the present mimeographed releases would be discontinued. For this reason I suggest that if you have not already started to bring up to date your very excellent descriptive list of mimeographed statements published in 1929, which I understand you have considered doing, that you defer this work at least until the early part of 1933. I am afraid that if you do not it will be very much out of date by the time you are ready to publish the revised list.

The Economy Bill which has just passed both Houses contains a provision which is of special interest to librarians. In the past government publications could only be obtained through the Superintendent of Documents, the Department which prepared the publication, or one of its offices. Under this bill, however, a new avenue of distribution is opened making it possible for government publications to be sold at a profit by newsstands and booksellers. At present the Superintendent of Public Documents is authorized to charge 10 percent more than the cost of publication for all documents sold by his office. Under the provisions of the new bill he is authorized to charge 50 percent more than the cost of printing for the documents which he sells and is further authorized to sell, in wholesale lots, but for cash and with no returns, at a 25 percent discount. This should make it possible to secure publications much more promptly than formerly and should result in some increase in the distribution of government documents.

I think the most important thing for you to remember, a thing which many people forget, is that although the government may be a big machine it is no different from other machines in one respect. It takes man-power to make it work and the man-power is furnished by human beings. They eat, sleep, work, do most of the things they should, and — like most of the rest of our citizens — do many things they should not. They have babies that keep them awake at night, troubles with their automobiles, troubles with their brokers. Some days their dispositions are good, some days they are poor. Also they make mistakes. But for the most part they are just as loyal, just as willing, just as conscientious and just as efficient as their fellow workers in private industry. Sometimes I am convinced that they are more so.

Twice a month I visit a bank in Washington to deposit my salary check. I have been doing this for over two years; I have a nodding acquaintance with most of the employees in the front office and I do not need to identify myself when I need a little
cash. I also rent one of their safe-deposit boxes. Nevertheless, I can depend on receiving, every three or four months, an invitation to become a depositor in this rather good banking institution, or a suggestion that as a depositor I should take advantage of their other facilities and rent one of their deposit boxes. Also I receive periodically from several department stores at which I have accounts that may be two or three months overdue, letters informing me that my credit is good and that they would be glad to extend me the convenience of a charge account. Sometimes when I go into these stores and wait shifting from foot to foot while a couple of salesgirls talk over the night-before, I walk out a little later complaining to myself about the service. I am sure that you all have the same experiences with your banks, your stores and even your own business associates.

The biggest store, the largest bank, the greatest manufacturing corporation cannot always give complete satisfaction — 100 percent service. They do unreasonable things, make mistakes, fall down on promises. Unlike them, the government does not maintain an adjustment department. But I am sure you will find that when you are reasonable most of the government workers are willing and anxious to give you the best service possible.

Committee on Cooperation in Business Library Service

The annual report for 1930-31 referred to the steps in evolving this clearing house for valuable material. During the past year the work has increased with these results:

Since the 1931 annual meeting, 19 special libraries sent 374 directories to 26 public libraries in 15 states, and a number of miscellaneous publications to the libraries of the University of Florida; Morningide College, Iowa City; the College of Business Administration, Boston University; the University of Washington; Syracuse University; Y. M. C. A. Graduate School, Nashville; Hampton Institute; Duke University; Adams State College; Emory University Library School; Northland College, Ashland, Wis.


The 374 directories were sent to the public libraries of Long Beach, Riverside and San Diego, Calif.; Waterbury, Conn.; Savannah, Ga.; Fort Wayne, South Bend and Terre Haute, Ind.; Des Moines and Sioux City, Iowa; Wichita, Kans.; Louisville, Ky.; Duluth, Minn.; Kansas City and St. Joseph, Mo.; Rome and Jamaica, N. Y.; Akron, Cleveland and Springfield, Ohio; Reading, Pa.; Knoxville and Nashville, Tenn.; El Paso, Texas; and Milwaukee and Watertown, Wis.

This work is building up pleasant relationships between a number of public libraries and the Special Libraries Association, and leads not only to these gifts, but also to suggestions for methods in developing collections, etc. More work of this kind should be done and it is to be hoped, as time permits and opportunities arise, that there will be a greater development in these broader aspects.

MARIAN C. MANLEY, Chairman
K. DOROTHY FERGUSON
MARY G. LACY
MILDRED B. POTTER
CAROLINE LUTZ
Coöperation Between Special Libraries Association and Trade Associations

By NATHANIEL WARING BARNES
American Marketing Association

MY SUBJECT is a very practical one, and I have tried to do it in a practical way. It is unnecessary, I am sure, to spend much time in tracing the history of trade associations, and I am not the person to do that in any expert way. But I think we all realize that there are so many associations in this country that the total number includes a great variety. There are three ways of classifying associations. One is to remember that they may be national, international, regional or local. Again there are technical associations, there are professional associations, civic and social associations—most especially there are trade associations. Still a third way of classifying is to think of some of them as highly specialized, while others are quite broad in range of interest.

So far as the growth of these associations is concerned, I think that you are aware of the fact that originally the American business man had a strong sense of independence, a strong idea in his mind that he wanted to depend on his own wits, keeping all good ideas to himself, but gradually there has come about a change in this business man's thinking. He has realized that in a good many respects his success was very closely related to the success of others in his same locality, or in his same trade field.

Forces have tended to develop a sense of interdependence, for as business men began to mix with each other in conventions and meetings of their associations, they have discovered that their competitors were not such a bad sort after all, and that a little golf added to other meeting features tended to develop cooperation, confidence and friendliness among members of various groups.

This represents the high point of the development of these associations. Soon we begin to see signs of a reaction, especially in leadership. The original leadership responsible for bringing a group together has often been replaced by a less efficient body. Also, a lack of purpose has slowed down this association movement.

Many associations have fallen into the hands of people with a too narrow view point. In a few cases, legal limitations have restricted the activities of some groups.

What about the future outlook for these associations? It seems to me, without turning prophet at all, that associations are going to remain in American business and in American life. The need for cooperation and coordination in business and in other phases of living is too fundamental for associations to ever disappear. As to what changes are going to come, that is rather a subject in itself. May I refer to three possible changes which there seems to be some reason to believe are in process of working out? First is the thought that seems to be in the minds of many business men—"Let's have fewer organizations and better." Just recently, I understand, a definite proposal has been made by the Associated Grocery Manufacturers that all associations interested in the grocery field work out some sort of consolidation that will result in an increased efficiency.

There is a second change which apparently is coming. The associations now in the
business field — if they are to continue and to get support must develop the ability to exercise leadership in their respective fields. In a recent discussion Mr. Feiker seemed to have it very much in mind that this new leadership into a planned and stable progress will be supported by an increasing amount of fact material, of statistics, and of surveys.

The third change that is in the making, Mr. Feiker referred to as follows:

"The times call for a type of business statesmanship that replaces emotion with reason, that seeks a simple understanding of the facts before reaching decisions, that is willing to take responsibility based on faith in this nation, and in the fundamental contributions which have been made by collective business thinking in partnership with government. No trade association will live unless it relates itself to the social and economic as well as the business, promotional and legal phases of its industry."

So there are three things to recognize — in this large group of associations — first, the tendency to adjust the number, to consolidate and coördinate if not merge, so that functioning will be more efficient; second, the development of a stronger, more positive leadership; and third, recognition of public interest as well as of individual or selfish interests of the group organized.

Now the important consideration is that there is common ground between your own group and practically all these other associations in two things: First, a belief in the importance of information as a basis for sound planning and, secondly, the realization that information paid for but not used is valueless. Of course, there are a great many people in various associations that do not know these things. They do not believe them, nor do they give more than lip assent to them, but I think the times have brought this thought more and more into the minds of the leaders in these various associations and groups.

Taking your own S. L. A. as a separate group, what do you represent as you come into this discussion of cooperation with other associations? It seems to me that you represent training in handling business information, including particularly classifying and disseminating information, by "Putting Knowledge to Work." That is what you as a professional group, more than anything else, have to offer. The other groups, it seems to me, represent sources of information, channels for disseminating information, leadership in the use of information, and the center of employment for trained librarians.

Now we come to the main question of how your group and other associations can work together in trying to be practical. What is there that can be done by you in cooperation with any, or many, or all of these other groups? The answer is to be found in common objectives, and in mutually acceptable ways and means. Some of the general objectives are, first, a fuller acceptance by industrial leaders and executives of the fundamental importance of information as a basis of sound planning; and with this should come a more extensive and intelligent use of available information. This is a goal that ought to be accepted by almost any group that you approach.

The second objective is a better planning of fact finding and a better handling of information by associations and corporations. A significant point was made in the 1931 report of a conference held by the American Trade Executives Association with the officers of the United States Chamber of Commerce:

"In particular we recommend that the national Chamber or some other national agency make a comprehensive study of what is being done by all agencies in the field of essential business statistics, with a view to greater coördination, to a development of fact finding in fields where they
are now lacking, to more extensive and intelligent use by all business men of all facts upon which courses of action should be predicated, to eliminate duplication of fact finding efforts and centralize and identify proper sources to which business can report, and from which authoritative data and statistics suitable to use in planning, would be a great boon in industry and to business men. Trade associations, as clearing houses of data on industries, are vitally concerned in simplifying the gathering and reporting of business facts in usable form."

The third objective is a better understanding of Special librarians. There are many business men who have had cause to understand and value the functions of the business library, but who are today deciding that those functions are not important enough to renew the necessary appropriations for it this year. That happens to be the most urgent side for the moment, but here is another example of the lack of understanding of the work of special librarians from my own recent experience. I happened to mention to a friend the other day that I was to come here and talk to a group of business librarians; and this is what he said — "What in the world do you know about what kind of love stories to recommend to stenographers?" That very man is now directing the assembling of material in what he calls a "merchant service file," and he is directing a job on which he ought to have the services of a special librarian; but how far he is from knowing that there is a special librarian, or what a special librarian might do to make his own work effective. I have seen his material and I think it is good. He has done a good job without a special librarian, but he could have done a better job with one.

The rest of my talk is concerned with specific ways and means for developing cooperation. We all know that the individual librarian can bring about a closer relationship with other associations by clearing publications and attending meetings. As for the subject of memberships Miss Morley has covered that phase of the question in an article which probably you are well acquainted with, in your own Magazine for October, 1931. There is need in many associations for a type of membership which Mr. Feiker calls the cooperative membership. He has put that in his Magna Charta for trade associations, and it is a good idea. I do not think enough associations make this provision for people like yourselves who would like to have contacts with more associations than you can afford to join. I hope that as time goes on many associations will devise some basis on which you can carry memberships or maintain contacts with organizations in which you do not have a primary interest but from which you would get considerable value.

S. L. A. should set up joint committees with a few associations for the purpose of exploring the possibilities of cooperation. Can you do anything to prevent duplication? Can you do anything to call attention to needed information? Can you do anything to put the reports of this Association's research in more usable form? Miss Morley has questioned this in her article. As for the questionnaire service rendered by different associations, how much could you help without carrying an unfair part of the other association's load? On the first purchases of books and magazines, on bibliographies, on standard and practical starts at things — is there a chance for you to experiment with a few joint committees — perhaps one for each of your subdivisions, insurance, commerce, newspaper and so forth? Try to explore the possibilities of the variety that might be represented in such experimental work. I understand that you have already done some very important things, such as library exhibits and the compilation of bibliographies. If you could arrange to schedule such major projects each year, it would be a splendid program of continuing that particular form of cooperation.
My next suggestion is that you might arrange through a committee to keep all informed as to information activities — i.e., information gathering and disseminating activities of important associations. Could this be done by a department in your Magazine, or a series of bulletins or catalogs?

Could not one of your committees consider making a survey of the associations that maintain libraries, to find out what those libraries are like and how they are conducted? With that survey cover other organized information-collecting and disseminating services. You might even undertake an exhibit of work done, devices used by various associations, and get such exhibits before a general gathering of trade association executives. Miss Vormelker told me this morning that the United States Chamber of Commerce has recently sent out a request for information covering trade association activities under a number of headings, thirty or forty of which fall within your field. Assuming that the answers are sent in and that the report is compiled and made available, you will find there some valuable material for making a survey of associations.

My next suggestion is for S. L. A. to offer a consulting service on research jobs undertaken by associations and companies where a full-time librarian is not employed. I think your committee has thought of this in terms of a bureau of information. It means helping other associations where the knowledge and judgment of the special librarian is needed, but where none is employed. When I say "consulting service" I have in mind the Psychological Association, an organization which puts those who need the services of an applied psychologist in touch with the one best equipped to help a particular organization with its peculiar problem. These psychologists charge for their consulting work, but it is done through a central agency. It is possible that eventually librarians might work up the same sort of central office for giving brief, expert service to companies which at the time either do not need or do not know that they need a full-time librarian.

Include a discussion of specific cooperative projects for one session of each annual convention of your own Association, to keep this thought of cooperation alive and to keep your membership informed of the progress you are making along these lines.

Finally — periodic conferences with officers of American Trade Executives Association are important in order to acquaint them with the progress of cooperative projects and to discover new forms of work. They have a committee on cooperation with general associations, so it would seem that periodically one of your committees should confer with their representatives. We have made arrangements to cooperate with the United States Chamber of Commerce which has a direct interest in trade associations, and also with the representatives of the Department of Commerce, which has a fine appreciation of the objectives of association work, and misses very few chances to be helpful to the kinds of associations we are discussing.

If there is any further questioning as to what can S. L. A. do with the American Marketing Society, a scientific organization, or with the Association of Consulting Management Engineers, a professional organization, or with the American Institute of Food Distribution, a trade organization, I am ready to match point for point.
THE MUSEUM GROUP
Session Held June 14th, 2:30 P.M.
Chairman: Minnie White Taylor

HISTORY OF THE MUSEUM GROUP
By Isabel Town, H. W. Wilson Company

At our first meeting we had about a dozen librarians representing the various types of museums. Possibly you do not know that there are types of museums. In addition to general there are museums of art, history, natural history or science, and industry, each one with its special appeal. We may liken the growth and development of the museum and its curator to that of the library and the librarian.

The old museum had a book collection — volumes of dry and seemingly uninteresting proceedings of learned institutions and scientific societies under the guardianship of one who handed them out reluctantly to the infrequent research worker. But times have changed, and there is such a stirring among the volumes that a more informed keeper of books is needed. While some museum executives feel that the library should be almost exclusively for the scientists attached to the museum staff, the more wide-awake ones have heard of trained librarians and the possibility of making their museums and libraries part of the general adult education movement. The director of the American Association of Museums has said recently that “museums, for years large city luxuries, are rapidly becoming the educational need of every community in the United States.”

Here and there all over the country there are museum librarians working on problems common to all special librarians. Problems of classification, access to shelves, loans, catalogs classified or dictionary, etc., are of general interest. Some of these seem simple to you and may be easily solved, but others are puzzling to all and especially to beginners, fresh from library school or new to special library work. They may have the theory well in hand, but that is not all that is needed when they meet the stolid statements: “We have never done it that way,” or “We always do it this way,” or the executive who does not see that a little extra spent on the library now will save time and expense later, in the end adding to its value. The newcomer would like to know how others have met and overcome these and similar problems.

Shall we use the L.C. classification, since many college libraries are adopting it; or, is the Dewey better since scientists all over the world are familiar with it through the Brussel classification? What shall we do about gifts, and accession records? What amount of research and bibliographical work can or should we do, and what shall the standing of the librarian be in relation to the scientific staff or to the public? These and many other points our Group can discuss and find the best means of presenting to the museum world. Some of the librarians will be eager to get such assistance. Others do not realize that they need it, but it is the duty of this Group to reach both classes.

