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PROCEEDINGS
Thirty-Sixth Annual Convention
Papers and Reports

Special Libraries Association
1909 - 1944

BENJAMIN FRANKLIN HOTEL
PHILADELPHIA, PA.
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SPECIAL LIBRARIES ASSOCIATION
OUR AMERICA by Herbert Townsend

This is first of all a gay and beautiful book—the sort of book that is eagerly bought from bookstore counters at Christmas time, or would be if it were not mainly a book for schools, with fourth-graders holding priority. From its red, white and blue front cover to its last bright leaves it is a delight to the eye and the imagination.

Each epoch or major division is introduced by a poster-like drawing that captures interest. Then comes a procession of pages, each illuminated with pictures in rich colors; pictures that add vividness and often a glint of humor to the printed words. These, by the way, are set in a type face of ample size and their literary style is crisp, informal, sometimes colloquial. It's the language of modern America.

The pictures, with their graphic strokes, put one into the atmosphere and time of each episode. We see the non-descript horde of men and boys gathering in Cambridge for General Washington to drill into the army that was to defeat the King's best soldiers. When we come to the struggle over slavery a single page, with its contrasting scenes of how the South and the North respectively viewed that institution, tells at a glance what many books have been written to explain. When the famous juncture of railroads is effected at Ogden, Utah, the spirit of the occasion is reflected by the two locomotives joyously shaking hands!

Many devices of the cartoonist's craft have thus been brought into play, yet with such restraint as not to belittle the serious dignified and dramatic history of this nation.

As for patriotism, he would be a strange youngster or oldster who failed to love the country so obviously the hero of this true and fascinating narrative. Journal of Education

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Please Mention Special Libraries When Answering Advertisements
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CARE AND REPAIR OF BUILDINGS AND EQUIPMENT
A Manual of How to Make Things Last

By A. G. MEZERIK

With equipment and supplies for civilian use daily becoming scarcer or completely unobtainable, every business establishment—factories, stores, hotels, restaurants, offices, apartment houses, hospitals, schools—will find this timely manual indispensable. It is designed to lighten the load of executives who find supervision of vital maintenance tasks taking more and more of their time. The book gives specific, reliable, non-technical information and instruction on what to do and how to do it in keeping plant and fixtures in a serviceable condition. It covers the care, repair and conservation of hundreds of items, and a model maintenance schedule. A copy should be placed in the hands of every maintenance employee.

MAKING AND USING INDUSTRIAL SERVICE RATINGS

By GEORGE D. HALSEY

This is the first book to make available a thorough exposition of the best current practices in the field of service ratings as applied to store, factory and office. It considers both the construction of such rating forms and procedures and the methods of their successful application. It will thus be of practical use to a wide audience of executives in large organizations where the need is recognized for evaluating individual performance as a sound basis for deciding upon advancements in pay and position. The author has had wide experience as a personnel executive with private corporations and in the Federal service. He is now a Personnel Officer in the Farm Credit Administration.

ESSENTIALS OF PARLIAMENTARY PROCEDURE

By ZOE STEEN MOORE and JOHN B. MOORE

Here is a handbook that is sure to receive a favored place in the library of everyone who conducts or participates in meetings where the formal procedure is in order. Its outstanding features are its utter simplicity, and the arrangement of situations and rules governing them in the order in which they are most often encountered. For chairmen, members of organizations and committees it supplies the correct and accepted parliamentary procedure more clearly and readily than any other guide now available. In testimony to Zoe Steen Moore’s authority and ability in this field, General Henry M. Robert, author of “Robert’s Rules of Order,” Revised, gave her this rare personal recommendation: “Her experience in women’s clubs and other organizations has given her a training that is an invaluable asset in teaching. In my opinion any society that can secure Mrs. Moore to teach parliamentary law is to be congratulated.” $2.00
THE THIRTY-SIXTH ANNUAL CONVENTION

THE third Wartime Conference of the Special Libraries Association, held at the Benjamin Franklin Hotel, Philadelphia, Pa., on June 19-21, successfully developed the theme, In Time of War Prepare for Peace, not only through the talks given at the First and Second General Sessions, but also through the various group meetings.

FIRST GENERAL SESSION

The First General Session was held on Monday afternoon, June 19th with the President, Miss Eleanor S. Cavanaugh, presiding. After the singing of The Star Spangled Banner and God Save the King, the Rev. J. Clemens Kolb, Chaplain, University of Pennsylvania, pronounced the invocation:

"Almighty God, who hast begotten us by Thy word, renewed us by Thy spirit, and who hast revealed in the Book of Books Thy love to man and Thy power and will to save him, let Thy spirit overshadow us in all our reading and conform our thoughts to Thy revelation; that, learning of Thee with honest hearts, we may be rooted and built up in Thee, readily furnished to every good work, and may practice all Thy old laws and commandments to the glory of Thy name. Be ever present with those among us who are now absent from us in the armed forces of our country; that, being armed with Thy defense, they may be preserved in all perils and being filled with wisdom and girded with strength, they may serve Thee without stumbling, without stain, and in the end obtain everlasting life; through Jesus Christ our Lord. Amen."

The Honorable Bernard Samuel, Mayor of the City of Philadelphia, welcomed the delegates as follows:

"I am very happy to be here this afternoon and to extend a cordial welcome at the opening session of the 36th Annual Conference of the Special Libraries Association.

"You have come to Philadelphia at a very important time in our nation's history. You are here to discuss major topics having to do with the postwar period which, all of us are very hopeful, will be in the not far distant future.

"We rejoice this afternoon in the success of the fighting forces of the allied nations on the world's battlefronts. Since Invasion Day, the armed forces fighting to liberate the imprisoned people of Europe have gone steadily forward. We have made major successes in other theatres of war.

"In the Pacific, we are creeping closer and closer to Japan, and, only a few days ago, bombed the Japanese homeland. We are climbing up the Italian boot, far beyond Rome, and on the Russian fronts, in Finland and in Rumania, the forces of the Red army are overcoming their foes.

"The Special Libraries Association can play a very important part in the postwar period. I understand the slogan of your Association is PUTTING KNOWLEDGE in WORK, and all of us know that it will be necessary to harness the brains of the nation in the critical days to follow victory on the battlefields. Conversion of plants now turning out munitions of war to peacetime industrial output will, necessarily, require the application of recommendations and plans to be drawn and perfected by those who have devoted their lives to the study of industry and its many ramifications.

"Special Libraries Association is a national association of librarians who serve business firms and other organizations in the fields of business. In contrast to public libraries, these special libraries or 'information centers' are built up around a special subject whose clientele use this material in conducting their business and planning their policies.

"Organized in 1909 and incorporated in 1928, the Association serves as a clearing-house of information. Its philosophy is to assist all who realize the ever-increasing importance of knowing what information is available and where to secure it quickly, to recommend trained experts to firms about to organize libraries and special collections and to keep libraries already organized in touch with the development of more efficient methods and with new materials.