More and more the museum is becoming an educational factor and the work of the library is becoming tied up with formal educational work through classes visiting the museum or loan
exhibits sent out to the schools. A study of what this involves should yield interesting material. The special Children's Museum plays an important part here. That is a type of museum not mentioned before, but it is generally allied to some other museum. Some librarians also have charge of the picture and film or slide collections. Problems of this division are manner of classifying, storing and handling.

In number there are about 780 science and art museums, with about 100 listed as having libraries. From a membership of about a dozen in 1929 our Group has grown to eighty, but the number should increase when times are better. We had an opportunity in 1930, when S. L. A was meeting at San Francisco, to establish relations with the American Association of Museums at their meeting in Buffalo. There is so far only one local group — that of the New York Chapter A constitution has been considered necessary for the Museum Group, and a committee, under Miss Abbot (Chicago), has been working on it. Also Miss Sparrow (Buffalo) is chairman of a committee to investigate the feasibility of the compilation of a manual of standard works for a science library.

THE PICTURE COLLECTION OF THE NEWARK LIBRARY

By Marcelle Frebault, Newark Public Library

The picture collection of the Newark Public Library, a pioneer picture collection in the United States, has become valuable library-economy material. As with a great many other innovations in library methods, the founding of the collection goes back to John Cotton Dana. His interest in the popularization of art appreciation and his belief in visual education had led him, first in Denver, then in Springfield, Massachusetts, and finally in Newark, to organize a file for pictorial material which would be self-indexing, and as readily consulted as a dictionary.

Out of the many schemes of his busy mind, the picture collection has proved one of the most successful, and one of the phases of library economy which has been more often adopted than any other. Scarcely a week passes without our answering a letter or a question on the organization or classification of our picture file. There is hardly a library in New Jersey now which has not a collection, however small, and from coast to coast a regular network of picture collections has been spreading within the last decade in libraries, schools, museums, advertising agencies, motion picture studios, and the hundred and one research bureaus and institutions in the United States. Many of these organizations have found that the first and easiest stage was accumulation of pictorial material. No weed can grow so fast as a picture collection, and from far and near we receive inquiries as to the next step to be taken, sorting and classifying minutely yet simply to make the file available.

The collection is usually one of widely diversified material. A classifying method had to be devised which would be used by everybody, and a terminology built up which anyone could understand. Much experimenting has led us always to the same conclusion: that no arrangement is so good as an alphabetical one by subject which is self-indexing and requires no cataloging. As to terminology, the A. L. A. subject headings, which were at first tried tentatively, have gradually yielded to terms more readily fitted to pictorial material. However, there does not seem to be any permanently satisfactory selection of subject headings. Events, explorations and discoveries, new inventions, and novel educational trends, keep the classifying terminology in a perpetual state of fluctuation. A new school curriculum recently tried in the Newark schools caused us to regroup pictures under new headings to conform to the teachers' terminology. New art movements are also the cause of much anguish. They force us to burn today what we adored yesterday, and alter subject headings which we hoped would have permanence. However, our primary object is not to keep the picture collection a model of consistency, but rather to have all our borrowers find it easy to use.

A detailed description of our technique is given in the pamphlet entitled "Picture Collection" published in the Modern American Library Economy Series, edited by John Cotton Dana. In 1928 this pamphlet was in its third edition, but was revised in 1929 by the H. W. Wilson Company.

Our collection of prints is made up of etchings, lithographs, woodcuts, copper engravings, Japanese and Chinese woodblocks, and many examples of other processes. The collection includes examples of the work of some of the best engravers of all times. Although the emphasis is on modern artists, and more particularly American artists, the spirit of the collection is eclectic enough to include a Rembrandt engraving, Marie Laurencin and Matisse, as well as Currier and Ives prints, and Penel's etchings.

Another collection of large reproductions of paintings, many of them Medici, Braun or Hanfstaengl prints, are lent in frames for home decoration, for three to six months. It was one of Mr. Dana's most masterful moves which placed on the walls of so many homes in Newark copies of good paintings.
PERIODICAL ENTRIES IN THE LIBRARY
OF THE NATIONAL MUSEUM

By Lello G. Forbes

The National Museum Library has a remarkably fine collection of works in its field, but like so many old libraries has always been understaffed. It has never been possible to do the detailed cataloging, analyzing, and indexing that such a collection needs if its rich resources are to be made easily available. Work done has had to be selective, on the basis of what was absolutely essential. Particularly has this been true with regard to serial publications. If two or three people, or even sometimes one person alone, must do all the work—cataloging, entering, reference, attendance on the loan desk—in a highly specialized library receiving hundreds of scientific serial publications from all over the world, not much can be done with periodicals beyond recording the receipt of volume and part. For the most part there was no attempt to make catalog entries for them, and the library's record of its serial publications, which form a large part of its collection, has been entirely separate from the catalog—an increasingly bulky and difficult-to-use file of entries. The records, too, have suffered a good deal from the vicissitudes of time and the often widely different ideas of a succession of workers, until there are so many departures from rules originally made, and so many examples of personal interpretations of those rules that the correct interpretation of an entry is often impossible to anyone but the maker of it. The study of old files makes a strong plea for standardization of library practices. A scientist waiting more or less patiently while you grope about trying to find out whether the library has the obscure journal, written perhaps in Czech, that he wants, and sometimes the exquisite embarrassment of finding the thing staring you in the face on the shelf later, after all your powers of imagination have failed to help you in finding any record of the library's having it, may be a human-interest item or make an amusing dinner table story, but it is anything but good library service.

The Museum library's staff has been growing gradually in numbers, and about a year and a half ago the appointment of an additional worker made it possible for the first time to have one person put in charge of the periodical files who could give practically full time to the work of keeping up and revising them. As a beginning, the whole list of currently received periodicals, about 1,400 of them, was gone through and entries according to the L. C. rules for the cataloging of serial publications made on new cards. There is nothing particularly original about the card that we use. Class number, title, and address are at the top, with a place for source—purchase, gift, or exchange—and frequency, underneath. In columns below are recorded volume, number, date of publication, and date of receipt. Cards for old entries of each periodical are filed behind the new card, and for quickness and convenience in finding where each new entry begins in the file a small metal clip is attached to the card. Full cross references from all old forms of entry, and any other necessary cross references have been made. New periodicals as they appear are cataloged, and gradually we hope to catalog the old ones so that eventually the stacks of old cards can be eliminated and the entries for current unbound numbers only, kept in the periodical file. This is slow work.

Most of our periodicals come in exchange for the various series of publications issued by the Smithsonian Institution and the government bureaus under its administration, incoming mail for all the libraries of the Institution is received in the Smithsonian building, and the periodicals are opened, sorted, and stamped. Each one that comes to the Museum is first stamped with the date of its receipt at the bottom of the first page of text. There are so many discrepancies between published dates and actual dates of issue that our scientists consider this stamping of the date of receipt particularly important as giving possible assistance in their work of determining priority of descriptions of new genera and species.

A union file of serial entries for the libraries of the Institution is kept in the Smithsonian building, and all the Museum's periodicals are entered in it before coming to us. The form of the card used is the same as that used in the Museum, but the entry is made strictly under the first word of the title: Journal, Zeitschrift, Comptes rendus, or whatever it may be. This double entry of all parts makes a double check on missing parts.
COMMERCIAL-TECHNICAL GROUP

Symposium on Service Required of Different Types of Special Libraries,
June 15, 2:30 P.M.

THE ADAPTATION OF POLICIES AND METHODS TO SPECIAL LIBRARIES OF DIFFERENT TYPES

By Linda H. Morley, Librarian, Industrial Relations Counselors

The special library is generally thought of as a modern development in library service. That the idea of a special library in the broad sense of a library devoted to one subject and serving a particular group is not so new, is evidenced by the fact that there were eight such libraries even in this country before 1800 which are still in existence, and over 300 before the beginning of this century. It is true that the greatest development, however, has come in recent years, and the history of special libraries may well be considered as falling into two parts, with 1909 as the beginning of the second and more active period.

In the years directly preceding 1909 the idea of a special library began to change somewhat. The scientific approach in all activities of life was increasingly evident. This involved an increasing need for specific knowledge and facts, producing libraries which made an intensive application of information, instead of passively administered collections of print. A number of librarians had been working in their special fields long enough to acquire a knowledge of their particular subjects. They had become specialists in a rather definite way, conscious that changes in purpose and point of view were beginning to cause a marked differentiation in their policies and methods. It was the recognition of this that resulted in the organization of our Association in 1909.

A consideration of the stages through which an individual special library may develop will throw light on the fact that there is a diversity among special libraries and the reasons for such diversity. A special library may be organized as an entirely new undertaking, but usually there has been a gradually accumulating nucleus for a number of years. There are few organizations which do not use journals, pamphlets, memoranda or books to some extent and keep a certain number of them for current use. At first these are on the desks of a few individuals. Usually one or two persons or departments tend to use and accumulate much more such material than others until eventually it is pooled in one department. As this collection grows and receives more use, difficulty is experienced in finding publications wanted, a certain number are lost — until the need for systematic care is recognized. At this point it passes into one of three stages typical of this preliminary development. Some person in the department may be made responsible for it, usually a clerk or secretary under the direction of the department head; or, if there is a central file department for correspondence, it may be transferred there; or an arrangement may be made with one of the equipment houses to "organize" the library and train someone in the office to carry it on. The future of the library will be greatly influenced by the kind of person placed in charge of it at this stage. The person of education and initiative will acquire professional knowledge, and develop a true special library. The person without these qualifications will not attempt much more than caretaker service and sooner or later the organization will realize that more intelligent administration is needed. Ultimately a decision will be made to secure a librarian. But how? Often request is made to the public library, but many organizations think the type of library they require is so different from the service of the public library, that they do not follow this suggestion. Rarely do the officers of such an organization know of the professional associations or the library schools. Here is a vital lack and one that deserves serious thought on the part of our Association. Some of our local chapters have placement committees and these do valiant work for our members who need of assistants, but how shall organizations in need of librarians discover them? A start might be made by mailing a notice or circular letter to all associations in the city. This would not be prohibitive in most places. The national Association has carried on some placement work which could be more fully organized so that contacts might be established with other national associations, personnel departments of corporations and universities, and the several types of placement agencies.

The special department of the public library does not, of course, pass through these stages of development, but the departmental libraries of universities frequently do, as well as those in governmental offices and other organizations. It will be noted that the trend of development in the individual library does parallel that of special library development as a whole, stressing first the collecting and organization of the materials of information and progressing toward the distribution and application of information itself.

Types of Special Libraries

It is an accepted fact that special libraries vary more than other kinds of libraries. Perhaps it may
be said that the variation in policies and methods of the public library is approximately 15 percent, the variation among college and university libraries 25 percent, and among special libraries at least 50 percent.

The organization set-up of our own Association has familiarized us with the subject variation among special libraries. A classification of libraries according to the type of organization of which the library is a part is almost as obvious a cause of variation in library service but has been less emphasized. The special library field as it exists today breaks down readily with a few exceptions into four broad subject groups: economics and business; sociology, including legislative, legal and religious libraries; science and technology; and the fine arts. An analysis of the national "Special Libraries Directory of the New York Metropolitan District" shows the following constitution: Economics and business, 41 percent; Science and technology, 26 percent; Sociology, 20 percent; and the fine arts 6 percent, and about 7 percent that do not fall into these groups.

The policies and methods of special libraries are also much differentiated according to the kind of organization to which they belong — the business corporation; the association, including foundations, museums and similar institutions; government departments, city, state or federal; and the specialized departments of public and university libraries. The same analysis shows special libraries in these types of organizations in the following order and proportion: business corporations, 40 percent; associations, etc., 30 percent; specialized departments of public and university libraries, 17 percent; and government offices, 9 percent. About 4 percent could not be so classified.

Types of Persons Served

From a library point of view there seem to be two distinct types of clientele. The type special libraries deal with most often needs specific facts on which to base decisions, or in order to carry on some activity; to find practices or methods applicable to particular circumstances and conditions, or to know the results of given actions. Sometimes such a person might profit by consulting the resources of the library himself and obtaining related facts, but generally his need is so specific that the librarian can obtain the information as well or better, and much more quickly and surely.

On the other hand, there is the person whose work necessitates the exploratory approach of the student. He needs to survey his subject and the literature of it in order to discover associated and related information, to note significant facts, illustrations and exceptions, and to watch for clues. This type is represented by the research worker, the writer, the student or teacher and to some degree the statistician, engineer or the worker in applied science; whereas the first type is represented by the person who is doing things, rather than primarily thinking about them; the executive, the official and the technical worker of all sorts. Of course, it goes without saying that the same person may use a library sometimes from one of these points of view and sometimes from the other, but in the main their occupation dictates the approach.

It behooves the librarian to determine the probable extent of each type of use her library will receive because on this, many decisions are based.

The clientele of the library in a business corporation, in many associations and government bureaus, and in the special department of a public library, are to a large degree of the first type; that is, the active non-student type, who are generally most satisfactorily and economically served.
Most special libraries are concerned primarily with current information and need to have it the moment it is available, often before it is published. Libraries serving statisticians, research workers and some engineering or technical workers, also need historical data and many files of reports and periodicals are required. This is also true of departmental libraries in universities and others serving students.

Many special libraries need almost exclusively a subject approach to material, rarely having a demand for an article or pamphlet by a given author, and can therefore dispense with much cataloging. In other special libraries many of the clientele are specialists, know the authorities in their own field, attend many meetings and remember vaguely many books, reports, speeches, etc.; to meet their demands secondary entries are needed for sponsoring organization as well as main author cards.

These are some of the factors which must be considered in adapting special library methods and administrative policies to the service requirements of different groups and organizations and are responsible for the high degree of differentiation among special libraries. A thorough knowledge of the activities of the organization or group served, close and continuing contacts with the clientele and a thorough understanding of the subject matter as well as its nomenclature are indispensable to the librarian who would make the special library function to the full.

Perhaps the many factors in the diversification of special library policies and techniques may be summarized in some such way as this: The subject specialized in may have an extended literature or a slight one, it may have an historical background or it may be just evolving—the special library will reflect these differences. The organization of which the special library is a part may be a social cooperative activity, it may be philanthropic and self-perpetuating, or it may be a private business enterprise; and the organization type makes an even greater impress on the administration and methods of the library. But the greatest cleavage results from a difference in purpose actuating the user of the library, between the student-thinker type of user and the active person of affairs who uses information as a stepping stone to other activity. The student approach is served admirably by existing policies and techniques although these may and undoubtedly will be much extended and refined. But to make information function fully in activities and affairs of the day offers a challenge, and that this is recognized and accepted by special librarians is increasingly evident. For more and more special librarians are stressing information...
rather than print, service rather than method, analysis of printed information rather than organization, the distribution of information in contrast to the collecting and keeping of the materials of information.

SERVICE OF DEPARTMENTAL LIBRARY IN A UNIVERSITY

By Walter Hausdorfer, Librarian, Columbia University School of Business

GRANTING that the departmental library has a right to develop resources independently for its own clientele, can it be called special in the usual sense? Business, geology, chemistry, physics, and engineering are rather broad subjects, such as might include a number of subdivisions, each of which may represent the major concern of a special library. To take business as an example: counting in the New York Special Libraries Directory alone one may find at least 23 phases of the subject covered by special collections of from 350 to 8,000 books, 500 to 50,000 pamphlets, 4 to 347 cases of file material, and staffed by 1 to 79 individuals. If each of these organizations functions as a fairly well developed clearing house of information in its field, how can the business librarian hope to encompass all these phases and yet give the type of service that characterizes the establishments in question? Although librarians do not in many cases actually carry on the research after the discovery of facts, they do in both types of libraries find and to a certain extent evaluate information. It is this conception of a library as a source of information in a limited field rather than a collection of material that serves to distinguish the departmental unit as special.