"The Association recognizes the value and importance of inter-association cooperation and has joined with other professional organizations in many such movements. This has taken vari-
ous forms—joint committees, joint councils or appointment of special representatives on the governing bodies of these cooperative groups.

"The local Philadelphia Council was founded September 26, 1919 at a 'talk-it-over' meeting attended by thirty-four librarians and this year it is commemorating its 25th anniversary.

"There have been many librarians who have given of their time in furthering the work of the Council, but one person stands out—Helen M. Rankin, head of the Municipal Reference Division of the Free Library of Philadelphia. In recognition of her loyal service, the Council at its annual dinner in April honored Miss Rankin, who has been its one and only secretary, by naming its permanent fund—the Helen Mar Rankin Publication Fund.

"The Council meets the first Friday of each month from October to May and holds its meetings in various libraries in the city. The value of these gatherings to its members cannot be over-stressed. The Council affiliated with the Special Libraries Association as its Philadelphia Chapter in 1933 and has its various committees, all of which have made contributions to the libraries of the Philadelphia area. It publishes its own bulletin five times a year which contains articles on Philadelphia libraries and other information of interest to its members. The Council also has published A Directory of Libraries in the area which is now in its 6th edition. The first edition, in 1920, listed 107 libraries and the fifth edition, published in 1937, listed 209 libraries. The present edition contains the resources of 214 libraries.

"I cannot fail to take advantage of this opportunity to say a few words to you about our free library system. As Mayor, I am a member of the Board of Trustees, and both as Councilman and Chief Executive have taken a deep interest in the development of the free library system. We believe it to be one of the finest in the world. We are proud of its magnificent main building on the parkway facing Logan Square and also of its many branches, including those provided by Andrew Carnegie.

"Since 1894, city budgets have included sizeable appropriations for the maintenance of the free library system. For the current year, it is about $900,000. It was my pleasure in the preparation of the 1944 fiscal program to approve the recommendation to the Board of Trustees for better salaries and wages for the more than 425 employees.

"In these critical times, when juvenile delinquency is giving the authorities in large cities considerable concern, it is most important that recreational facilities, including reading opportunities, should be available for youth.

"The libraries of Philadelphia can be of inestimable value in the postwar period as they can render a great service by assisting in bringing about the readjustment of the boys and girls now in uniform from war-time to peace-time pursuits.

"I trust that while you are here, you will visit our libraries, particularly the main building on the parkway, and also the Ridgway Library on South Broad Street, which now includes a branch of the free library system. The addition of the Ridgway Library is of special significance because of its long, interesting and important history, which goes back to the time when it became an important unit of the Library Company of Philadelphia. Accordingly, it is directly connected with that interesting period of the city's history so closely identified and interwoven with the life of Benjamin Franklin.

"The Library Company, which had its beginnings in the Junto, a club founded by Franklin for literary and scientific research, is the oldest circulating library in America with a continuous existence. The instrument of association was dated July 1, 1731, and the first books ordered bore the date March 31, 1732.

"The World War has made deep inroads in the staff of this Library with the result that the directors of the Library Company arrived at a happy solution in agreeing to have the librarian of Free Library become librarian of it. In this way, the historic Library Company does not give up its identity and continues to operate under the control of its own Board of Directors.

"Philadelphia leads the municipalities of the nation in cultural pursuits. Here are located great institutions of learning, one of the finest art museums in the land and other museums devoted to the display of priceless art objects and many libraries. I have in mind the Philosophical Society, the Academy of Natural Sciences, Franklin Institute, the University of Pennsylvania, Mercantile Library and many others. The valuable collections to be found in the Ridgway Branch and under the control of the Library Company of Philadelphia are without equal in the world.

"Brief recital of the library's history would be incomplete without some reference to James Logan, without doubt one of the most remarkable men residing here in the first half of the 18th century. He was an author and a scientist and was interested in good books. It is related
that Benjamin Franklin owed to Logan his first introduction to experiments in electricity.

"Learned men and women from all parts of the world have consulted the books of the company in their research work and they have departed for their homes elated by what they found on the shelves, and were enriched by what they learned in the Ridgway Library.

"In closing, I again extend a cordial welcome to everyone attending the 36th Annual Conference of the Special Libraries Association. I hope that your symposiums will be most fruitful, and it is my fervent prayer, this June afternoon, that when you assemble for your 37th Annual Conference, peace will have come to a troubled world and that the peoples of all nations will be leading tranquil lives, as God intended they should."

Miss Sarah W. Parker, President of the Special Libraries Council of Philadelphia and Vicinity, replied to the Mayor on behalf of the Association and extended greetings of the Council to the attending members.

Miss Cavanaugh then introduced the speakers of the afternoon, prefacing her remarks with these words:

"Again this year we assemble as members of an Association to transact our business, to discuss our problems, but more important still, we meet to make and to discuss plans for the part we shall play in the period immediately following the war.

"Representing as we do, the sciences, education, social service, government, business and industry, in fact a cross section of our national economy, we are already aware of some of the problems facing us as a nation; problems that we as a professional association must help to solve. These problems involve planning not only for our own population but also for the peoples of other nations.

"Our first problem at home is Demobilization and Rehabilitation. This problem has many side issues, reconversion of our industries to a peace time basis, full employment, redistribution of population and of industry, the marketing of new products, the continuance of research, the retraining of returned members of our Armed Forces, the utilization of new skills acquired by workers under a war program, a new and possibly streamlined higher educational program geared for men and women who in the service of their country have lived and progressed mentally far beyond their actual years.

"In foreign nations, both the aggressors and those countries long under enemy occupation, we must help to re-educate the peoples to a better philosophy of life, to an understanding of democracy. We must help to feed them, to clothe them, to rebuild their cities, their industries and their public works. Lastly, we as librarians must play a telling part in helping them to build a new culture by rebuilding and re-stocking their libraries, so thoroughly and so wantonly destroyed by the enemy.

"This is our challenge!

"This is our duty! This is a job we are equipped and eager to do.

"That we meet here today in unhampered freedom is proof beyond argument that the job is ours. Let us put our hearts and our energies into this and let us do it well."

The topics of the talks that followed all stressed the subject which, second only to ending the war, is upper-most today in the thoughts of everyone—postwar planning. Mr. Donald Hobart, Research Manager, Curtis Publishing Company, Philadelphia, Pa., spoke on "Business Looks to the Future"; Mr. Dwight L. Armstrong, Vice-President, Armstrong Cork Company, Lancaster, Pa., discussed "Industry's Problems in Advance Planning," and Mr. M. Albert Linton, President, Provident Mutual Life Insurance Company, Philadelphia, Pa., emphasized the importance of "Social Security—Today and Tomorrow."

SECOND GENERAL SESSION

Libraries in War and Peace was the theme of the Second General Session held Tuesday evening, June 20. Mary Louise Alxeander, Librarian of The Ferguson Library, Stamford, Conn., discoursed on the subject of "Library Service to the Community"; William F. Jacob, Librarian of the Main Library, General Electric Company, Schenectady, N. Y., told of the importance of "Libraries in War Production", and Leah E. Smith, Librarian of the Bell Telephone Laboratories, New
York, forecast the part Libraries would play in the Postwar World.

THIRD GENERAL SESSION

The Third General Session presided over by President Cavanaugh was the annual business meeting of the Association. The report of the Resolutions Committee was presented by the Chairman, Mrs. Ruth Andrews. This was followed by the presentation of the Gavel award to the Chapter having the largest paid-up percentage increase in membership between Conventions. This year the award went to the Minnesota Chapter, with Southern California second and Indiana third.

After these reports were presented, Miss Cavanaugh turned over the meeting to Ruth Savord, Chairman of the Committee on the Constitution and By-Laws for a formal discussion of the proposed changes. The revised Constitution and By-Laws, including changes voted upon at this time, will be printed in full in the September issue of SPECIAL LIBRARIES.

The report of the Committee on Elections was then given by Ruth Savord, Chairman. The officers elected for the coming year are: Walter Hausdorfer, President; Herman Henkle, First Vice-President and President-Elect; Jean Norcross, Second Vice-President; Mary P. McLean, Treasurer; Mary D. Carter, Director to serve for three years. Betty Joy Cole and Ford Pettit, whose terms expire in 1945 and 1946 respectively, remain on the Executive Board as does Eleanor Cavanaugh, Immediate Past-President.

Miss Cavanaugh, after expressing her appreciation of the cooperation given her during her two-year Presidency, introduced Mr. Hausdorfer, who said:

"You have had a great deal about postwar planning and prospects. We are still in the thick of fighting, and we do not know when the war will end, or when we shall be able to give effect to our plans. Now, in the bloody struggle for victory, as afterwards, in the striving to re-order nations and the lives of peoples, we need to know what to do and when to act. We need more than ever to put knowledge to work. Basically, special librarians are concerned with ideas, whether found in print or elsewhere. The value of those ideas in the success of our organizations measures our performance. But the power of ideas, as we now see in the world conflict, goes beyond our organizations, beyond our country. Being in the key position of supplying information to leaders in many fields, we, the members of this Association, will again have to come through, as we have in this war crisis, with telling data at the right time, so that those who direct public and private business can effect the sort of world in which you and the returning soldier want to live. That may not be the world we have planned, or the one envisioned by G I Joe, so that we shall have to keep our resources of knowledge broad, and our minds flexible.

"I am aware of the responsibilities of the office to which you have elected me, and I feel honored.

"We, the officers of your Association, want to help you as much as we can. We want you to help us in making the Association useful to you. There must be no "passive" members, as Jean Black calls them, in the hard Association job ahead of us. We need to make the function of the special library even more widely known than before, through effective public relations, and to instill in the minds of leaders the idea of what special library service is. At the same time we must recognize and maintain a high quality of professional membership. The job is yours; as you work and succeed, we shall succeed in our aim. If you seek to understand what the Association means I hope you give thought to this—and how that meaning is expressed through the Twenty-one Chapters, the valuable services given through Headquarters, the activities in publishing, in meetings, through committees and groups, each of you, I believe, will be inspired to take part in Association work. Activities in our organization offer opportunity for growth, for a realization of your personal powers, for doing something that has immediate significance, for working and sharing with others, for tying in work on your job with work you do in the Association, and for undertaking a greater or lesser responsibility as you feel you are able to assume. Won’t you help
us to find the talent that lies hidden in our membership?

"I hope we, the new officers of the Association, can carry on our work as well as those who have preceded us. Each of us owes a vote of hearty thanks to Miss Eleanor S. Cavanaugh who has led us successfully through two very difficult years."

MEETING OF THE EXECUTIVE BOARD AND ADVISORY COUNCIL

At the meeting of the Executive Board and Advisory Council held on Monday, June 19th, open to all S. L. A. members, reports of the national officers as well as those of the Chapter Presidents, Committee and Group Chairmen and Special Representatives were presented either in full or in abstracted form.

GROUP MEETINGS AND ROUND TABLE DISCUSSIONS

Exceptionally interesting meetings were conducted by all the Groups. Space does not allow a resumé of their business transactions, but many of the papers presented appear in this issue.

At the meeting of the Public Business Librarians Group formal expression of cooperation in the program of the Committee for Economic Development, the American Library Association, the U. S. Chamber of Commerce, the Municipal League and other groups seeking the solution of postwar economic problems was set forth in the following resolutions:

WHEREAS, the Committee for Economic Development, with other organizations, believes that a chief problem in attaining high levels of employment and production lies in stimulating the large number of medium-sized and small business organizations in many hundreds of communities to bold and intelligent planning,

BE IT RESOLVED, that the Public Business Librarians Group of the Special Libraries Association offer its cooperation to the American Library Association, the Committee for Economic Development, the United States Chamber of Commerce, the Municipal League, and other groups seeking the solution of postwar economic problems in promoting such public collections of business information and in making them widely accessible.

The Round Table Discussion on microfilm and its problems proved so profitable at the Convention last year that a similar one was conducted this year by the Committee on Microfilming and Documentation.

A lively Round Table Discussion on Chapter Bulletins took place on Monday evening, June 19th, at the Free Library of Philadelphia with Herman H. Henkle of the Library of Congress presiding as discussion leader.

The subjects discussed included advertising, scope of Chapter Bulletin, Chapter advancement and the relationship of Chapter Bulletins to SPECIAL LIBRARIES.

The meeting brought together not only the Editors of Chapter Bulletins but also interested members from all sections of the country. The discussion was stimulating and helpful to all, and it is hoped that similar meetings will take a permanent place on the agenda of future Conferences.

[Ed. Note: Where a General Session or Group paper is omitted, it is either because the author did not wish to have it printed, or because there was not space in this issue to include it. If the latter is the case, the paper will appear in a later issue of the magazine.]
PRESIDENT'S REPORT
1943-1944

YOUR President is pleased to report to the S.L.A. Conference that the year 1943-44 has been a most successful, stimulating and gratifying one.

Professionally we have attained recognition as a hard working, practical organization of specialists. Our offered assistance has been used and appreciated and found exceedingly helpful in many telling ways in the war effort. Business, industry, Government and our own profession have asked our help in suggesting organization plans for new libraries and for the organization of new materials. Through our Headquarters office and our Chapters we have placed many members in new positions or in positions of greater responsibility. It is gratifying to note that in nearly all instances in a change of position the remuneration was larger than in the previous position and it should also be noted that the salary range for positions has been greater in 1942 than in previous years and higher in 1943 than in 1942.

It is of particular interest to be able to report a decided increase in our membership. As of the latest date we have a total of 3,491 members, plus 269 subscribers to SPECIAL LIBRARIES and 975 subscribers to T.B.R.I. Of the 3,491 members, 442 are Institutional, 2,205 are Active and 844 are Associate. These figures include the 75 members who are in the armed forces as well as memberships in many foreign countries. This is, by a wide margin, the highest our membership has ever been.