To obtain a clear idea of who makes use of the facilities of a departmental library, it may be well to examine the proportions of the various groups. From 68 to 90 percent of the users are students whose function is to obtain as clear a notion of the subject as is possible within the short time allotted for study. There is another group which may need to refer to the different sort of material that exists in the departments: for example, the treasurer's office may need special information contained in the files of the finance library, the dean or the president may be writing an article, or the accounting department may have a problem and want to know whether there is anything in print about similar cases. The faculty's demands are twofold: for instruction and for information or research. The graduate students and the faculty are the principal users of special material.

Aside from the work-a-day material needed for reserved reading what sort of information is requested by students? To obtain some picture of the demand, statistics of requests in the Business Library of Columbia University were kept for the period of a month. These included only books withdrawn for a week or more and those for use in the room, exclusive of reserved material. They were recorded under about 65 classes or subjects. The relative frequency of demand in twelve major groups representing the 65 may be seen from the following percentages:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking and finance</td>
<td>26.3</td>
</tr>
<tr>
<td>Economics</td>
<td>13.0</td>
</tr>
<tr>
<td>Accounting</td>
<td>11.1</td>
</tr>
<tr>
<td>Economic geography</td>
<td>8.6</td>
</tr>
<tr>
<td>Marketing and advertising</td>
<td>7.9</td>
</tr>
<tr>
<td>Management</td>
<td>7.1</td>
</tr>
<tr>
<td>Miscellaneous, including statistics, business ethics, education, economic planning, etc.</td>
<td>6.6</td>
</tr>
<tr>
<td>Transportation and public utilities</td>
<td>6.2</td>
</tr>
<tr>
<td>Specific industries, as food, mining, publishing and textile</td>
<td>5.2</td>
</tr>
<tr>
<td>Insurance</td>
<td>4.5</td>
</tr>
<tr>
<td>Corporate organization, trusts</td>
<td>2.1</td>
</tr>
<tr>
<td>Foreign trade</td>
<td>2.0</td>
</tr>
</tbody>
</table>

The percentage of requests for material used for reference ranged from 45 to 68, the lowest being in the field of banking and finance, the highest being in specific industries and in transportation and public utilities.

For purposes of reference there is not much specialization in different phases of the subject: questions are handled by anyone who happens to be on duty, though it would seem that those who have charge of certain types of material would be more competent to answer questions in a related field. Routine work is carried on by most members of the staff.

Selection of assistants, university ranking, and control of budget and expenditures are all largely determined by the place of the library in the administrative organization. In some instances the university librarian reports directly to the president and the departmental librarian reports to the chief librarian. In such cases the staff and budget of the department are under the direction of the university librarian, but the department head may have considerable freedom in hiring new members and in expending funds. Where, on the other hand, the departmental library is only indirectly or not at all under the chief librarian, the faculty committee often exercises considerable power. In matters of expenditure, when the departmental library is part of the general library, there is often a central purchasing department through which all orders must go, while when the library is responsible to the school, book and periodical orders at least may be sent
direct. In the first instance the approval for expenditure is given by the chief librarian; in the second instance, either informally by the chairman of the committee or by the dean.

This same general relationship with the school or main library also affects the policy on practices in cataloging and classification, treatment of special material and periodicals, and library records. If there is a central cataloging department and all material goes through its hands, there is bound to be a certain unsatisfactory result in subject headings. Recently some universities have been experimenting with the classed catalog for departmental libraries. That would permit of far more precision if the department itself is responsible for assigning numbers. For classification schemes, Library of Congress modified Dewey and special systems are used. They are as often not different from that used in the general library. Although most of the material going into departmental collections is cataloged, with emphasis on subject analytics, pamphlet or file material, some theses, trade catalogs, and certain services are not. Use grouping as well for the current issues more to students, whereas new book than value, or occasional numbers of other "scientific habit of mind" that confronts a man in the conduct of his business, industry, or profession. A recent survey showed that practically every phase of business activity was represented among the clientele of the Bureau, including, of course, organized business such as the Chamber of Commerce, the Better Business Bureau and the Business Clinic.

Information requested might be separated into several different classes:

That which might be called "quick facts" or quick reference work. Which cities use natural gas? Which cities have hard and which have soft water? How many automobiles were manufactured in the United States and in Canada last month?

Another type of question is that which involves considerable research. These concern the critical examination of data to determine future policies and plans. Compare prices of apples in New York City and in London over a period of time to determine whether to sell several carloads held in storage in New York, or whether to ship them to London for sale and at what time of the year will they bring the best price?

Questions that reflect the day's news are still another type such as: What loans has the Reconstruction Finance Corporation made to railroads? Does the new tax law put an assessment on furs?

Yet another definite class of questions concerns those requiring bibliographies. Some of the subjects on which we have recently compiled such bibliographies are: cellulose, steel houses, ports, gift shop management and operation, advertising appropriations, calendar reform, investment advice, stabilization of the dollar.

Miscellaneous requests for the best book on a purchasing agent's duties, on personnel work, on
sales and credit letters, on advertising and selling; a good book to read to make me more efficient.

Business executives usually telephone all requests and send messengers to borrow material or clerks to abstract it in the library. A considerable proportion of work is also done by correspondence. Our conception of "standard library policies" is to keep at it till the answer is found. To this end we try to know and utilize outside sources of information as well as our own, and frequently have an opportunity to put our client in touch with an expert or organization that can help solve his problem. Obviously, there are research problems that we cannot use public money to finish, but someone on the staff is usually willing to do additional work outside of library hours if the inquirer is willing to pay for it; e.g., a list of Cleveland corporations with a capitalization of $500,000 and over was made for an advertising agency which preferred paying one of our staff members to releasing one of his own for the purpose.

Our most effective publicity has come through satisfied customers. An executive of a business research organization said in a meeting that he had established contacts and taken out memberships in forty organizations in New York, Philadelphia and Washington in anticipation of needed help on a special project his organization was undertaking. As the work progressed and regular use was made of our Bureau, he found it unnecessary to call on even one of his carefully planned "contacts." Our "trade paper" is the monthly Bulletin which is devoted alternately to notes on recent business literature and to annotated lists of references on specific subjects. A wide free distribution is made at the Library itself with a local mailing list charge of 25 cents per year, and an out-of-town charge of 50 cents. On occasion, lists of books have been prepared for the local press and for house organs of Cleveland firms. Articles about the Bureau and references to it appear frequently in the local press.

AN ASSOCIATION LIBRARY

By Marion Mead, Director of Research, Illinois Chamber of Commerce

The library of the Illinois Chamber of Commerce is not a typical association library, because it is much too broad. Perhaps a State Chamber of Commerce library is a type in itself. It might not even be called an association library, because it is made up of so many individuals and smaller associations. Our members are chiefly divided into two groups, the local Chambers of Commerce in the State, and the business houses, banks and other companies in both cities and State.

The two outstanding differences in our library are first, that most of our material is given away rather than circulated; and second that we serve a great variety of people. As for the first difference we have to keep in mind that a client is a cash customer, that whatever he asks for, a pamphlet or the making of a survey, he must be satisfied, or he may drop a membership at fifty, one hundred or three hundred dollars. No matter how unreasonable it may be, if he wants a list of manufacturers or a copy of Senate Bill XIV, he must have it. We had to have a supply of twenty-five or fifty copies of this bill because it contained the reorganization of the Board of Assessors of Cook County and had therefore a large demand.

In the case of other bills, such as movie censorship or fraudulent advertising, we try to keep on hand only four or five copies each.

We have lists of manufacturers and of Chambers of Commerce made up and mimeographed. There is a demand for these from advertising agencies, manufacturers, and others who solicit groups in general. The main directory of manufacturers in the State is a volume costing five dollars, which naturally we can't distribute free of charge. We had so many requests for the list of manufacturers that we took sections out of the main directory and had them mimeographed. The best list is one of manufacturers employing five hundred or more workers. It covers about ten mimeographed sheets, and we have a thousand copies or more on hand all the time for distribution.

The president's office of the American Steel Foundries called up the other day, and wanted to know if we had an Interstate Commerce Commission ruling on an "appreciation of railroads" decision. I knew we did not, so asked how long they could wait. Until the end of the week, they thought. So I wired the Interstate Commerce Commission; and within two days we received it and sent it over by special messenger. Although it involved some expense, that is one kind of service for members that the library takes charge of. We serve all types of people, from officers of banks and railroads to the laboring man who is out of a job. He comes in to say that he has heard of a dredging company that has started operations in the waterway at East St. Louis and wants to write to or go to see them. In that case I call up the Chicago office of the State Waterways Department, where they have a file of all big operations going on. They tell me the name of the company which I then tell the poor man who goes on his way much encouraged.

Next there are the children — the school chil-
Taking but we

dren. From the third grade up the teachers offer
the Chamber of Commerce as the source of all
information. I glance over the letters that we get
from children as a matter of human interest, be-
cause they all ask, "Dear Chamber of Commerce:
Will you please send me a sample of corn, wheat,
oats, eye and coal from your state, and at once
please, and also your flag and your state bird, and
your state flower." Practically half of one as-
sistant's time is devoted to answering school
children's requests, which may seem a big under-
taking but we consider it worth while.

As I mentioned, we have two main classes of
members, the associated Chambers of the State
and the companies, banks and organizations in
the cities and in State. All Chambers of Com-
merce give us large orders, involving the sending
out of questionnaires. A typical request is for a
list of the cities in the State that are going to be
on Daylight Saving Time. Every year we start in
March to send out a questionnaire to the cities,
because new ordinances are passed and the list
always changes. We simply send out the question
on a penny postcard, "Is your city going to have
Daylight Saving Time?" When the cards are re-
turned to the post office, we compile the list, and usually send
copies to other state organizations in exchange
for theirs. A Chamber of Commerce wanted to
know what the other cities in the State did for
their merchant police systems. Some cities, of

course, have police other than the police on the
city payroll, particularly at night, and this one
Chamber of Commerce wanted to know what the
other cities were doing. I sent out another ques-
tionnaire regarding merchant police systems. I
asked how many patrolmen were on duty at
night, whether the stores banded together and
hired two or three policemen, or whether each
store had its own policeman to do night rounds,
watchman procedure, etcetera.

Contrary to usual library practice, we seldom
have people coming in to look up things person-
ally. In fact much of my work is not done in my
own library, but in the public library, the Crerar
Library and other financial libraries. I would
have to be a small public library myself to take
care of everything, so I try to keep only the stan-
dard reference books. The major part of the library
is the file of magazines and pamphlets, the fami-
ilar material, the alphabetical list of my files, and
the shelves of material that we give away.

The library is a clearing house for all the other
departments of the Chamber of Commerce. The
State Chamber of Commerce is a great deal
larger than the city Chambers, there being twelve
or fourteen different departments such as trans-
portation, retail, aviation, an industrial depart-
ment, a commercial department, or the income
tax department. The library keeps material
for all of these departments in one central file
indirectly serving our members through them.
An association library is very important to its
membership department. We have to keep an eye
on membership files as part of our work is keeping
old members from resigning.

There are so many variations from regular
library routine that I can hardly go into them.
We hardly catalog at all. At one time when
things were prosperous we were going to enlarge
the library, and have three trained people — one
to do research work, one for the surveys which
are the most important things of the library, and
a reference librarian and cataloger. Then things
began to happen and the library has remained
as it was.

As to publicity methods, the research depart-
ment library works hand in hand with the pub-
licity department, the publicity director sending
out news releases on everything we get up, even if
only a compilation of the sales of automobiles by
months. We also have a monthly publication, the
Illinois Journal of Commerce. Anything of im-
portance appears in that, while smaller items of
news are used in the weekly news letter which
goes to all members, all Chambers of Commerce
in the State, and other State Chambers of Com-
merce.

Probably our best advertisers are our salesmen
who do laud the research department and the
library, promising all sorts of things in the way of
service to new members, until we have a hard
time living up to expectations. But it is good
publicity for the library.

THE GOVERNMENT BUREAU LIBRARY

By Claribel R. Barnett, Librarian, U. S. Department
of Agriculture

As there are many different types of Gov-
ernment bureau libraries, so there are vari-
ous types of persons who use them and there are
also marked differences as to the types of infor-
mation which these persons request. To general-
ize in regard to Government bureau libraries is,
therefore, difficult and risky, and it is still more
so to attempt to compare them with other special
libraries, especially if the person assigned this
task has had no library experience outside of the
Government service. On the whole, the differ-
ences, aside from finances, do not seem very clear
out. They appear to be more a matter of degree
and emphasis than of kind.

As regards the material on file in a Government
bureau library, there is one distinguishing feature
in that there is much emphasis on the official and
semi-official literature of the field which the
library covers. Publications of this kind are used extensively in the preparation of publications of the respective departments. Government bureau libraries by reason of their exchange arrangements with other institutions are in a particularly advantageous position to obtain these publications.

Some Government bureau libraries are used more by correspondence than others, and this use is generally in direct ratio to the size and importance of the collection. For example, the large, comprehensive collections are used by other institutions throughout the country. On the other hand, small bureau collections for the special use of a small bureau are not as a rule called upon by persons not connected with the bureau. All the Government bureau libraries make extensive use of the telephone and messenger service.

Any differences between the staffs of Government bureau libraries and special libraries that may exist cannot be detected, at least as regards those in the lower positions. Regarding those occupying the higher positions, it may perhaps be fair to say that they are particularly interested in the subject matter which is the concern of the bureau and in qualifying themselves to help research workers through their knowledge of the literature concerned. The persons who use the Government bureau library generally know exactly what they want but need help in finding the information.

As to the administrative relations of the Government bureau library, the most distinguishing characteristic is in the fact that the library is a unit in a governmental system subject to at least similar regulations and conditions. The library of a business firm or organization is more isolated and independent, and the same is somewhat true of the business branch of a public library. The place which the library occupies in the organization of a Government department differs in different departments and different bureaus. The extent of the independent action of the library is governed necessarily by its place in the organization of which it is a part but whatever its particular place in the organization, its independent action is restricted by many administrative regulations and laws which are imposed upon all Government offices. These restrictions affect particularly appointments and the purchasing routine.

Variations from standard routine methods and records in cataloging, charging, ordering, etc., undoubtedly exist in various Government bureau libraries. They have been developed to meet special needs. It is difficult, however, to generalize in regard to these variations or to describe them in any detail. To mention only one, the Department of Commerce Library was worked out an ingenious charging system to meet their special needs in charging commercial reports from various countries. In Government bureau libraries there is perhaps a greater maintenance of extensive indexing and a greater emphasis on bibliographical work. This is particularly true of the Government bureau library as distinguished from the library of a business firm or association, though it is realized that there are some association libraries which maintain extensive indexes.

Finally, it may perhaps be said that a distinguishing feature of the Government bureau library as compared with other special libraries is the national character of its service. The library of a business firm is generally for the exclusive benefit of the one firm with which it is connected, and the same is true to a large extent of the library of an association. Similarly, the service of a business branch of a public library is to a large extent local. The service of the library of a Government bureau, on the other hand, while performed primarily for the unit of which it is a part, is free to all and more or less national in character. Even the libraries that do not carry on a bibliographical or inter-library loan service on a national scale in their special fields are, nevertheless, rendering a national service through the assistance they give to Government work which is national in scope. Here again it is a question of degree, for at least a few special libraries other than Government bureau libraries render service to some extent national in scope. Nevertheless, it seems fair to say that they do not give quite so broad a service as the Government bureau library nor are they so wholly devoted to the interests of the country at large. The fact that the activities of the Government bureaus play a conspicuous part in the daily affairs of men and touch the prosperity and happiness of entire communities makes an appeal and gives special significance to the daily routine of the Government bureau library, even though the part which the library plays in carrying on these activities is only secondary.