The increase in our membership is due in part to a very energetic membership campaign and also to the efforts of our Secretary in her employment work and in the initiative she has taken in bringing new Institutional and Active members into the organization. In regard to the make-up of our membership it is interesting to note that a great many of our new members come from library fields other than our own and that a high percentage of the new members are of the younger age groups. Recent library school graduates are becoming aware of openings in specialized fields and of the placement work carried on at Headquarters.

During the year two projects of great potential value were initiated, both having so far shown immediate and excellent results. The first, our Training and Recruiting Program with its able committee under the Chairmanship of Ruth Leonard, planned and executed an excellent campaign which clicked immediately with results beyond what we had reason to expect. Under this program many colleges became acquainted for the first time with special librarianship as a profession and the opportunities it offers. The program also has brought into clearer focus the necessity for specialized training in our library schools. (The complete report on the work of this committee will be given by the Chairman.) We hear on all sides that Something Special is the best piece of recruiting material for librarianship ever distributed.

In connection with this program your President has been invited during the year to speak before the classes in library schools of the University of Toronto, the University of Chicago, the University of
Minnesota and the Library School of the College of St. Catherine in St. Paul. Great interest in special librarianship was encountered on these speaking trips, not only by the students interested in considering the special library field as a career but also by members of the various faculties. As a result of these visits ten students definitely became interested in special library work and four from the graduating class of St. Catherine's College have already secured positions in the special library field. Other librarians in our membership also spoke before various schools in this Recruiting Program.

The second large-scale project completed this year and now in the hands of the members, is our Manpower Survey. The Committee took its time and made sure that the questionnaires sent out would not be too confusing. It was so worded that the right answers to the questions would result. A comparatively small number to date have been received, about 400, but upon hastily examining these, many interesting facts about our membership are brought to light, all of which will be invaluable to the Association in many ways of which we are not even aware at this time. In a hurried check-over of the surveys received, it was surprising to find the name of a member you knew very well and to learn from the questionnaire that he or she had some special skills not indicated by the position held, or to find that a member you had known for a good many years has a command of five or six foreign languages.

It was also a jolt to discover that some members whom we thought of as just getting into their stride in library work, writing that they were not filling out the questionnaire as in a few months they would reach retirement age! On this survey, cautiously and a little less than hopefully, we have asked those filling in the questionnaires to indicate, if they felt so inclined, the salary range within $500. To our surprise a large percentage of members are filling in this part of the schedule. If enough people do fill this in we shall have, for the first time, an adequate basis for salary survey. More and more concerns are asking for this type of information.

This quick check shows that salaries in a high percentage of the cases are in the larger brackets. An interesting study might be made of the trends of salaries indicated in various types of special libraries and even in different geographical areas.

Your President has continued to represent the Association on the Council of National Library Associations and as a representative has served as a member of the Exploratory Committee on Aid to Libraries in War Areas. Your President has also represented S. L. A. at the Pittsburgh Institute on Demobilization and Rehabilitation, at which Institute she was privileged to speak on the Effect of Demobilization and Rehabilitation in Special Libraries. With the national Secretary, she also represented the Association at the National War Time Conference held in New York in June. Special Libraries Association was one of the organizations sponsoring this conference.

The real highspot of the past year was your President's visits to Chapters. She was able to visit the Baltimore, Washington, Montreal, Michigan, Pittsburgh, Illinois and Minnesota Chapters. It was a unique and informative experience to meet the individual members of these Chapters, to talk with them, to answer their questions, to hear their problems, to discover their reactions and to learn their views on Association and professional matters.
Each Chapter visited showed great interest in knowing what went on at Headquarters office and what made the Association "tick". Your President is flattered to have the Chapter members say that they derived a great deal from her visits, but the experience worked both ways and the President returned with a better insight into Chapter problems and of the personalities and abilities of the individual Chapter members. By virtue of her position as President, she has been interviewed by the press on these speaking tours and this has resulted in some good publicity for S. L. A.

At various times during the year, as President of Special Libraries Association, she has been called upon by the American Library Association for advice or cooperation, to contribute a page to the A. L. A. Convention-in-Print, to appoint a member on the Inter-Agency Committee on the Distribution of Government Documents and to cooperate with the A. L. A. Committee on Books for Latin America. Also, she has cooperated with various Government departments and semi-official Government agencies in suggesting someone from our membership to carry on independently or to help on various projects related to the war effort.

It has been a source of great satisfaction to have letters from many individual members who say how much they are receiving from the Association and how interested they are in the projects that are being promoted by it. After one Chapter visit the Headquarters office received a letter from someone who enclosed a check for membership, saying that apparently a great deal was going on and up to this point she had missed out on all of it but she wanted to be in from now on.

The Association will be pleased to know that at the Executive Board meeting held this morning two new groups were approved, one, the Map Group, sponsored by the Washington Chapter and the other, a Hospital and Nursing Group promoted by the Minnesota and New York members, with the impetus coming from the Minnesota Chapter. Thirty members of the Minnesota Hospital Group will automatically become members of S. L. A. and affiliate with the Minnesota Chapter.

I should like to take this opportunity to extend sincere thanks to the Chairmen and individual members of all Chapters, Groups and Committees. They have done an outstanding job as the reports given later at this meeting will indicate. Their years' work has been on a very high professional level and geared to the needs of war and postwar. They all are alert to the opportunities offered in the postwar efforts and are working very hard to place our services so that we may contribute to this effort. The Association, I am sure, realizes that the Chapters, Groups and Committees are our working members and any success which it enjoys is in a great part due to their cooperation. At no time during the past two years have I asked for help and met with a refusal. Assignments have been promptly accepted. This particularly is to be commented upon at this time as surely all of our members have had an extra burden of work and have been operating with greatly depleted staffs. I cannot recommend the cooperation of Chapters, Groups and Committees too highly. It is through their volunteer efforts that S. L. A. has grown and prospered.

At this same time I should like to make special mention of the splendid work over the past two years accomplished by the Finance Committee. Mr. Hausdorfer, with a fine grasp of finance, has done some very outstanding work at the cost of many, many hours. Our finance re-
ports have been set up so we know exactly where we stand and a very fine analysis of the cost to the Association of various activities, including the cost to the Association of each type of membership, has also been made. Details of this report will be found in the report of the Finance Chairman.

To the Editors of our publications, SPECIAL LIBRARIES and Technical Book Review Index, goes a special word of thanks. These are not part time jobs but are with the Editors almost every day for the entire 12 months of our year. The magazine has grown in stature during the year and has had some very fine material to pass on to its members. Technical Book Review Index under its Editorial Committee has done an excellent job and has had an unusually large increase in subscriptions. The suggestion of the Editorial Committee on T. B. R. I. made to the Executive Board that a portion of the profits which the publication is now enjoying be set aside as a reserve for a possible lean period has been favorably acted upon by the Board.

The Executive Board has, with great difficulty, met twice during the year and has at all times responded to calls for assistance in administering the affairs of the Association. It has been, indeed, a pleasure to meet and to work with the Board members.