AN INDUSTRIAL LIBRARY
By Dorothy Avery, Librarian, New York Telephone Co.

The resources of a special library of a business concern should include all useful information pertaining to the line of business of that concern, information concerning related lines of business, standard texts on business administration, business law, business English, economics, finance, banking, accounting, mathematics, and standard reference tools.
Most business libraries originate within and continue under the supervision of some one particular department. The needs of that department are determined and the library collection is expanded accordingly. Determining the needs of the other departments requires much diligence on the part of the librarian. A study of the organization and the work of these departments will give the librarian an idea of their special problems, and she can develop contacts by sending to them on her own initiative current literature which she thinks will be of use.

Requests are of various types and may consume a few minutes or several hours of research. The easiest type is a request for a specific book, pamphlet, or magazine. If the particular item requested is not in the library collection, an effort is made to substitute a text by a different author. However, if the employee needs the book originally requested, it is borrowed from some outside source, or purchased by the library if the particular item is requested repeatedly. Many requests are for the latest available figures or data on a certain subject. In such a case, current periodicals and services are consulted and, if the information desired is not found, the association or organization which compiles such data is consulted by telephone or letter.

Requests for bibliographies are so frequent that the librarian must have on hand bibliographies on all subjects in which the corporation is most interested. Many requests for personal reading are received and the business librarian feels that the time consumed in obtaining the information is well spent because it is a means of developing contacts. We keep a card file of unusual requests arranged by subject which has proved to be a very helpful tool in avoiding duplication of effort.

Information, if in print, is circulated in the form in which it is available. Our company has offices in all parts of New York State and material requested by employees outside of New York City and Brooklyn is sent by mail. If the data requested is brief, the telephone provides the quickest channel of communication. If it is gleaned from several sources, a memorandum is written presenting a complete and well-balanced answer.

Stimulation of circulation by the library is obtained by several methods. A list of recent additions to the library, if issued regularly and circulated throughout the company, brings new material to the attention of every department, especially if it includes the periodical articles of special interest to the corporation. These lists have received favorable comment in our company. Lengthy book reviews may be incorporated in this list when warranted. The distribution list for this service should be revised frequently in the interest of economy. One of the best means of stimulating reading is through the issuance of well-planned reading lists. Reading lists on the history of the industry of which the corporation is a part, the history, organization, and work of the departments of the particular concern, corporation finance, business organization, English, etc., are examples of what can be done along this line. These to be effective, should be arranged in topical outline and the references should be the best chapters available on each topical division. Another means of obtaining publicity and stimulating circulation is to release, through the medium of the company magazine, articles giving information concerning the various library services and new books of special interest.

A business library must, in order to prove its practical value, meet the ever-changing needs of its corporation adequately and promptly and, therefore, a definite plan of organization and procedure is essential. Each member of the library staff should be provided with a daily worksheet, a printed form to facilitate the handling of requests, on which all notations of requests are entered, thereby keeping in one place and before the eye of the librarian or the assistant, all the requests that must be answered that day. A plan of work for each current week is set up by each individual so that larger jobs will not be neglected in the rush of the daily routine. A stenographer's notebook is a handy place to keep such a record.

ARE ANNOTATIONS NEEDED AND PRACTICAL IN OUR PERIODICAL INDEXING SERVICES?

By Margaret Bonnell, Assistant Librarian, Metropolitan Life Insurance Company

SEVERAL years ago I read a prophecy that the bibliographical keys of the future would be annotated. When I was cataloging in the Federal Reserve Bank Library, I had been well trained to put notes on catalog cards. On the occasions when I was permitted to help with a reference question, I tasted their usefulness. They seemed almost a life and death matter to me then, and the idea has grown increasingly in my mind as something greatly to be desired, especially in libraries whose research work must combine thoroughness, a high degree of selectivity, and often cafeteria quickness in serving up the viands.

I think we are tending toward annotated bibliographies. The Russell Sage Foundation Library consistently annotates its excellent printed bibliographies; the notes in a 47-page mimeo-
There could be fined to certain fields to subscribe for cards on several time of depression, and yet why should we not of these indexes, but would it be unduly? If the notated method (either on cards or in book form) difference in subscription costs between the and- those subjects only. An arrangement of this sort were on cards, however, it might be possible for libraries whose interests are quite definitely con- and the one now in use is appreciable, perhaps most of the material is at hand. Yet now and then, almost any library will have to decide whether listed articles not in its own collection are worth adding. Because of this fact and another which I have not mentioned — time lost in looking up items in one's own library that do not contain the information one might be led to expect — one could hardly say that annotations would be valueless. But it does raise the question as to whether they are of sufficient value to justify their cost.

To continue the argument, let us grant that an annotated periodical index has certain advantages over the unannotated one, other things
being equal. Other things being equal — ah, there's the rub. Bulk enters in. Cost enters in. Sacrifice of other useful information enters in. These things should be weighed in the balance to find out whether the scales tip too much on one side.

What would Industrial Arts be like with annotations? If they were superimposed on the present base, a very top-heavy structure would result. To add a note under most entries, which a well-brought-up index should do, would be almost prohibitive. Comparatively few of our articles have but one heading. Thus the same note, or preferably an altered one fitted to the subject heading, would have to be repeated as many times as there are headings. An annotation would probably take up as much space as the entry itself, about doubling the size of each issue. An annual would then be the equivalent in size of our last two-yearly cumulation, about five inches thick. This would necessitate dispensing entirely with what would be a completely unwieldily two-yearly cumulation. Modifications could, of course, be made. For instance, notes might be added only for certain articles, let us say articles of sufficient importance — determined by length, by standing of authors, by inclusion in a certain magazine. Or those articles might be annotated in which the title does not give enough or the right information. Or notes might be added under certain headings only, those, for instance, which include a large number of articles that need to be distinguished from each other. These choices might be made, but the very fact that there must be selection introduces an aspect which while bringing satisfaction to one reference user will antagonize another. Many a time an explanatory note would cause you to say "Allah be praised," but should the very item you would like to have annotated stand instead completely unabridged, you might be tempted to call down the wrath of all the gods on the whole tribe of indexers and annotaters. The fact is that an annotated index, to be an efficient one, dare not be superimposed on an unannotated one. The basis would have to be changed. Such an index calls for broader indexing, with one main heading.

It is possible, however, that a fairly satisfactory basis could be worked out for partial annotation of the type of articles now included in Industrial Arts. It is hard to say without an actual trial, but it is Mr. Wilson's estimate that roughly the cost of the Index would in that case be doubled. The increase in expense to the company, which must necessarily be passed on to the subscriber, would begin with the talent and time of the editorial staff. A greater technical knowledge might be required for annotating than for straight indexing, and possibly also a special gift for abstracting and writing. More time would also be required of each one handling the enlarged entry throughout the whole production process — the typists, the proofreaders, the printing department.

If it were decided, however, that cost must be kept at about the present level, then certain features might be changed. First, briefer articles might be left out. Second, fewer headings might be given to each article. We are rather generous in the use of headings, realizing that various aspects need to be brought out, and to be brought out according to the differing viewpoints of different types of libraries and users. Third, analytic headings might be dispensed with. We often index separate parts of articles, when such parts seem worth while. Fourth, fewer magazines might be included. We now index some two hundred and thirty. Fifth, entries for pamphlets and books could be left out altogether. These then are the choices for sacrifice that the subscribers would have to agree upon, were it decided to include annotations with the cost remaining about the same as it is at present.

Now let me try to show you how Industrial Arts offers substitutes for annotations which may give the user in the special library almost the same results. The captions of the articles are used as the titles. These captions vary all the way from an adequate and accurate description of the content to those that give no clue whatsoever to the subject matter and even to those that are actually misleading. There are two ways in which the user may be given some idea of what he may expect to find when he looks up such a reference. The uninformative title may be supplemented by the indexer through the addition of explanatory words, or the article may be given so specific a subject heading that the heading itself serves as an annotation. In an index for public and special library use, where very specific questions are asked daily and hourly, and time is pressing, the specific heading would seem to be the best way of informing the searcher of the nature of the article. This means, of course, a number of references to each. The article may have the caption "A new bridge." If this article were listed only under the heading Bridges, it would be necessary to tell in a note what bridge was discussed and whether it was the design, material, erection, or use that was emphasized. In Industrial Arts, it would be put under several headings according to the subject matter. It might be found perhaps under Montreal — Bridges, Bridge design; Bridges — Erection; Bridges — Foundations and piers; Bridges, Concrete; Bridges, Arched; Bridges, Railroad. It would be seldom that a single article would cover
ali of those aspects of a bridge in detail. But this is not all. The title is supplemented somewhat in order to give added information. Under Bridge design, for example, the location of the bridge and type of design may be added. The Industrial Arts, therefore, uses both specific headings and subheads, and additions to the title. Many articles have subtitles which are used if they convey further information, or from which salient words are culled and added to the main caption. Names of corporations are used if they appear in the article, as are also places and dates. Explanatory words such as tabulation or illustrations are added to the title in cases where the collation might not give the correct idea, or new phases are added, or the title sometimes completely changed to prevent misinterpretation on the part of the user. We give as much information as we can without making the index too bulky.

But just to show you how delicate is the art of adding even a few words to the title for the purpose of making it clear, let me relate one personal incident. A recent number of Refrigerating World carried an article which I indexed under Ice Industry. The caption read, "Here comes the bride." I thought that needed amplification and so I added "opportunities for the ice man." I quickly realized my error.

Before closing I should like to cite the experience of the Education Index in ascertaining its subscribers’ views on annotations. A trial of annotating had been made in one number of the Education Index, and the question referring to this asked whether enough use was made of the notes to justify the added time and expense necessary to make them. Of the 157 subscribers who returned the questionnaire, only 68 answered this particular question, and of these, 17 said yes, and 51 no. A questionnaire might be circulated among Industrial Arts subscribers, but should the sentiment expressed by the Association indicate that results might parallel those of the Education Index, then the expense of sending out such a questionnaire and the effort of replying might well be spared.

Have I made the scales tip so far to one side that you dare say nothing but No, No, when annotations are mentioned? Can you, perhaps, suggest to us some way of handling explanatory notes for Industrial Arts which may make the situation look less formidable than I have pictured it? If you find that our expansion of titles is particularly helpful, we might do more of that in the future than we have in the past. It is for you to suggest, and for us to follow—if we can.

Committee on Resolutions

BE IT Resolved by the Special Libraries Association in its twenty-fourth Annual Conference assembled:

1. That its grateful appreciation be extended to the many distinguished speakers who have given their valuable time for our enlightenment and inspiration.

2. That words of gratitude and appreciation be conveyed to the officers and their committees who have worked with unflagging zeal for the comfort and entertainment of the members of the Association and their guests.

3. That the Association’s genuine thanks be expressed to the Lake Placid Club, and particularly to—

Mrs. Melvil Dewey, for her gracious welcome to the members of the Association.

Mrs. Ruth Lane, for her cordial invitation and arrangements.

Mr. C. W. Hicks and Mr. Harry Smith, for their careful attention to details which has made our Conference so enjoyable.

Miss Mary Louise Alexander, for her splendid program which has enabled us to know more intimately, not only our own group, but all the activities of other groups.

MRS. LOUISE DORN
MISS HENRIETTA KORNHHAUSER
MISS ELSIE RACKSTRAW
JOSEPH F. KWAPIL, Chairman

June 16, 1932
A Word of Welcome
from Mrs. Melville Dewey

Dr. DEWEY and I received word last December in Florida, that your Association was coming here. He was delighted as of course he expected and hoped to be here. With his optimism, he always expected to be here a great many years longer.

As you have a very full program I will not take very much of your time, but I want to speak of three things that perhaps may interest you. The eighteenth edition of the Decimal Classification is coming out in September. Dr. Dewey paid a great deal of attention to this, and made some very important decisions about this edition only four or five days before he died. We are adding between four and five hundred pages to the book, and I think you will find that many of these are quite comprehensive.

We are getting out a biography of Dr. Dewey which I think will be published in December. Sometime during your sessions I hope that Mr. Dawe will be given an opportunity to speak to you because he is compiling the biography. We are finding some very interesting material of many, many years ago when Dr. Dewey kept diaries from the time he was fifteen years old.

The Birthday Book of Letters is the third thing I wanted to speak of. We would be very glad to show it to you if anyone is interested as some have now been printed.

I now want to welcome you on behalf of the Trustees of the Foundation, the Directors of the Corporation, and the Club membership at large. We hope you will have a very delightful session here.

President’s Address

THE Special Libraries Association now stands at the end of its 23rd year. These annual conferences of ours make good stopping-places in our progress from year to year. We can take a moment to look back on the stages of our journey, and to study a little more intently the situation in which we now find ourselves. We can assure ourselves whether we are still on the path on which we first set out. We can take stock of our equipment and judge whether it is sufficient to carry us forward at a good pace toward our destination.

This morning you will hear from our Secretary the details of this year’s Journey, and later on the program we shall all of us have the opportunity of considering our objections in the past and for the future. Here I shall speak only in generalities.

It seems quite certain that in after years many of us will look back upon this as one of unusual personal misfortune to our membership. Death, sickness, and economic stress have taken more than their usual toll. The national officers have not escaped. Business reorganization has made it impossible for our First Vice-President to be with us today, and may prevent him from taking as active a part as he would like in our plans for the coming year. The outcome of the accident which laid low our Treasurer is still uncertain. The same disaster has taken from us her mother whose name appeared in the list of our national committee-chairmen. Another of our committee-chairmen has — temporarily we trust — lost her status as a special librarian. Death has taken one of our Group chairmen, and protracted illness has obliged another to pass on her duties as Group leader to others. Very few of us have not felt the pressure of curtailed budgets and salaries. Many...
familiar faces we have hitherto counted on seeing at these conventions are absent this year.

Yet I cannot believe that there has been any retrogression in the affairs of our national Association as a whole. In some respects I am sure there has been decided advance. The number of new members enrolled, as you will hear from Miss Bradley, is surprisingly large when we consider the times we are passing through. The loss in old membership is likewise at a minimum. It is clear that these times of trial are proving as never before the special library's vital place in the organization of the commercial, financial, scientific or educational institution in which it finds itself.

Salaries and budgets for the whole organization may have been cut ruthlessly, but the library and the librarian still remain.

We can point with extreme pride this year to our Magazine. We have always congratulated ourselves on our truly representative professional journal throughout its successive editorial stages. But the high literary standard, editorial skill, and breadth of interest which Miss Saxord has brought to it this year has made it an outstanding periodical. She leaves as memento of her year's editorial work a model which all future editors will find hard to equal. Miss Howard's hard work as advertising manager is to be highly commended, both as to number of advertisements secured under most difficult conditions, and also as to their fine quality.

We point again with pride to the work accomplished or in process by our national committees. I have thought that my own unpreparedness as nominal head of this Association was partly the reason why so many of the previous committee chairmen should be willing to carry on again for another year, and to function so effectively with little or no help from myself. Miss Keller, Miss Manley, Mrs. Cullen, Miss Bradley, Miss Morley, Miss Alexander, Mr. Fletcher and Miss Greer are some of the "old guard" who have, at much sacrifice of their own leisure, stood behind the doubtful outcome of this year's administration. The new chairmen, Mr. Conforti, Miss Vornelker, Mrs. Faltermayer, Miss Burke, and Mr. Robertson, have shown equal willingness to shoulder their full share of responsibility.

You will hear from our Secretary a review of the work of these committees in turn. You will shortly hear from Miss Morley herself the results of the Publication Committee's labors. I want only to say here that the adopted policy of requiring that all publications sponsored by any division of the Association should first have the formal supervision and approval of the Publication Committee, has undoubtedly resulted in a more carefully prepared, more timely, and more financially profitable output. Witness the fine pamphlet publications which have appeared this year.