To Mrs. Stebbins and the Headquarters staff appreciation is extended for their very loyal support. Under the direction of Mrs. Stebbins the staff is doing a very fine, constructive job and it is very gratifying to receive letters which come in from members and from organizations complimenting the Employment Manager on the help that they have received either in placing a member in a position or finding the right person for an opening. Indications are that the membership has received very prompt and efficient attention to all requests. It has indeed been encouraging in carrying on the President’s duties to be able to call on such a well-organized staff for assistance in the administration of S. L. A. affairs.

As recommendations for the incoming Executive Board I should like to make the following suggestions for its consideration. I feel that it is most important that an adequate budget be maintained for continuing travel expenses so that the President, the Secretary or some other officer of the Association may visit Chapters, the various universities and library schools. The results of these visits I am confident have very tangible as well as intangible results which will be reflected in the Association as time goes on. I should also like to recommend that our Training and Recruiting Program be broadened and intensified and carried on for the next year. We are surely going to be in need of library school graduates whose training more nearly approximates our needs than is now the case, or we shall of necessity be forced to use some form of in-service training to take the place of a more formal training which should be provided in library schools.

I recommend that the Chapters and the Association foster cooperation with State Library Associations. This has had a good start this year. It could possibly be extended. I should like to open up the idea that the Association hold regional meetings during the next year. So few members can attend an annual convention that I definitely feel that a meeting of minds is a necessity in our Association. Therefore, I recommend that the idea of holding at least one regional meeting in various sections during the year be given some consideration.

I further recommend that the Executive Board, with the approval of the Asso-
ciation, give some time to a possible plan for promoting cooperation between special librarians and state and local communities. I feel certain that we would gain a great deal from this and there is much we have to offer such members on state and local councils.

I also highly recommend the fostering of National Association initiative and approval, the panel discussions between other professional organizations such as have been held in one or two Chapters and Groups during the year. Also I wish to underline the suggestion in the Secretary's report regarding the proposal on selling S.L.A. to business organizations.

In closing this report I should like to state that I wish each and every member of the Association might, at some time, have an opportunity to serve as its President. Although it is becoming more and more of a full time job, it is an experience well worthwhile. I have enjoyed every minute of it, have gained a great many new friends in the membership, have also had the privilege of keeping informed of the forward movements in the profession, and to know more intimately a great many more of our individual members.

It is not without some personal regret that I hand the Association over to the incoming officers. At the same time I wish them all the cooperation, good fortune and worthwhile experiences which I have enjoyed for the past two years.

ELEANOR S. CAVANAUGH.

REPORTS OF SECRETARY, TREASURER, ADVERTISING MANAGER AND EDITORS

SECRETARY

THE Secretary has endeavored more than ever, during the year that has just passed, to make S. L. A.'s Placement Service nationally known. A total of 442 notices of positions was received during this time, including those handled by the Chapter Employment Chairmen of the Boston, Cincinnati, Cleveland, Indiana, Illinois, Michigan, Minnesota, Philadelphia, Pittsburgh, San Francisco, Southern California and Washington, D. C. Chapters with some not reporting. Of these 442 openings, 197 have been filled to date with others pending. Since some of the positions were subsequently cancelled or filled from within and some could not be filled because of lack of personnel, this made an excellent percentage. Chapter Placements included 8 in Boston, 1 Cincinnati, 3 Cleveland, 1 Connecticut, 12 Illinois, 2 Michigan, 6 Minnesota, 5 Montreal, 7 Philadelphia, 2 Pittsburgh, 6 San Francisco, 2 Southern California and 13 Washington, D. C.

It is interesting to note the employment activity in S. L. A.'s newest Chapter with 6 out of 8 openings filled in Minnesota. New York still remains the best center of special library employment (with no volunteer Chairmen in New York or New Jersey because of the activity of the Headquarters Office) with Washington, D. C., and Chicago in second and third place respectively. Philadelphia has also shown a noteworthy increase in special library openings and placements during the past year as has San Francisco and Montreal. The Secretary has actively cooperated with the volunteer employment Chairmen and has suggested other candidates when positions could not be filled locally.

Salaries have ranged from $1,600 for beginners just graduated from library school (with some getting as high as $1,800 with no experience) to $5,000 including overtime. Salaries have risen most encouragingly during the past year and more and more firms are consulting S.L.A. about salary ranges for librarians and assistants.

The Secretary has cooperated actively with the New York office of the Office of War Information in filling overseas appointments for librarians and is happy to state that one member
has already been placed in the London Library and two more have been appointed recently, while other appointments are pending for various parts of the world. Several highly specialized jobs which have come to the Secretary's attention could not be filled since there were no persons on the employment rolls with these specialized skills. The Secretary will await the results of the Manpower Survey of S. L. A. members with great interest since it will be of assistance in making such recommendations.

The Secretary has conducted 561 interviews about employment from June 21, 1943 to June 14, 1944, and has had 562 incoming telephone calls; and has made 350 outgoing calls. A total of 2,985 letters was written about the placement work—an increase of over 900 over the same period of the preceding year—with as many as 60 notices of positions open being mailed some days, excluding any long distance or local telephone calls made to fill a rush order. The Secretary devoted 660 hours of her time to this vital work and secured 166 new Active members, 17 of whom changed to Active membership. There were also 21 new Associate members and 3 Institutional members because of the placement work. These memberships amounted to a revenue of around $1,000.

As part of the recruiting program carried on during the past year by the Training and Professional Activities Committee, the Secretary visited the library school students of New Jersey College for Women, Columbia University "Special Libraries" course, Pratt Institute, Drexel Institute, Simmons College and Catholic University of America, and gave a talk on the special library field and interviewing applicants for positions. In many instances this has resulted in new recruits for special library work and the Secretary would like to recommend that these visits be continued next year, and, if possible, extended.

The Secretary spoke before meetings of the Washington, D. C. Chapter on February 9, and the Boston Chapter April 24. She found that these visits brought most desirable contacts with members who might not be in touch with the Headquarters office and also permitted them to know the needs and interests of the membership at large.

The Secretary attended several pre-Convention meetings of the National Wartime Conference of which S. L. A. was a sponsor, along with some 35 other professional and white collar organizations, as well as the actual Conference at the Hotel Commodore, New York, on June 2 and 3. The Panel Discussion on Planning for Full Employment brought out some interesting suggestions and the Proceedings of the four panels held simultaneously should be useful. The Secretary also attended, at the President's request, the two-day Conference of the Institute of Women's Professional Relations at the Mayflower Hotel in Washington, D. C., May 4 and 5. She was pleased to find that the Deans of colleges and universities all over the U. S. were well aware of S. L. A., due to the recruiting drive put on by the Training and Professional Activities Committee in February. The speakers at this Conference represented government, industry and the professions and had many ideas to offer about the future employment of women. The Secretary recommends that these Conferences be covered by a representative of S. L. A. in the future if other programs are as well planned.