The greatest achievement of the year, however, has been the reorganization of Headquarters Office under Miss Rankin and her helpers, Mr. Katsaras and Miss Lilleston. The task has been stupendous. At the cost of an immense amount of unremunered labor, a smooth-running, thorough, and expeditious service has been set up, ready to respond to any call from any committee, group, or local association. With our business affairs so firmly entrenched, with hopes of enlarged support, we can see the usefulness and prestige of the Special Libraries Association very greatly expanding.

In conclusion, may I say a word for myself and the members of the Executive Board. The interpretation which I put upon my election last year was that our members were anxious to cement more closely together the various divisions of our Association, and to foster in them a more lively consciousness of their importance as vital units of the Association as a whole. The holding of Executive Board meetings in different centers during the year I am sure has been beneficial both for the Executive Board in administering the business of the national Association, and for local members in better understanding of national objectives.

I also wish to report on the practice which has been followed this year, of inviting every Advisory Council member, or his appointed representative, to sit in at every meeting of the Board which has been held. The practice was not required by our constitution, and I can see occasions which might arise when it would not be expedient.

But this year your Board has had no closed sessions. Every item of business has been discussed in the open. To me there does not seem to be a more effective means of cementing together every element into one unit than to allow the chief of every division in the Association to present his own problems in person, and to discuss with the rest the business presented by every other committee, group or local association, or the business of the national Board.

Finally, I want to extend my inadequate thanks for the kindly support and encouragement expressed by letter or in person from so very many of our officers and members at large. The responsibility is heavy even under the most favorable conditions, as has been the case this year, but the reward far outweighed in the pleasure and pride which I have felt in the better understanding of the aims and capabilities of the Special Libraries Association and its members.

A. B. CLAYTON
Our New President

President Alexander is the perfect New Yorker being, as she is, a transplanted Midwesterner. She was born in Iowa and spent her early days in Illinois and Missouri. Her college life she divided between the Universities of Wisconsin and Missouri. In St. Louis she heard the "call" and there she worked in the Public Library for seven years until the United States entered the World War in 1917. Thereupon she immediately abandoned her profession (temporarily as it proved) to do organization work for the Red Cross in the Southwest. In January, 1919, she came East to be the Librarian of the J. Walter Thompson Company. Batten, Barton, Durstine & Osborn (or Barton, Durstine & Osborn as it was then) asked her to establish and organize a Research Department for them in May, 1920. This she did, incidentally becoming a nationally known authority on advertising libraries. The position of Manager of the Library-Research Department is the one she still holds.

Miss Alexander brings to the presidency a long experience in S. L. A. affairs. She has served on various committees, has been president of the New York Special Libraries Association (1926-27) and vice-president of the national organization (1927-28). To this she adds a clear logical mind, unique in its ability to distinguish essentials, limitless powers of concentration on the job at hand, a working sense of humor, a wholehearted devotion to S. L. A. and a rare comprehension of the possibilities and potentialities of the Association.

Her outside activities and interests are extensive and include membership in several clubs and on the executive board of the American Women's Association. She has also been president of the New York Group of her college fraternity, Alpha Phi. Her tastes are varied and modern permitting her to enjoy such strenuous pleasures as "first nights," the radio, contract, breaking speed limits — to say nothing of holding the ping-pong scores at every Convention.
Reports of Officers and Committees

The Secretary

**ACTIVITIES**

1. **National**
   - Promotion of new special libraries.

2. Encouragement of new local chapters.

3. Special libraries in office buildings

4. Membership.

5. Organization and methods at Secretary's Office.

**ACCOMPLISHMENTS**

Encouragement for the establishment of new special libraries is continually fostered from the Secretary's Office, by all national officers, by membership chairmen, and by local chapters. In the past year and a half we are aware of the establishment of special libraries in firms which never had them before or of libraries in new departments of a company. There have been 14 such special libraries newly established - four in industries, a book publisher, a book-seller, a map company, two financial houses, one in municipal government, one in insurance, one in a museum, and one in law. In addition, we find at least 40 names of special libraries in our membership list which have never appeared there before. We can't claim them as new special libraries but they are new in the membership of S.L.A.

Milwaukee was added as a new local chapter in 1931 under Miss Reynolds' administration; it has grown in membership and in activity this year.

Montreal, Canada has formed a local special libraries association and we anticipate that the chapter may become affiliated with the national at this convention.

This idea appeals to all the large cities and each local chapter is making a survey as to the present practice and is to be given impetus in the coming year.

The actual gain in membership is very good. It shows a total of 206 members added in the year, and only 90 resignations. The membership at present is 1,600 — the largest in our history. This is due to the constant efforts of the local membership committees, urged on and coordinated by the national chairman, and supplemented by the daily work of the Secretary's Office. No chance is overlooked to encourage membership, every possibility is followed up by correspondence. Friends are made constantly through the Secretary's Office by service given.

There has been a conscious effort to organize the activities of the Association and to systematize its records so that all demands of committees, groups, and locals may be met. This has resulted in new methods in banking records, checked by the treasurer but with responsibility in Secretary's hands. Bills contracted for with approval of Executive Board — OK'd by president and placed in charge of the expenditure, paid promptly at Secretary's Office. New membership records, new publications records with details of sales, costs and publicity, mailing list for Special Libraries up-to-date and a new addressograph machine, new bookkeeping records, correspondence files reorganized, as well as records of advertising and for subscriptions. Close cooperation is maintained with all working committee chairmen and all officers.

Executive Board suggested a budgeting system for the local chapters, details worked out by Secretary, and established for the year 1932 under which we are now operating. The basis adopted assures an equitable financial treatment of all locals - and gives a definite basis for new local chapters. For apportionment of funds to locals, an amount of $1.00 apiece for the first one hundred members is
6. Registration of trade-name Special Libraries.

7. Policy for publications and methods of publicity therefore established.

8. New service to Associate Members

9. Cooperation with other Associations

10. Revolving Publication Fund established.

ACCOMPLISHMENTS

Activities allotted in the yearly budget, for the next one hundred members, 75 cents each and for the next one hundred members 50 cents each, and 25 cents for each additional member above the third hundred. The locals have been requested and are making an annual financial accounting to the national.

The national Association runs on a budget, and its accounts are audited each year.

As unfinished business from last year, the Executive Board requested the Secretary to secure authority from Patent Office to register the trade-name Special Libraries as used on our magazine for the past 23 years. This assures us a monopoly of the use of this name.

The Publication Committee after two years' study recommended definite policies for publications. These were considered by the Executive Board and definite policies established. Centralization of all publishing activities is placed in the hands of the Publication Committee. Definite procedure has been laid down and is being followed. This is a great advance over former haphazard publishing efforts of the Association.

Associates are not voting members and they do not receive our monthly publication, Special Libraries. But Associate Members are the younger people in the profession, and ultimately will become the influential members of the profession as well as active ones in the Association. Therefore the Executive Board felt they should be given an opportunity to know about the activities of the Association. To accomplish this, an Associate Members Bulletin is prepared each month and mailed to all Associate Members; it consists of four pages reprinted from Special Libraries and contains the important news about Association activities. The Convention Number of Special Libraries was also sent free to all Associate Members instead of the usual 4-page Bulletin.

S. L. A. is affiliated with the American Library Association and it is constantly offering cooperation in every way to them. This year the only joint undertaking has been through the Committee on Standardization of Periodicals. The Executive Board met in Chicago in December at the time of the Annual meeting of the A. L. A. Council so that our members might attend their Council.

Cooperative undertakings with the American Municipal Association, the Public Clearing House Association, International Managers' Association, National Municipal League, and Municipal Administration Service are in progress through the Civic-Social Group. Social Science Research Council has asked for our assistance on several things which has been extended.

The N. Y. S. L. A. through the efforts of one individual member secured funds from the Carnegie Foundation two years ago for the publication of the local "Union List of Periodicals." It was arranged that the profits therefrom should go into a Revolving Fund for the use of the N. Y. S. L. A. Profits were sufficient to guarantee the publication of the "Special Libraries Directory of the New York Metropolitan District" in 1931 and returns from that were placed in the same Fund. By February 1932 the balance in this Fund was $660.98 and was turned over to the national S. L. A. as a Revolving Publication Fund. It was accepted gratefully from the local by the national and is deposited in a savings bank and accumulating interest and more returns from sales. It now totals $828.68.
ACTIVITIES

11. Employment Work. N. Y. S. L. A. has maintained an Employment Committee since 1925 and in the past seven years it has registered 1,102 applicants. Many have been helped to new positions. At present the Committee has an active file of 317 applicants. This past year your Secretary who is chairman of the local Employment Committee has extended this work to a national basis. Therefore it would seem wise for the local N. Y. Committee and national to merge and become the national S. L. A. Employment Committee. Each local employment committee in Boston, Chicago, and other centers would continue as at present and may appeal to the national committee whenever they may need help.


The responsibility for all business details of the Convention has rested with the Secretary, as approved by the President. The program has been fully taken care of by the Program Committee. The Editor, News Committee, and Secretary combined to advertise the Convention to our members and friends. Much effort was necessary in this direction in this bad economic year. The suggestions of all members were followed. A subcommittee of the Program Committee — the Play Committee — demands appreciation, and to the authors and producers of “Rather Special” — Aina Eibeson and Marjorie Burbank of New York we are deeply indebted.

PUBLICATIONS

1. “Special Libraries” monthly publication has been in the competent hands of the editor, Ruth Sword. The ten issues contained a total of 538 pages with four cover cuts, two maps and 13 cuts in the text. An advantageous contract was made with Rumford Press as printers, and the editor chose new type faces and generally improved the typography of the magazine. Five new departments were inaugurated and seven former departments continued. The editor has had the cooperation of the entire membership. The magazine has truly reflected all the activities of the national and local associations.

(a) Editing.

(b) Advertising.

(c) Secretary’s part.

2. Publications (other than “Special Libraries”).

In June 1931, “Electrical Engineering Bibliography” and “Commodities Chart” were new and sales just begun. There was also “Handbook of Commercial and Financial Services” and “Illumination Bibliography” and “Trade Directories for First Purchase” only recently published. These were in addition to the older publications still on hand, the most active of which was “Descriptive List of U.S. Government Documents.”

During this current year, three more publications have been prepared and printed. The Insurance pamphlet, Supplement to the "Handbook of Commercial and Financial Services" and the "Basic
List of Current Municipal Documents. The sales are constant on all these and records must be kept for each one. The Publication Committee reports in full on these.

2. Publicity on each publication. Publicity is prepared for each new publication as issued. First, it is released to all periodicals which might be interested and reviews are requested. Next we circulate all possible purchasers direct. A mailing list for this purpose has been and is constantly being built up. Sales are made in this way.

3. News Committee releases. The News Committee prepares articles for magazines and newspapers at the time of Convention and releases them through many agencies.

4. Magazine articles. Some promotional work for the Association is done through articles for magazines prepared by the officers, usually upon request.

5. Sales. The sales of all publications during the year 1931 totaled $2,080.61. For the five months in 1932 the sales have equalled $594.93.

IV. LOCAL ASSOCIATIONS

New York
G. Peterkin, President
M. Jameson, Vice-Pres.
M. Crowe, Sec.-Treas

Boston
L. Sullivan, President
R. Walkley, Vice-Pres.
E. Downes, Sec.-Treas

Illinois
M. Mead, President
E. Abbott, Vice-Pres.
M. Wels, Sec.-Treas

Michigan
F. Curtiss, President
M. Giblin, Sec.-Treas

Boston has the distinction of giving a course in Book-Making with 45 persons registered and attending regularly. The News Committee of Boston local secured more than 1,400 lines of print in newspaper publicity on their Association. Splendid! Boston has also prepared a new Membership Directory which may be printed. Boston has done splendid work in increasing membership this year.

Illinois local has held very profitable and unusual meetings. Their big piece of work was the compilation of a Directory in conjunction with the Chicago Library Club. The local entertained the national Executive Board royally in December. Another accomplishment of the local is preparation for the exhibit and meeting in Chicago next year at the Centennial Exposition.

Detroit chapter has changed its name to Special Libraries Association of Michigan and enlarged its scope accordingly. A Directory has been compiled and they now have an Employment Committee. Detroit local entertained the national Board in October and had a program at the Michigan State Library Association meeting.
July-August, 1939

ACTIVITIES

Baltimore
I. Woodward, Chairman
W. Hamill, Vice-Chairman
E. Hitchcock, Sec.-Treas.

Cleveland
E. Willingham, Chairman
A. Gambetta, Vice-Chairman
H. Prouty, Sec.-Treas.

Cincinnati
C. Cowie, President
L. Gruber, Vice-Pres.
M. Downing, Sec.
K. Strong, Treas.

Milwaukee
E. Slattery, President
M. Bellinghausen, Vice-Pres.
Z. McClure, Sec.-Treas.

Pittsburgh
A. Macrum, President
E. Portman, Vice-Pres.
E. Fawcett, Sec.-Treas.

San Francisco
A. Windle, President
B. Kibbe, Vice-Pres.
D. Krisher, Sec.-Treas.

Southern California
M. Robertson, President
O. Ryder, Vice-Pres.
B. McKown, Sec.
A. Althoff, Treas.

V. GROUPS
1. Civic-Social.


3. Financial.

SPECIAL LIBRARIES

ACCOMPLISHMENTS

Baltimore Chapter increased its membership too this year and held four meetings. They acted as cordial hosts to the Executive Board in February, bringing out an attendance of 24 members. It was almost a Convention as they entertained the guests for three days in a most hospitable fashion.

Cleveland Chapter with a membership of 58 had four meetings in the year. Their major accomplishment is the almost complete preparation of a Union Shelf List of Periodicals.

Cincinnati continues its good work in increasing memberships and holding the interest in special library problems.

The outstanding activity of Milwaukee is the compilation of a Union List of Periodicals which it is hoped will be completed during the year.

Pittsburgh is energetic as usual. They have revised their 1926 Union List of Periodicals and beginning a list of duplicates in all their libraries, each library to send what they want from other libraries.

San Francisco local certainly is most active as eleven meetings were held—all stimulating, and well attended. Their big task of a Union List of Periodicals is about completed.

Southern California local cleared itself of all debt on their “Union List of Periodicals” It had its usual stimulating programs each month. We quote from Miss Robertson, president, in closing this summary on local associations: “May we not gain new courage and enthusiasm from the fact that so few special libraries have been discontinued or seriously reduced during this period? Surely this is a splendid recognition of the value of our research and service departments.”

The major accomplishment of this Group was preparation and printing of the “Basic List of Current Municipal Documents” under direction of Miss Hollingsworth. Very close cooperation exists between the national municipal associations and this Group. A discussion on Classification at this Convention is the result of such cooperation.

Bibliographies on Illumination and Water Transportation have been completed by this group. Work toward standardization of trade directories is under way through several committees. “Useful Tools” is a new publication about completed.

Library Exhibit at the American Bankers Association in October 1931 at Atlantic City prepared by this Group. Two short reading-lists prepared and distributed. Tentative List of Subject Headings for financial libraries in process of compilation. Another committee is at work on a list of sources of information in English on foreign countries. Exhibit Committee is already at work for the Chicago Centennial in 1933.
ACCOMPLISHMENTS

4. Insurance
Their major accomplishment is the preparation and publication of the "Creation and Development of an Insurance Library."

5. Museum.
A survey of museum libraries was continued this year and is to be reported on in the near future. It has carried on good publicity and also membership promotion work.

This Group had the misfortune to lose their chairman by death, and two other prominent members. Their report shows steady progress in new members.

VI. COMMITTEES

1. Classification
This Committee works every day of the year; it answers many specific inquiries. It constantly collects classification systems. It contributes a department monthly to SPECIAL LIBRARIES. A Bibliography of classifications is in process of preparation.