Classification schemes have been in great demand during the past year, with a total of 209 schemes and 41 staff manuals loaned as compared with 148 and 28 respectively the preceding year. Some loans have been made to points as far away as Bogota, Colombia, and have resulted in a number of new Institutional and Active members. The aeronautilcal and technical classification schemes and subject headings lists (especially in the field of chemistry) are requested most often and the Secretary urges that members with specialized schemes in their field donate copies to the Executive Office. Unfortunately two borrowers lost a total of 6 classification schemes in these highly important fields (5 on aeronautics having been loaned to a Texas naval air squadron) and the Secretary is now endeavoring to replace them as there is a waiting list.

The half price sale on all S. L. A. publications prior to 1943 except Special Library Resources, Volume I, which the Secretary conducted from February 15 to April 1, netted a total of $221.30, exceeding expectations. All 1943 publications have shown a good profit with An Aeronautical Reference Library now out of print, having netted to date $786.62 and with some additional revenue to be added from copies billed but not as yet paid for. The Handbook of Commercial, Financial and Information Services published in April and selling at $3.00 a copy has had a steady sale and should pay for itself within the next month or two.

In response to the campaign put on to induce a selected list of companies with a good post-war future to organize libraries, the Secretary
is pleased to report an excellent response. Some 25 companies have been contacted to date with
4 new Institutional memberships received with one librarian placed at $5,000 a year (including
overtime), one at $3,000 and two more contemplating establishing libraries in the near future.
The Secretary has found a lively interest in business organizations all over the country in
what a special library can do for business in the postwar period and would like to suggest
that a manual be prepared with which to answer such queries. This manual should contain
articles by outstanding librarians in various fields, such as technical, financial, aeronautical,
etc., on what their library does for their company, plus S.L.A. promotion material and re-
prints of such pertinent articles as that by Mr. Walter Hausdorfer in a recent issue of The
Library Journal entitled "Libraries in Industry —War and Postwar Periods." Some mention
of the services offered by S.L.A. should, of course, be included and sample copies of
SPECIAL LIBRARIES and Technical Book Review
Index distributed with it.

The survey of Chapter bulletins made by
Mr. Anthony Runté was found to be of interest
to the Chapters and 8 of S.L.A.'s 20 active
Chapters have borrowed this material to date.

The Secretary attended the tea for library
volunteers at the New York Junior League on
April 27, as well as numerous Group and Chap-
ter meetings in New York. She has held a
number of consultations with representatives of
industry, government and other organizations
about organizing libraries, classifications and
subject headings to use. A representative of the
U. S. Dept. of Labor Women's Bureau con-
sulted S.L.A. about the changes wrought in
the library profession due to the war and infor-
mation suggested by the President was fur-
ished. The Executive Office has again been
used for interviewing candidates by a Captain
in the Army, an engineer in a large aeronautical
manufacturing company, a vice-president of an
engineering firm, a representative of a publish-
ing house and others seeking candidates for
librarians.

Three new publications suggested by the
President were secured as review copies for
SPECIAL LIBRARIES and will be added to the
small professional literature library to be estab-
lished at the Executive Office. Since the Exec-
utive Board has already approved this project
the Secretary hopes to devote the summer
months to building up a small well-rounded
collection and would appreciate suggestions
from members of pertinent material. She also
hopes to have the typing of the catalog cards
for the classification file completed this sum-
mer as well as the revising of S.L.A.'s corre-
respondence files.

Because of the many interviews being held
at Headquarters and the fact that there are
often standees, the President authorized the
purchase of two additional office chairs plus a
typewriter chair. As yet it has not been pos-
sible to secure a priority to purchase a new
typewriter or to find a suitable second-hand one
as authorized previously by the Executive
Board.

A most unfortunate occurrence took place on
Sunday, April 2, 1944, when the entire building
at 31 E. 10th Street was burglarized. The lock
on the Executive Office was completely
smashed, as were the locks on two of the
desks and all contents spilled all over the floor.
Although there was a small amount of petty
cash on hand plus a considerable number of
stamps, the burglars overlooked these in their
haste and S.L.A.'s complete loss was two
fountain pens.

The membership statement of May 31, 1944
shows a new high with a total of 3,491 mem-
ers plus 209 subscribers to SPECIAL LIBRARIES
and 975 subscriptions to Technical Book Review
Index. S.L.A. now has 4 members in Australia
(3 Institutional and 1 Active), 2 Active mem-
ers in England, 1 Institutional member in
Mexico, 1 Institutional in New Zealand, 2
Active in Africa, and 1 Institutional and 1
Active in Peru. Subscribers to SPECIAL LIBRARIES
reside all over the world as 10 subscriptions now
go to Australia, 8 to England, 2 to New Zea-
land, 2 to India, 1 to Portugal, 1 to Scotland,
5 to South America, 4 to Africa, 2 to Sweden, 9
to Russia and 1 each being held for China,
Norway, the Philippines and Holland until such
time as they can be delivered. Technical Book
Review Index is sent to many of these countries
and in addition has subscribers in Eire and
Palestine.

The financial statement of May 31 shows a
very healthy financial condition for the Asso-
ciation with expenses running below the esti-
mated budget and receipts running above what
was expected. The Secretary will continue her
efforts to keep expenses low and the income
from dues, advertising and sales up so that the
Association may end 1944 with an even better
record than 1943.

Changes in the Headquarters staff include
the appointment of Miss Ethel Ehlenberger as
assistant to the Secretary on April 1, and Miss Dorothy Houser as part-time typist and clerk after school, replacing Miss Marcia Gronim, who resigned. Miss Marion Kramer has been engaged for July and August to help with the office work so that all filing, billing, etc., may be brought up to date.

In closing the Secretary wishes to express her appreciation of the cooperation received from the Headquarters staff and for the interest and assistance always received from Miss Eleanor S. Cavanaugh, who, as President, has devoted endless hours to S.L.A. work during the past two years.

Kathleen B. Stebbins

Treasurer

It is a great pleasure to submit to the Convention a report which reflects so excellent a state of financial health. Since a detailed report of the Association’s finances is available to any member wishing to examine it, this will present only the highlights.

The audited report shows that during 1943, our total income was $32,099.26. Expenditures were $24,871.24, leaving a net income of $7,228.02.

For the period January 1 - May 31, 1944, our income was as follows:

- Dues: $16,466.95
- Publications: $11,614.20
- Other Income: $60.78

Total Income: $28,141.93

Operating expenses for the same period totaled $14,402.80.

Our special funds (including Student Loan and Reserve) totaled $7,347.57.

During the year we have purchased War Savings Bonds—one $1,000 and two $100 denominations.

Our bank balance with the National City Bank of New York, as of May 31, 1944, was $31,632.93.

Jean Norcross

Advertising Manager

Never at any time in the history of S.L.A. have the advertising prospects been brighter than at present. Previous to July 1940, when the present Advertising Manager took over the duties, the greatest amount of revenue ever received from advertising was $1,678.78 from June 1st, 1935 to May 31st, 1936. The Advertising Manager is happy to report that a total of $3,490.20 has been received from advertising from June 1st, 1943 to May 31st, 1944, or over twice the amount ever received previously in a single year.

The biggest advertising revenue from any single issue of Special Libraries before 1940 was in May-June, 1935, when a total of $306 was secured. Now it is a poor month indeed when not more than $300 in advertising is secured while in the May-June Convention issue, just published, a total of 19½ pages of advertising was carried with a total income of $668.

Beginning June 1st, 1944 a quarterly budget was set up for advertising in Special Libraries. A total of $1,229.00 was allotted as the amount of revenue expected in the first six months of 1944. In the first five months of this year $1,812.24 has been received surpassing the budget by $583.24 while the additional amount of $668 from the May-June number will make a gain of approximately $1,250 over the amount expected.

Since the July-August 1943 issue, 10 new advertisers have been secured for a full page each bringing revenue of $370; 8 for a half page each plus a three-time contract, amounting to $242; 12 new advertisers for a quarter page each at $180; 7 for an eighth page each and one for a ten-time contract for an eighth page at $123, making a total of $915 from new advertisers in Special Libraries during the past year.

In addition, the back cover has been sold for seven consecutive issues starting with the April 1944 issue bringing in $336 and a ten-time contract for a page from a former advertiser has been secured at $300.

The Advertising Manager wishes to thank each and every member who has forwarded the names of prospective advertisers and urges that everyone continue so to do, so that the number of national advertisers in Special Libraries may continue to increase. She urges, also, that members mention Special Libraries when patronizing present advertisers so that those firms that now advertise in our official journal may appreciate the response that their advertisements bring. With the cost of printing and paper constantly increasing it is absolutely necessary that a steadily increasing advertising clientele be maintained in order to continue covering the cost of printing Special Libraries. The Advertising Manager is exceedingly optimistic about the prospect of maintaining her record during the last half of 1944 and hopes that next year may be even brighter.

Kathleen B. Stebbins
EDITOR OF SPECIAL LIBRARIES

When an Editor is asked for an annual report, it is probably her most difficult assignment for the year. It seems to her as if the monthly issues of the magazine constitute her report, as they are the visible proofs of her work. However, here is a brief summary of the past twelve months:

In looking back over the year to the last Convention, the first project to confront the Editor—and it is a huge one—is always the editing of the July-August issue, which as you all know, contains the papers and reports presented at the Annual Conference. Through the cooperative efforts of the Convention Chairman, National Secretary and Group Chairmen, the various papers are collected and made ready for publication, as are also the reports of the National Officers, Chapter Presidents, Group and Committee Chairmen. One of the headaches is always the size of the Proceedings issue. Like Topsy, it just grows and no matter what is deleted, the pages increase so that when the final product appears, its cost invariably causes everyone from the President down to the Editor to have high blood pressure. I sometimes think the cost overshadows to a certain extent the amount of work put into the issue and its ultimate value to our members. I also wonder at times whether the reports of Chapter Presidents, Group and Committee Chairmen could not be omitted since they are on file at the Executive Office where they can be consulted or borrowed if need be. They also are summarized in Executive Board and Advisory Council Minutes and distributed to Chapter Presidents, Group and Committee Chairmen after each fall and spring Board meeting. In addition, the most outstanding projects are mentioned in the Chapter Town Crier and in Chapter and Group Bulletins. By eliminating these reports, except as summarized in the President's Annual Report, space and cost would be saved in the Proceedings issue, which would then contain only the reports of the National Officers and the papers presented at the General and Group Sessions.

After the Proceedings volume is out of the way, then comes the planning for the next nine issues. This year the outstanding ones, according to comments received from many sources, were those for October which contained the long awaited articles on "Simplification of Library Technique Due to Increased Work and Depleted Staffs"; November, which was devoted to Library Services for Service Men; December, which contained Mrs. Hubbard's article on the "Role of a Librarian in a State-Planning Agency" and the one on "The Lloyd Library and Museum" by Mrs. Simons. Mr. Orton's article on "A Preparatory Program for Science and Technology Librarians" in January brought forth a response by Miss Isabel Nichol of the University of Denver which was printed in the April issue. The March issue was devoted to Map articles and to quote from a letter received from Washington, it is considered "The Bible of the Map Librarians".

In March, the Editor spent three days in Washington where she and Jane Brewer, who was the instigator of the idea, interviewed several people for articles on special libraries in the Federal Departments and Agencies; the sources of Federal data; and the administrative and legislative functions exercised in Washington which are reflected in library service. It was originally planned to devote the entire May-June issue to these papers but as can be imagined, more papers were forthcoming than could be printed in a single number. Only five of the eleven have so far appeared. The others are slated, however, for early fall printing. When they all have been published, they will form a very vivid picture of Government Departments and their Libraries.

For one who had little to report it seems as if I have said a great deal. But before closing, I wish to express my appreciation for the assistance rendered by the S.L.A. Executive Secretary and for the proof reading of all Special Libraries articles by Jean Macalister and Bettina Peterson. These two members have done a grand job and no matter how much material is sent them, it is always returned corrected and on time. Last, but by no means least, I wish to express my appreciation to a member of my own staff, Esther Brown, who is my right-hand man in the preparation and editing of the copy. Miss Brown is also responsible for many of the items which appear in the "Events and Publications" section.

To those of you who have contributed articles and items for the magazine, I thank you, and I hope that you and many others will continue to render the same cooperation to the Editor in the future as you have so splendidly done in the past. A letter recently received contained these words: "SPECIAL LIBRARIES continues to be one of the most interesting journals that comes to my desk." That this may always be true is the wish of your Editor.

ALMA C. MITCHELL
EDITOR OF "SPECIAL LIBRARIAN PAGE" IN Wilson Library Bulletin, and S. L. A. REPRESENTATIVE TO H. W. WILSON COMPANY

So that our page might fit into the scheme of the Wilson Library Bulletin for September, the editor of special libraries released an abbreviation of a paper presented before the Biological Sciences Group in which Mrs. Marjorie J. Hoyler, Librarian of National Oil Products Co., described "A Few Time-saving Methods" found useful in her library.


An interesting by-product of the page was a request from a high school librarian for information about special libraries in the engineering field, for the dean of girls in her school. This gave opportunity to call to her attention the volume of reprints on The Special Library Profession and to send her Ruth Savord's Special Librarianship As a Career and copies of articles by Alma C. Mitchell and Lucy O. Lewton about their libraries.

Several suggestions for possible contributions have been received from Mr. Alcott of the Boston Globe and Miss Loizeaux of H. W. Wilson Co., but due to lack of space these could not be used.

Mrs. Stebbins attended the stockholders' meeting of H. W. Wilson Co., in lieu of the Representative and reported that nothing of particular interest to S. L. A. came up at the meeting. This is the only occasion for special contact with the Company that has occurred.