This Committee has collected from 19 special libraries and given away to 26 public libraries in 15 states a total of 374 directories. This work builds up pleasant relationships between public and special libraries and puts our discards to good use.

3. Trade and Professional Associations.
A newly established committee with plans for much important cooperation.

7. Revision of the Constitution.
A temporary committee continued from last year in order to make a few amendments to the Constitution.

8. Subscriptions
Excellent spade work done and some results obtained already. Its purpose is to secure more subscriptions from public and university libraries.

9. Committee on Training.
Committee newly appointed this year to investigate what is the Association's responsibility in this matter and what policy shall be adopted. The whole question is still under discussion.

10. Ways and Means
This Committee is to consider ways and means of securing financial assistance. There is nothing definite to report though the Committee has been quite active and much discussion may later bring some tangible results.

11. Exhibit.
Not active this year as the Executive Board decided there should be no exhibit at this Convention.

12. Standardization of Periodicals
Business, Catalog, and Periodicals Sections of A. L. A. and S. L. A. cooperated in this undertaking. A plea was sent to periodical publishers to standardize in seven ways which make for simpler cataloging.

Respectfully submitted,

REBECCA B. RANKIN, Secretary
### Financial Summary, 1931

#### Receipts

<table>
<thead>
<tr>
<th>Month</th>
<th>Dues</th>
<th>Subs</th>
<th>Sales</th>
<th>Adm.</th>
<th>Int.</th>
<th>Convention</th>
<th>Misc.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$1,400.25</td>
<td></td>
<td>$175.36</td>
<td>$79.00</td>
<td>$2.75</td>
<td></td>
<td></td>
<td>$1,657.36</td>
</tr>
<tr>
<td>February</td>
<td>499.75</td>
<td></td>
<td>177.55</td>
<td>65.80</td>
<td>5.18</td>
<td></td>
<td></td>
<td>748.28</td>
</tr>
<tr>
<td>March</td>
<td>551.25</td>
<td></td>
<td>225.20</td>
<td>103.80</td>
<td>5.61</td>
<td></td>
<td></td>
<td>885.86</td>
</tr>
<tr>
<td>April</td>
<td>239.75</td>
<td></td>
<td>200.00</td>
<td>83.45</td>
<td>8.95</td>
<td></td>
<td></td>
<td>584.60</td>
</tr>
<tr>
<td>May</td>
<td>230.00</td>
<td></td>
<td>229.00</td>
<td>22.20</td>
<td>5.03</td>
<td></td>
<td></td>
<td>466.03</td>
</tr>
<tr>
<td>June-July</td>
<td>322.50</td>
<td>$96.50</td>
<td>229.60</td>
<td>160.23</td>
<td>.34</td>
<td>$1,107.46</td>
<td></td>
<td>1,925.29</td>
</tr>
<tr>
<td>August</td>
<td>179.50</td>
<td>52.30</td>
<td>202.45</td>
<td>52.00</td>
<td></td>
<td></td>
<td></td>
<td>486.59</td>
</tr>
<tr>
<td>September</td>
<td>7.50</td>
<td>29.50</td>
<td>91.30</td>
<td>18.00</td>
<td></td>
<td></td>
<td></td>
<td>146.50</td>
</tr>
<tr>
<td>October</td>
<td>300.00</td>
<td>125.40</td>
<td>268.00</td>
<td>78.50</td>
<td>.25</td>
<td>$50</td>
<td></td>
<td>772.65</td>
</tr>
<tr>
<td>November</td>
<td>506.93</td>
<td>447.00</td>
<td>98.50</td>
<td>41.00</td>
<td></td>
<td></td>
<td></td>
<td>1,093.43</td>
</tr>
<tr>
<td>December</td>
<td>505.00</td>
<td>381.00</td>
<td>113.45</td>
<td>15.00</td>
<td>.42</td>
<td></td>
<td></td>
<td>1,014.87</td>
</tr>
</tbody>
</table>

**Total**

- Dues: $4,737.93
- Subs: $1,131.70
- Sales: $2,080.61
- Office: $728.23
- Convention: $25.11
- Misc.: $1,107.46
- Total: $9,811.96
- Balance Forward: $3,063.63
- Total: $12,875.59

#### Disbursements

<table>
<thead>
<tr>
<th>Month</th>
<th>Salary</th>
<th>Budget</th>
<th>Travel</th>
<th>Pub.</th>
<th>Office</th>
<th>Convention</th>
<th>Misc.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$150.00</td>
<td>$318.56</td>
<td>74.45</td>
<td>$38.50</td>
<td>$164.40</td>
<td></td>
<td></td>
<td>$634.46</td>
</tr>
<tr>
<td>February</td>
<td>150.00</td>
<td>$300.65</td>
<td>93.75</td>
<td>71.50</td>
<td>199.75</td>
<td></td>
<td></td>
<td>512.05</td>
</tr>
<tr>
<td>March</td>
<td>150.00</td>
<td>40.00</td>
<td>410.75</td>
<td>11.50</td>
<td>686.87</td>
<td></td>
<td></td>
<td>1,485.44</td>
</tr>
<tr>
<td>April</td>
<td>150.00</td>
<td>43.75</td>
<td>1,117.42</td>
<td>304.58</td>
<td>$1,374.68</td>
<td>.20</td>
<td>3,314.63</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>84.00</td>
<td>28.75</td>
<td>240.82</td>
<td>10.50</td>
<td>691.57</td>
<td>.50</td>
<td>1,177.43</td>
<td></td>
</tr>
<tr>
<td>June-July</td>
<td>150.00</td>
<td>83.75</td>
<td>81.98</td>
<td>632.15</td>
<td>162.00</td>
<td>7.00</td>
<td>979.02</td>
<td></td>
</tr>
<tr>
<td>August</td>
<td>214.00</td>
<td>5.00</td>
<td>320.78</td>
<td>256.54</td>
<td>7.00</td>
<td>.50</td>
<td>979.02</td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>150.00</td>
<td>44.75</td>
<td>120.00</td>
<td>563.44</td>
<td>99.30</td>
<td>.50</td>
<td>978.37</td>
<td></td>
</tr>
</tbody>
</table>

**Total**

- Salary: $1,950.00
- Budget: $1,277.90
- Travel: $294.43
- Pub.: $4,778.75
- Office: $1,558.72
- Convention: $1,392.18
- Misc.: $5.98
- Total: $11,257.96
- Total Incomes: $12,875.59
- Total Disbursements: $11,257.96
- Balance 12-31-31: $1,617.63
- Balance in Local Chapter Funds: $543.25

**Total: $2,160.88**

Audited by J. L. McNevin
Membership Report

Of the various campaigns that have been carried on throughout the year, the two most successful were Mr. Alcott's blue card distribution, and the circularization from Headquarters of the Placement Bureau list of applications. Many of these people had received offers of jobs through the Bureau but had failed to join S. L. A. By this appeal the Secretary reports thirty to fifty new members, and by the blue card solicitation about forty members, though there will still be additions to this number. This method seems to me most satisfying because it requires the cooperative effort of Locals and their individual members.

For some six months we have been in touch with our Montreal members who recently organized as an Association. The affiliating of this new Local with S. L. A. is largely due to the efforts of Miss Mary Jane Henderson, formerly a member of the New York chapter. An experiment was tried this spring by the New York Association to communicate with some 300 Library School students before they should graduate and leave New York. While the main point of the letter sent was to extend an invitation to the April dinner meeting, mention was also made of our Magazine with the further suggestion that they keep in mind that our Association is represented in many cities and states by local associations where they might avail themselves of S. L. A. privileges. Very few could arrange to come to the dinner but to our surprise there was an immediate response by way of subscriptions to the Magazine.

A revision of the Membership folder was made early in the spring for the use of Headquarters particularly. May we remind locals that these folders are in stock and that they would be available to you for drives or circularization, being the briefest possible statement we can make of S. L. A. and its organization, aims and privileges. It is therefore very useful for appeals to prospects who are not librarians. It had been planned to prepare a novelty leaflet of some sort to use with Executives who do not have libraries or librarians. That is left as a definite duty for the new Membership Chairman to devise, as we do need a supplementary leaflet from the lay point of view.

Membership Statistics

<table>
<thead>
<tr>
<th>Month</th>
<th>Institutional</th>
<th>Active</th>
<th>Associate</th>
<th>Subscriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1931</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October</td>
<td>1</td>
<td>7</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>November</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>December</td>
<td>1</td>
<td>6</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td><strong>1932</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>1</td>
<td>3</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>February</td>
<td>2</td>
<td>6</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>March</td>
<td>4</td>
<td>12</td>
<td>41</td>
<td>5</td>
</tr>
<tr>
<td>April</td>
<td>1</td>
<td>4</td>
<td>19</td>
<td>2</td>
</tr>
<tr>
<td>May</td>
<td>0</td>
<td>17</td>
<td>56</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>55</td>
<td>173</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>266</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Institutional</th>
<th>Active</th>
<th>Associate</th>
<th>Subscriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>27</td>
<td>27</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>90</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total membership, June 1, 1932
Including delinquents carried for a year: 1,690
Actual paid membership: 1,602
### Membership Roll

<table>
<thead>
<tr>
<th></th>
<th>June 1, 1931</th>
<th>June 1, 1932</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New</td>
<td>Total</td>
</tr>
<tr>
<td>Institutional</td>
<td>13</td>
<td>149</td>
</tr>
<tr>
<td>Active</td>
<td>71</td>
<td>429</td>
</tr>
<tr>
<td>Associate</td>
<td>154</td>
<td>578</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>59</td>
<td>358</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>297</strong></td>
<td><strong>1,514</strong></td>
</tr>
</tbody>
</table>

Actual paid membership, June 1, 1932

Does not include any delinquents nor those who have signified their intentions of membership but are still unpaid:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional</td>
<td>135</td>
</tr>
<tr>
<td>Active</td>
<td>419</td>
</tr>
<tr>
<td>Associate</td>
<td>722</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>331</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,602</strong></td>
</tr>
</tbody>
</table>

While these figures speak volumes, entirely of themselves there is one point that would find constant emphasis were we to make a careful analysis of them. That emphasis would be found in the effectiveness of our Secretary in what she has done this year for Membership work. First of all she has left no approach uncovered as to new members, and secondly she has been relentless in holding the old. In fact our Secretary has waged a war of Membership throughout the year. I want to acknowledge our deep gratitude to her, and then ask you individually and collectively—how are we going to support aggressively this work next year?

As I have worked with the Secretary and tried to keep the pace she set, I have been impressed by the two qualities that have made her work successful. They are conviction and imagination. My reason for mentioning them is not so much to compliment her as to suggest that if we all had the same sustained zeal and enthusiasm, we would find that our own efforts to bring in new members would show the same results. Our Secretary believes so in S. L. A. and what S. L. A. should and can mean to others that she convinces people that they must become members. Also she has kept thoroughly in mind how our interests are allied with other groups than business librarians. It has been within her imagination that we need representatives of the university and public library world, of the publishing and book selling groups, of professional and lay representatives, of individuals and of organized groups. If each local membership chairman does not look for prospects with such searching imagination, then our membership will remain segregated, and we will fail locally to support the contacts gained for us this last year.

Another point that should be brought out is that nearly all the Institutional and Active memberships added this year have come through the efforts of the Secretary. Local membership chairmen are adding Associate members generously but we should set for ourselves a goal to convert all possible Associate memberships into Actives. This should be done as much from professional pride as from financial necessity, as the dollar memberships were designed primarily for junior assistants and non-professional members—not for such a body of professional workers as our Association.

This brings me to the point of repeating what I said last year—that whether or not we approve individually of our present forms of Membership, we must admit that they have formed the basis of a good financial experiment. All must support it as the best working basis that could be devised and have faith in it. That is what our Secretary is doing for us; it is what we should each do.

Florence Bradley,
Chairman
Committee on Publications

Seven publications have been issued by the Association during the year, and another is on the press.

The first three of these were reprints from the magazine:
"Trade Directories," a first purchase list compiled by a committee of the Commercial-Technical Group and issued originally as a supplement to the May-June number of Special Libraries.
"The Museum Library," two addresses at the Cleveland meeting which appeared first in Special Libraries for July-August and September. This reprint was for publicity use by the Museum Group.
"Trade and Technical Associations and the Library," a paper given at the Cleveland meeting Reprinted from the October issue of the magazine for use in contact and publicity work of the Committee on Cooperation with Trade and Professional Associations.
"The Creation and Development of an Insurance Library," prepared by a committee of the Insurance Group, for which Mr. Handy wrote the text
"Why Join the Special Libraries Association," printed for the use of the Membership Committee
"First Supplement. Handbook of Commercial and Financial Services," compiled by a special committee.
"Basic List of Current Municipal Documents," compiled by a special committee of the Civic-Social Group and printed at the expense of the Carnegie Corporation Fund.

A membership list of the Boston Chapter is now going through the press.
All publications issued for sale have carried publicity about the Association on the covers, and 500 reprints of the cover of one publication were made for general publicity use by the Headquarters Office.

There are also several publications in process, of which the list of specialized reference tools is nearly ready for publication.

Financial Statement

Expenditures (including outstanding bills):

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing</td>
<td>$414.34</td>
</tr>
<tr>
<td>Advertising</td>
<td>307.23</td>
</tr>
<tr>
<td>Mailing of publications</td>
<td>95.44</td>
</tr>
<tr>
<td>Copyright fee</td>
<td>2.00</td>
</tr>
<tr>
<td>Petty cash</td>
<td>27.49</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$846.50</strong></td>
</tr>
</tbody>
</table>

Receipts:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising (in publications)</td>
<td>$185.00</td>
</tr>
<tr>
<td>Sales (1252 items)</td>
<td>1,530.64</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,715.64</strong></td>
</tr>
</tbody>
</table>

**Net profit for year** | **$869.14**

These figures cover all items of expense in connection with publications. Of the publications issued during the past three years there are only four that do not show a net profit. Two of these (the Insurance pamphlet and the Supplement to the Handbook) were published within the past three months and will undoubtedly show a profit eventually. The Electrical Bibliography lacks only $20 of covering its cost and will eventually do so. Therefore the Membership List published in 1930 is the only one which will be a loss to the Association.

During this same period the Service Handbook made a profit of $566; the United States Mmeographed Statements, $372, the Statistical Chart, $141; and others smaller amounts.

This satisfactory result is largely due to the consistent publicity carried on for the past two years and to the fact that in many cases our publications were the only ones in their respective fields. Records of costs and receipts have gradually been built up and policies in use by regular publishers have been adopted where applicable. Among these is the policy of allocating 20 percent of receipts for publicity purposes which the Executive Board approved at its last meeting.
The Sub-Committee on Publicity was headed by Miss Alexander the first part of the year, and by Miss Wyray the second part. The report on publicity follows:

Publicity

The advertising of S. L. A. publications during the fiscal year ending June 1, 1932, has followed the plan formulated by your Chairman of using advertising and text space in Special Libraries, exchange space with interested journals such as Industrial Arts Index, news releases written for use in other trade publications and newspapers, direct mail advertising to our own list of purchasers of similar publications of the Association and to selected names from suitable mailing lists in print.

In January of this year, approximately 5,000 pieces of copy featuring the useful manuals in stock at headquarters were mimeographed and mailed to public libraries in the United States, teachers of marketing, engineers, leading trade journals, business and professional people, etc. A special and attractive news release sheet was designed and used in such a way that several publications accompanied by order blanks might be brought to the attention of prospects. Mimeographing of the copy was done at minimum cost by the American Telephone and Telegraph Company through Miss Gertrude Peterkin. These inserts were folded by volunteers from the New York Association, so that the only cost was for the paper, mimeographing and postage. Typing of the envelopes for these mailings was furnished by Miss Rankin, who secured the help of a stenographer through the New York Unemployment Relief Committee at no cost to Special Libraries Association.

Several hundred of these various sheets of copy remained after the drive was over and were later included with direct mail copy to move the three latest publications—the insurance library manual, the Basic List of Municipal Documents and the First Supplement: Handbook of Commercial and Financial Services, and it is proposed to continue this practice of combining reviews of publications in stock with all literature advertising new publications.

The first new publication sponsored in 1932 was the "Creation and Development of an Insurance Library," which was released late in March. Through the able work of Miss Laura Woodard, reviews appeared in the leading insurance journals. Two news releases were dispatched to 148 other general trade journals and newspapers and the presidents of 900 important insurance companies in the United States, Canada and Great Britain. The only expense of this work to the Association was for paper and postage. The mimeographing, inserting and typing of the envelopes was volunteered by members of the Association.

The First Supplement: Handbook of Commercial and Financial Services followed close on the heels of the insurance manual. Two releases were circulated—one to newspapers and magazines, the other to purchasers of the original edition published in 1931. The copy for both featured the original edition at $2.50 and the supplement at 75 cents, and offered the two at a special combination price of $2.00. It is hoped that the balance of this work to the Association was for paper and postage. The mimeographing, inserting and typing of the envelopes was volunteered by members of the Association.

In May appeared the Basic List of Municipal Documents. Through Miss Rankin a description of the pamphlet was sent to all on the mailing list of her Municipal Reference Library Notes and to all civic associations, Municipal Research Bureaus, large public libraries, etc.

After the Convention further advertising will be done on all of these 1932 publications as far as the budget of each individual work permits.

Various forms of direct mail advertising are to be tried such as postcards and letter-sized sheets that can be folded to form an envelope, thus saving on paper cost. The trial and error method has demonstrated that better sales result from periodic advertising rather than a wholesale initial coverage. A job sheet is being prepared which will make it possible to keep continuous and complete records of the work and cost of selling each publication.

Suggestions and samples of attention arresting direct mail copy will be welcomed by the Publicity Committee.

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation and Development of an Insurance Library</td>
<td>Paper</td>
</tr>
<tr>
<td></td>
<td>Postage</td>
</tr>
<tr>
<td></td>
<td>Total</td>
</tr>
</tbody>
</table>
The cooperation of a group of librarians has been obtained by Miss Hayes to watch for reviews and notes of our publications, and a publicity clipping file is being assembled by Miss Wray.

The members of the Committee have given the most cordial cooperation, and the year's profit is due largely to the two chairmen of the Sub-Committee on Publicity.

MARY LOUISE ALEXANDER
ANNE G. CROSS, Advisory Member
MAM E. FURBECK
D. N. HANDY, Advisory Member
MARY HAYES

ELIZABETH WRAY, Chairman Sub-Committee on Publicity

Editor of Special Libraries

When Headquarters was transferred to New York in July 1931, we attempted to maintain our printing arrangements with Snow and Farmham of Providence, who had served Mr. Brigham long and well. However, this was found difficult, and a very advantageous contract was arranged with Rumford Press, which maintains a New York office although its plant is in Concord, N. H. With the October issue, which was the first to be printed by the new press, many changes in make-up were inaugurated. New type faces were selected, a new cover designed, and the main articles were printed full-page width, while the departments retained the two-column page. The contents page was rearranged and each month an attempt was made to announce the contents of forthcoming issues.

Contents

July-August — Proceedings of the General Sessions of the Cleveland Convention and Reports of Officers and Committees — the first time this has been done since 1925. From the comments received, it is evident that this number was particularly welcome both to those who were privileged to attend these stimulating sessions and to those who were not able to do so.

September — Proceedings of Group Sessions, together with special membership material including a specially-drawn map showing geographical distribution of members.

October — Proceedings of the Commercial-Technical Group under the editorship of Marian Manley.

November — S. L. A. Publications including a statement of our new publication policy, a historical review, 1910-1931, and a complete list of everything published by the Association.

December — Newspaper number, edited with the cooperation of Joseph F. Kwapis.

January — A miscellaneous number

February to April — Methods series including ten articles by our members.

May-June — Founders and Convention number.

New Departments

Who's Who — Miss Claflin's short biography, which appeared in the July-August issue, brought such interested and favorable comment that it was decided to devote one page each month to such a department. We have published biographical notes on 18 members including all national officers and chairmen of groups.

Government Material — In October, we inaugurated this department under the editorship of Elizabeth O. Cullen. It was intended to bring to the attention of members important documents as soon as issued, since most government document lists are usually late in appearing.
Group Activities — In the same issue, we began the practice of allotting approximately one page to each Group. From 4-6% pages have appeared under this heading each month. It is interesting to note the uses to which the various Groups have put this space — articles especially written, book reviews, notes of Group happenings, descriptions of libraries in the Group, etc.

Across the Secretary's Desk — This department, begun in the January number, aims to keep our membership informed of the activities at Headquarters and to introduce our new members.

S. L. A. Organization — In previous years, while some numbers carried the names of officers — national, group and local — it was not a regular feature. This year we have included this complete outline in every issue except November and February.

Departments Continued

We have continued all of the following departments: Classification and Indexing, Digest of Business Book Reviews, Events and Publications, Local Associations, Personal Notes, the Editorial and President's Pages. Some of these have been greatly enlarged, but in the case of Local Associations we have tried the experiment of merely summarizing the reports of local meetings, feeling that this brief statement of dates, places, subjects and speakers presented the main facts of interest to our national membership. In addition, any special activities of the locals have been described.

Associate Members Bulletin

In January we began issuing our Associate Members Bulletin, consisting of four pages reprinted from the current number of SPECIAL LIBRARIES. This was designed to give the Associate Members some direct contact with the National Association and to make them cognizant of what the Association is doing. It was an experiment but letters received from local presidents and Associate Members indicate its success.

Cover Out

There appeared for the first time on the cover of the March issue a new cut designed to show the far-reaching influence of the Special Libraries Association. The local associations, scattered from the Atlantic to the Pacific, converge to a central clearing point in our New York Headquarters, while the diversified subject grouping of our member-libraries is represented by traditional symbols in the border. Thus have we tried to symbolize our method of "putting knowledge to work."

Index to Volume 22

The Editor has compiled an analytical subject index to Volume 22 which includes author and subject entries not only for all articles but for parts of articles; an alphabetical index to appointments, resignations, deaths, etc., noted in our columns; a subject index to all book reviews including those in the "Digest of Business Book Reviews" Department, and some brief notes included in the "Events and Publications" Department. This expanded index is a decided experiment, and members are urgently requested to indicate whether or not it adds to the usefulness of the magazine sufficiently to justify the additional expense involved in its preparation and printing over the old type of index.

A Few Statistics

From July to December we printed 282 pages; from January to June, 256, making a total for the year of 538 pages. Individual issues have ranged from 36 to 94 pages, the average being 52. We have used cuts on four of our ten covers, have printed two maps — a membership map and a travel map — and have included in the text 13 cuts, 8 of which were photographs. Mention should be made here of the courtesies extended by several members of the Newspaper Group who have so generously provided us with cuts without charge. These include the New York Times, New York Herald Tribune, Daily News, New York, and Public Ledger, Philadelphia.

Needs

If SPECIAL LIBRARIES is to be a real organ of the Association, the membership as a whole, local associations and groups must cooperate to bring to the attention of the Editor:

Subjects on which articles are needed and desired;
Names of members who are qualified to contribute helpful articles;
Suggestions for outside writers who would be willing to contribute without remuneration;
Constructive criticism of contents, make-up, etc.
The Editor regrets that it is necessary to relinquish this work which has brought such rich rewards through contacts with Officers, Editorial Board and members. To all who have so generously helped she extends her sincere thanks.

Respectfully submitted,

RUTH SAVORS, Editor

Committee on Subscriptions

The immediate results of the work of the Committee have been out of all proportion to the time and effort expended.

Three nation-wide efforts have been made:
Letters were sent to the library schools telling them of the special rate allowed library school students when Special Libraries was taken by ten or more students. The replies were all of the same tenor—the students come with a carefully planned budget and cannot well add to it but that Special Libraries will be recommended next year.

The Wilson Bulletin carried a half page in each of two issues which brought a number of inquiries.

The state commissions were circularized with a request that they call attention at state and regional meetings to the list of business books in each number of Special Libraries, as being of greater usefulness than ever before because of the necessity of spending with the greatest care while book budgets are small.

Three local efforts were made:
Pennsylvania public libraries were circularized because it is an industrial state and also because it has so few subscribers to Special Libraries. Miss Dorrance sent a carefully selected list of libraries to which further letters might be sent.

Miss Fay sent in a list of handpicked libraries in her district. The same letter sent to the Pennsylvania libraries was sent to those.

All the public libraries within a radius of 40 miles of Chicago had been circularized. In September a follow-up letter was sent to remind them of Special Libraries at the time they were making up their periodical list for 1932. This all resulted in just one subscription!

Two good suggestions were made by Miss Prouty which could be acted upon only in part.

The first was to have representatives at state meetings. This idea was incorporated somewhat in the letter sent the state commissions. It is worth carrying out. The second was that notices appear in the trade and technical journals. This would not reach those who chiefly concern this committee—the public libraries. The idea was such a good one, it was passed on to the Publicity Committee.

Beginning in January, an expense account of $6.25 a quarter was allowed the Committee. Of this sum $8.14 was spent, leaving a surplus of $4.36 to be handed on. The only expense was for postage as the stationery used was furnished either by the headquarters office or the libraries sending the letters.

The Committee has been highly cooperative and has kept its spirit despite the fact that each section seems to be harder hit by the depression than the others. It is to be hoped that the work done now will bear fruit later.

Respectfully submitted,

FRANCES DORRANCE
ADRA M. FAY
EDITH GUERRIER
SUSAN HIMMELWRIGHT

Respectfully submitted,

JOSEPHINE HOLLINGSWORTH
ANITA F. LEVY
EDYTHE A. PROUTY
CECILE WATSON

AGNES F. GREER, Chairman

Committee on Classifications

Several years ago I estimated that if the work of the Committee were thoroughly done, it would require three to four hours a day, each working day in the year. The estimate still holds.

Add the editing of the Classification and Indexing department in Special Libraries, the preparation of half of its articles, and advance reference work, and the full day could be used. A viewpoint too narrow and one-sided would be the result of one person doing all this work, but the picture may enable you to realize that the Department and the Committee have real work to do, and an unceasing flow of
it. To make this work of the greatest possible advantage to the Association, and its members, will require all the cooperation and assistance which the Groups and local chapters can afford.

Why is this work advantageous? It recommends the Association, to new special libraries, and to those who plan them. It should be the means of saving duplication of efforts and much vexation of spirit to librarians. This report must be too brief to outline a program, but work will be found for willing spirits.

Miss Emilie Mueser has always borne the greater part in editing the Classification and Indexing department. She has given personal interviews to inquirers in the New York area. Her advice has been available for difficult questions. Mr. Paul Vanderbilt (a new member) has revised the tentative subject headings of our bibliography, and has begun work on the added entry and subject cards, besides aiding in various ways. Miss Helen M. Rankin has saved the Chairman many time-taking trips to the Free Library of Philadelphia, by acting as our reference worker there, and utilizing its resources for us.

On the Chairman has fallen the larger share of our correspondence and reference work. It is not possible to do this at all times with business-like dispatch. For the past few months it has been difficult to accomplish even a part of the work on hand. It is at such times one becomes keenly conscious of the fact that our work requires practice, and that more persons should be prepared to do it.

LOUISE KELLER, Chairman

Committee on Training

The object was to look into the matter of training for special libraries. It was desired to find some way to help:
1. Those doing work satisfactory to their employers but not to themselves.
2. Those doing work satisfactory to themselves but not to their employers. Their retention by their employer indicates that he thinks his librarian is doing as good work as any librarian can do—therefore that librarians are, as a group, inefficient. This situation is harmful to the entire profession.

Two points immediately arise: What technical library training is needed, and where can it be obtained?

Contact has been made with a number of representative librarians in an endeavor to discover what is regarded as essential. The opinions given are as far apart as day and night. According to some, the present library schools meet all the needs, and according to others, the library schools would be expected to change the curricula so greatly that it would be a practical impossibility. Until an agreement can be reached as to fundamentals, at least, it is useless to consider the second point.

It is recommended that
1. A committee be appointed to try to find some way to clarify this situation.
2. There be a representative
   (a) Conversant with the administrative problems of library schools;
   (b) Of employers of library service;
   (c) Of libraries in profit-making institutions;
   (d) Of libraries in non-profit-making institutions

Respectfully submitted,

AGNES F. P. GREEN, Chairman

Committee on Nominations

The Nominating Committee submits the following ticket for officers of Special Libraries Association for 1932–33:

President: Mary Louise Alexander, New York City
First Vice-President: Sophia J. Lammons, Chicago, Illinois
Second Vice-President: Adeline M. Macrum, Pittsburgh, Pennsylvania
Treasurer: Laura A. Woodward, Baltimore, Maryland

To complete the record, it should be noted that the other members of the Executive Board will be:

Angus Fletcher, New York City. (Term expires 1933)
Fred A. Robertson, Ontario, Canada. (Term expires 1934)
Alta B. Claflin, Cleveland, Ohio. (Retiring president)

The Committee announces with regret that it was unable to persuade Miss Claflin to serve a second term as president, but is gratified to know that she will be able to give the benefit of her experience as a continuing member of the Executive Board.

The Presidential candidate, Miss Mary Louise Alexander, holds a responsible position as Research Manager and Librarian of the well-known advertising firm of Batten, Barton, Durstine and Osborn. Her executive ability and resourceful business methods, which have built up the efficient library organization familiar to her New York associates, will now be at the service of S L A. As an active member for some years of the Commercial-Technical Group, she may be said to represent their interests in the National administration.

Miss Sophia J. Lammer, Librarian of the Joseph Schuffner Library of Commerce, Northwestern University, was chosen for the First Vice-President nomination not only on account of her abilities and her activities in the Illinois Chapter, but in order to represent the Chicago librarians in honored official capacity on the occasion of the next annual convention to be held in that city. We are pleased also to recognize, in this way, the libraries of the university schools of business, which we hope will, in increasing numbers, find interest and profit in S. L. A. membership.

For Second Vice-President, we were fortunate in inducing Miss Adeline Macrum, Librarian of the Tuberculosis League of Pittsburgh, and President this year of the Pittsburgh Association, to accept the nomination. Miss Macrum had charge of the very successful arrangements last October for a Special Libraries section in the Pennsylvania State Library Association Conference. A good program of speakers and very well-executed entertainment features created a highly favorable impression upon those members present as to Miss Macrum’s organizing abilities and gift for creating an atmosphere of friendly welcome. In her group affiliations, Miss Macrum will represent the Civic-Social Libraries.

Miss Laura A. Woodward, of the Maryland Casualty Company, Baltimore, was destined for an important office in the Association, according to the simultaneous convictions of many visiting special librarians, who enjoyed her hospitality over the February 22 week-end. The Committee was gratified to report that Miss Woodward had already been secured for the Treasurership. In securing the whole-hearted cooperation of her organization on this occasion, including the personal attendance of its president, and arranging for elaborately planned entertainment features, Miss Woodward demonstrated abilities for accomplishment that we are pleased to have requisitioned on behalf of the National Association. Miss Woodward is affiliated with the Insurance Group, a comparatively new but very active section of our Association.

One new member of the Executive Board must be elected for a three-year term, and we have particular pleasure in submitting the name of Herbert O. Brigham, State Librarian of Rhode Island. Probably no other one member of the Association is better known and liked. His years of arduous and unselfish work as Editor of SPECIAL LIBRARIES and his concern at all times for the best interests of the Association have won him the esteem of all. Mr. Brigham represents the large and important group of legislative reference libraries.

While the Nominating Committee has no direct concern with the remaining members of the Executive Board, it wishes to point out that it was cognizant of the contribution they make, resulting in a particularly well-balanced and representative board. Miss Claflin, retiring President, represents the Financial Group; Mr. Robertson, our Canadian neighbors; and Mr. Fletcher, British library interests, as well as New York Special Libraries Association, of which he is Past President.

Respectfully submitted,

Marguerite Burnett, Chairman
Jessie Callan
K. Dorothy Ferguson
Daniel N. Handy
Joseph F. Kwapil
Sub-Committee on Revision of the Constitution

1st June, 1932

The Sub-Committee's report on Amendments to the Constitution, published in the July-August 1931 issue of Special Libraries, was submitted for adoption to the Association at the annual meeting on June 10, 1931, and was ordered to be brought up for disposal at the Convention of 1932. Since then a number of other amendments have been suggested to the Committee, including the following:

(a) Provision for the mail ballot;
(b) Provision that the Vice-President shall automatically succeed the President;
(c) Provision for representation by proxy at meetings of the Executive Board;
(d) Provision for adoption of rules by the Executive Board.

After due consideration the Sub-Committee was unable to recommend amendments to the Constitution in any of the foregoing respects.

This Sub-Committee is of the opinion that there should be a provision in the Constitution providing for the temporary appointment of officers following resignation or death. While it might be assumed to be a general power of the Board to take summary action, the Committee is of the belief that it should be stated definitely in the Constitution.

Elizabeth O. Cullen
Herbert O. Brigham
Angus S. Fletcher, Chairman

Advertising Manager of Special Libraries

Upon the resignation of the former editor last June, he expressed the hope that "with the passing of the depression and the assistance of the local advertising committee . . . the year 1931-32 will present a better story than the year 1930-31" in so far as advertising revenue was concerned. Economic conditions have changed — but not for the better; and there has been a minimum of assistance from the local associations. New York, Los Angeles, and Boston locals have offered assistance; Mr. Joseph F. Kwapisil obtained advertising for the December Newspaper issue which contributed to its success. Miss M. C. Schneidewind has been of much valuable help in soliciting and obtaining space for the May-June issue in the New York Metropolitan area. There has been a number of suggestions made during the year as leads for possible advertising. These have been appreciated and have been acted upon, but have not proven very fruitful.

Paid advertising for the 10 issues ending with May-June has averaged 2 3/4's, or nearly 3 pages each issue. This year's Convention issue compares favorably with last year's, being off only 3/4 in amount of advertising space. A number of accounts of long standing have been discontinued through lack of advertising appropriations, through liquidation, and failure. However, some new contracts have been made during the year.

Members of the Association can contribute to the financial success of the periodical by remembering to "patronize our advertisers" and, when so doing, call attention to the fact that their advertising was seen in Special Libraries.

Respectfully submitted,

M. Dorothy Howard
"Rather Special"

Written for and produced by the New York Special Libraries Association last May, the play, "Rather Special," was repeated at Lake Placid on Thursday evening, June 16. The co-authors were Anna Ebbeson and Marjorie Burbank. After a hectic all-night drive, they arrived at noon on the day of the performance to cheer the drooping spirits of the cast who claimed early in the day to be suffering from stage-fright.

The "1909" sextette, although not so youthful as the New York cast, made a hit with their song and dance, as did Alice Bunting, who was most appealing as "A Weary Little Public." Nelle Barmore as "Aphrodite" and Mary Parker as "Lysandra," in costumes "not standard," were forced to give an encore. A shout of laughter greeted Elizabeth Wray, when she appeared as Violette X-Ray supported by a spear adorned by a gay, green garter to match her own.

One of our officers overheard an amusing telephone conversation among the play. A guest at the Club was relating the events of the day to her husband by long distance telephone. "In the evening," said the lady, "I went to a show. There is a group of people here, who call themselves Special Librarians. I don't know what they do, but they put on a BURLESQUE and it was a scream." And so thought all the audience.
Reveries of the Lake Placid Convention

The glory of the mountains ••• the fun of greeting new arrivals ••• the friendliness of the Club staff ••• the first introduction to a simplified spelling menu ••• our ordered minds searching for discrepancies ••• Virginia Savage's clever send-off package to the two voyagers from the West, Ruth Nichols and Edith Mattson ••• Edith Mattson's struggles to compose a reply in pure reformed spelling with the aid of a complete set of Club literature ••• lovely Mrs. Dorn from Detroit ••• the overheard conversations through porous walls and across the lawns ••• the boat ride to Moose Island ••• the steam picnic under the pines, and the unforgettable pancakes ••• startling yells of suddenly uninhibited librarians calling for "more!" with plenty of syrup ••• the mournful sight of Marguerite Burnett halted in line within nose length of broiling steak, to await the second sitting ••• Erling Strom's moving story of Mt. McKinley ••• the well-attended meetings in the mornings, dwindling in the afternoons ••• having to recognize anew Eleanor Cavanaugh several times daily on account of many changes in costume ••• Gertrude Peterkin still in a hurry ••• Florence Bradley's penance ••• those hardy souls who got up early mornings to play tennis, go swimming or canoeing ••• the dark quiet of the little chapel ••• Mary Parker attending meetings ••• the rare comfort of wanting to sit before a log fire in June ••• the absence of commercial atmosphere ••• the easily found and travelled paths in the woods ••• the New York group blantly floating over the new president in its play ••• the safety pins that were huge but not huge enough to hold up the sheets of Lysandra and Aphrodite ••• Leo Wray gaining eight pounds ••• some of the rest of us doing the same, but not being so pleased ••• the appropriateness of the name of the lake, especially just before dark ••• the night clerk at South Bend, Indiana ••• Alice Bunting's smile ••• Miss Rathbone's dramatic arrival ••• Florence Grant hunting a quiet corner to read Green Mansions ••• the Newspaper Group meeting as usual ••• Ione Ely's charm as a chairman ••• the election over Anna Ebben and Marjorie Burbank's arrival after a day and night on the road ••• their strenuous return trip reported by postcard as "The Log of the Hung-Goose" ••• usual haggling over changing the constitution and by-laws ••• the incoming President stretched out with a lilly in her hand for a last bit of rest until next year ••• the haunting music of Carmela Ippolito, Hazel Theodorowicz and Carl Lamson ••• the all-lavender birthday cake and candles for President Alexander ••• Mr. Petit always looking always crisp and cool in spite of constant meetings ••• shock and astonishment when the new editor said she never read Special Libraries ••• the original suggestion that we have a page of Walter Winchell in our magazine •••!!

Digest of Business Book Reviews

Compiled by the Staff of the Business Branch of the
Public Library, Newark, N. J.


"A series of practical and workable suggestions. . . . The problems treated in this book are quite the most important in the chain store business, according to a vice-president of a chain store organization." Food Industries, August 1931, p. 356 80 words.

"Although 'physical' training in stock location, stock keeping, and stock ordering has been given considerable attention in most chain organizations, 'mental' training for the purpose of developing employees to excel in salesmanship and customer service has been neglected." Journal of Retailing, April 1931, p. 26. 290 words.

"The appendix may well be the most helpful part of the book. It contains a long syllabus for a school for clerks, outlines for lectures, editorials for advertising copy, salesmanship programs, topics for discussion at district meetings, advertising headlines, subjects for house organ articles and a review of wage and bonus systems." R. H. Fogler. Management Review, June 1931, p. 187 287 words.

Castañholz, W. B. Solution to the Appreciation Problem. LaSalle Extension Univ., 1931. $1.00.

"The author seizes his pen to battle against the 'absurdities' and 'ludicrous expressions' that lurk in financial statements prepared by accountants who 'adhere strictly to the ultra-

"While the book deals principally with manufacturing and merchandising, it should be of special interest to bankers, for if much of the country's production and marketing is conducted on hit-and-miss methods, as the author asserts, no wonder banks are failing." Bankers Magazine, May 1932, p. 609. 120 words.

"The problem to which a solution is offered seems to be that of adjusting cost accounts to conditions where plant used has been purchased at prices below (or above) current prices. . . . Probably we shall have to consider each case on its merits, but Mr. Castenholtz has at least given us another resource in dealing with the question." F. W. Thornton. Journal of Accountancy, September 1931, p. 227. 900 words.

"The author denies that the present deplorable situation in real estate financing is due to the use of replacement rather than cost values as a basis for bond issues. He insists that conservative financing on replacement values would have avoided the present disastrous situation." W. J. Graham. Journal of Business of the University of Chicago, April 1932, p. 198. 660 words.

Crobaugh, C. J. Handbook of Insurance. Prentice-Hall, 1931. $10.00.

"This is not only an indispensable compendium to every insurance agent and broker, but should also prove an invaluable reference book to every property owner and business man generally." Commerce and Finance, July 15, 1931, p. 1043. 140 words.

"A combination directory and encyclopedia of insurance. It contains a full explanation of the various terms used in insurance, in simple, non-technical language." Life Association News, August 1931, p. 999. 125 words.

"To the buyer of insurance this comes as a valuable reference because it also gives the legal interpretation of many commonly used terms that have come to be used in a special restricted sense in the insurance policy." Management Review, October 1931, p. 318. 90 words.

Crowther, Samuel. Basis for Stability. Little, Brown, 1932. $3.00.

"This book differs from many others, which are seeking a solution for our economic difficulties, by avoiding theory and recognizing only realism in the world of business." Leona Kohn. Industrial Arts Index, March 1932, p. iv. 75 words.

"It's a book that combines the best thinking of the most distinguished business leaders with Mr. Crowther's clear analysis and interesting presentation." Management Methods, May 1932, p. 298. 100 words.

"In collecting the material for his book, Samuel Crowther interviewed twenty-one leaders of American industry." Margaret Reynolds. Mid-Western Banker, May 1932, p. 34. 450 words.

Donham, W. B. Business Looks at the Unforeseen. Whittlesey House, 1932. $2.50.

"Dean Donham believes that capitalism is facing a major breakdown, and it is his aim to define certain long-time objectives in mechanism for the better adjustment of business to the society of which it is a part." Factory and Industrial Management, May 1932, p. 29. 390 words.
"Selected topics of current interest and importance are used as illustrative material, although the author is concerned not primarily with this depression, but rather with preventing the next depression from equalling this one in magnitude." Lcona Kohn. Industrial Arts Index, April 1932, p. iv. 70 words.

"The book is an outstanding one that will clarify understanding of complex economic problems — and what's more, it's optimistic!" Management Methods, May 1932, p. 298. 125 words.

Eggleston, D. C. Department Store Accounting. Greenberg, 1931. $7.50.

"Anyone contemplating doing any accounting work for a retail business should have this book for study and reference. The inventory methods, allocation of overhead, planning of departmentalization and use of mechanical accounting devices described in various chapters are full of suggestion. The large number of charts and the comprehensive index add to the book's ready usefulness." M. E. Peloubet. Journal of Accountancy, April 1932, p. 308. 250 words.

"The book will appeal primarily to the general accountant who wishes to survey the field of retail accounting, rather than to retail accountants already acquainted with retail-accounting procedure." Journal of Retailing, July 1931, p. 61. 120 words.

"The author, from his wide experience in public accounting practice, has developed this volume to cover the best in accounting practice as applied to the department store field.

... The closing chapters on department and financial statements and statement analysis are a good summary of the material." N. A. C. A. Bulletin, November 1, 1931, p. 316. 85 words.

"Presents complete specialized and standardized department store methods. Accounting of individual departments thoroughly covered as well as mark downs, expense apportionment, physical inventories, collection procedure, and so on." System, May 1931, p. 387. 45 words.

Gershenberg, C. W. Principles of Business. Prentice-Hall, 1931. $5.00.

"Principles of Business' appears in a fifth edition, thoroughly revised. ... Changes have been made throughout, with more additions than subtractions." Industrial Arts Index, November 1931, p. iv. 100 words.

"The subject matter is treated in an easy reading style. There are two good chapters on banking and a good one on financial statements which will clarify the whole subject for the beginner or for one who has never really understood the subject." Margaret Reynolds. Midwestern Banker, May 1932, p. 13. 120 words.

"A practical guide of economic principles that should be considered in any business." System, December 1931, p. 411. 420 words.

Land, S. L. Trade Associations — Their Service to Education. Heating & Piping Contractors’ National Association, 1931. $2.00.

"The author reviews the development of educational efforts of trade associations; summarizes the educational activities of national trade associations in the building industry; analyzes types of educational services sponsored by trade associations; presents the respective and joint responsibility of both industry and school agencies in the organization and promotion of training programs for industry." Certified Public Accountant, March 1932, p. 172. 160 words.

"This little book is one of the most constructive pieces of work yet done in the way of defining a definite program for trade associations." W. J. Donald. Management Review, February 1932, p. 60. 315 words.

"The material presented is new in the field of education through trade associations and it seems that it should be interesting and instructive to anyone concerned generally with the organization and promotion of training for industry." N. A. C. A. Bulletin, February 15, 1932, p. 848. 375 words.

"The author is convinced that there is a growing interest on the part of trade associations in the training of the personnel employed by, or associated with, member-companies." Trained Men, Spring 1932, p. 23. 700 words.


"Professor Leacock declares that out of the present 'thick economic fog' he sees only two ways — that taken by the Russians, leading into the dark; the other, for which the coming Imperial Conference at Ottawa is the starting point, leading into the sunshine." Anglo-American Trade, May 1932, p. 238. 450 words.

"Known as a humorist as well as an economist, Mr. Leacock combines the qualities of both in this volume, which, while written in an essentially serious vein, contains enough humor to make it much more readable than the usual volume on a similar subject." Bankers Magazine, March 1932, p. 378. 260 words.

"The author states the broad problems that
have to be faced by the Conference and suggests ways of meeting them." Leona Kohn. *Industrial Arts Index*, March 1932, p. iv. 50 words.

"The author makes five proposals. He urges that the various parts of the Empire should join in an embargo on all trade with Russia, advocates a system of quota sales (sales en bloc at a fixed price), that the gold standard be restored with lesser quantity of gold in the sovereign and the dollar, and lastly he suggests that a more extended use be made of silver." Margaret Reynolds. *Mid-Western Banker*, May 1932, p. 37. 300 words.


"Professor Hotchkiss has dug up a propaganda classic, John Wheeler's defense of the Merchant Adventurers (1601). Now reprinted for the first time, and enlightened at some length by Hotchkiss, the book is an authentic picture of business in the Elizabethan period." *Advertising & Selling*, October 14, 1931, p. 80. 10 words


"Because of the widespread interest in his topic, this volume is assured of numerous readers. . . . The reviewer feels that this volume will be of value to those who are interested in establishing industrial relations 'on a more effective and mutually helpful foundation.'" C. A. Gulick, Jr. *American Economic Review*, December 1931, p. 761. 925 words.

"Aside from the mechanical excellence of Professor Hotchkiss' presentation, the drama of this document is priceless. Who can say that history does not repeat itself?" *American Accountant*, August 1931, p. 250. 450 words.

"The book is a mine of information which is now put within the reach of all. . . . It comprises a substantial and interesting introduction of over 100 pages, which gives the historical setting and stresses the significance of the book in the history of marketing, a facsimile of the original, and a text edited in Modern type and spelling." Clive Day. *American Economic Review*, March 1932, p. 102. 250 words.

"'A Treatise of Commerce' is significant because it is one of the first pieces of commercial propaganda. . . . The book will be very helpful to those interested in early large-scale merchandising and foreign trade." *Nation's Business*, October 1931, p. 85. 175 words.