MARGARET BONNELL

CHAPTER TOWN CRIER

During the past fiscal year the Editor of the Chapter Town Crier has assembled copy for the customary two issues of the S. L. A. Chapter Town Crier. Issue Number 19 was published in December 1943, and issue Number 20 in May 1944, comprising 7 pages and 13 pages respectively. Three sources of information were relied upon: Chapter bulletins, Chapter reports to national Headquarters and personal communications from various Chapter officials.

Three general policies were adopted: (1) To place the material under specific headings, arranged alphabetically for quick reference, the quantity and nature of the material to determine the headings in each issue; (2) To choose from the great mass of information available only such data as were typical of the leading trends in Chapter activities, reserving a special department, "Snatches from Our Mailbag", for ephemeral or miscellaneous items; (3) To present the facts in as informal and interesting a way as possible, rather than in tabular and statistical form—although due emphasis was placed on the latter when necessary.

The results obtained from the publication of the Chapter Town Crier have been encouraging. Among these may be mentioned an increased interest in the publication on the part of the various Chapters, evidenced by the growing correspondence from Chapter officers to the Editor; the initiation of specific projects as a result of ideas publicized in the Town Crier (e.g. Mr. Anthony F. Runte's proposed Round Table on Chapter bulletins); and last but not least the favorable impression made on both Chapter members and those outside S.L.A. by the excellent format and mimeographing of the Chapter Town Crier. An official of the Census Bureau, for example, commented to the Editor on the clarity of the mimeographing. The credit for this goes, of course, to Mrs. Kathleen B. Stebbins, Secretary of the national Association, under whose direction this work was done. The Editor wishes to express his thanks to her and to the many other members of S. L. A. who have cooperated so generously on this project.

PHILLIPS TEMPLE

Responsibilities gravitate to the person who can shoulder them.
Power flows to the man who knows how.—ELBERT HUBBARD.
REPORTS OF CHAPTERS, GROUPS, COMMITTEES AND SPECIAL REPRESENTATIVES

CHAPTERS

All Chapters have apparently realized that cooperation between special libraries and business and industry is important, and further that special libraries have an important place in the post-war plans of business and industry and have geared their 1944 programs with that in mind. Business men and specialists from industry have been on Chapter programs as speakers, others as guests and still others on panel discussions with librarians. This activity alone has given impetus to selling our skills and services to industry and contacts made in this manner we feel sure will prove mutually beneficial to both S. I. A. and business.

All Chapters took an active part in our national membership campaign and were in a large measure responsible for the very favorable increase in membership.

Nearly all Chapters had a member or members serving on some national group or committee, and many have members on local community councils.

The development of participation on local and state councils is particularly noticeable in the Boston and Southern California Chapters. News has just been received that the Los Angeles CED has made arrangements for the Library and Research Group to furnish all information and printed material pertinent to the work of the community committees. Official recognition of this kind should be sought by all Chapters.

Every Chapter has issued bulletins regularly and it is gratifying to see that these bulletins are on a very high level, always having excellent material in them.

That Chapters are aware of and interested in international affairs is evidenced by some of the programs. All are helping on the project of aid to libraries in war areas. All, either individually or through their members, are volunteering in service organizations, the U. S. O., Red Cross, War Bond Drives, C. V. D. O. and hospital work.

Many Chapters have produced or are working on local projects, such as union lists of holdings. Also, individual Chapter members have contributed many articles to SPECIAL LIBRARIES and to other professional journals and house organs.

A few Chapters took the War Manpower course in Job Instruction Training.

Other Chapters, and this is especially true of the San Francisco Bay Region Chapter, consulted and advised with firms on the installation and organization of special libraries in local firms.

A significant trend is that many Chapters are cooperating with State Library Associations, sometimes having cooperative programs. This is true of Cleveland, Connecticut, Greater St. Louis, Minnesota and San Francisco. The New Jersey Chapter has affiliated with the New Jersey Library Association.

All Chapters have been concerned with the difficulty and costs involved in publishing a bulletin for free distribution to members; some carry advertising to defray publishing costs and many of them are printed through the courtesy of firms represented by a member.

The Indiana Chapter is active in urging the establishment of a Municipal Reference Library in the City of Indianapolis.

Particular mention should be made of the part the Illinois Chapter took in abstracting and indexing the chemical patents confiscated by the Alien Property Custodian. Most of these 31 pamphlets have already been issued. The Illinois Chapter has also written to special libraries in Central and South America offering an exchange, through correspondence, of material and ideas. Miss Marion Wells, Chapter President, was made Chairman of the War Bond Drive for her bank, the First National Bank of Chicago.

A member of the Michigan Chapter was the recipient of the Avery Hopwood literary award for a work of fiction.

Minnesota was active in organizing the Hospital and Nursing Group of S. L. A.

The Chairman of our International Relations Committee is in our Montreal Chapter. Aside from our members in the armed forces, we have five members in various overseas positions, three of whom came from the Montreal Chapter.
The Washington, D. C. Chapter has promoted and petitioned for a National Map Group. This Chapter is sponsoring, by request, a library in the United Service Center and have signed up 107 volunteers. This same Chapter has just sponsored a very interesting and extensive exhibit of 40 Government departments and agencies. It was hoped to have had part of this exhibit at the Convention, but shipping, transportation and manpower difficulties intervened.

The Philadelphia Council has had, during the year, a committee to survey the technical libraries in its city. The work of this committee has created many potential new members and the Council recommends the continuance of this worthwhile project.

The Pittsburgh Chapter cooperated in the Institute on Demobilization and Rehabilitation held in Pittsburgh in April of this year.

The New York Chapter is especially active in volunteer work in service centers and hospitals.

During the year the Philadelphia Council celebrated its twenty-fifth anniversary of activity and the Connecticut Chapter its tenth.

This summary definitely shows a high professional level and all Chapters are to be congratulated on the completion of another fruitful year. There is no doubt but that all this extra activity meant a great deal of the members' extra or free time, for nearly all members are carrying extra work and then there is the burden of depleted staffs.

This report can only fittingly be closed with special mention of the Philadelphia Council of Special Libraries Association who, in the face of great disadvantages, were courageous enough to invite the membership to hold our Annual Conference in its city.

In a few short weeks the members have made plans and put them in execution, whereby the delegates here present again have an opportunity to meet, to see old friends, to make new contacts, discuss their problems and to plan for postwar activities.

GROUPS

FINANCIAL

Four issues of the Financial Group Bulletin have been published during the year. These contained: (1) minutes of Financial meeting at Special Libraries Association annual convention; (2) special articles and an excellent bibliography on “Industrial Pension Trusts” and on “Postwar Planning Aids to Libraries”; (3) special services of special librarians and a list of hearings on Federal appropriation bills. The June issue had details of Financial Group meetings at this Conference. The Bulletin is on an annual subscription basis of $1.00 with 83 subscribers and is issued at small expense as the Tax Foundation, Inc., defrays cost of publication.

Of the three projects of the Group, one, the Handbook of Commercial, Financial and Information Services, has been completed and published. Another, Suggestions for the Organization and Management of a Financial Library, prepared by Roberta Herriott, is ready for approval by the Publications Governing Committee. The third has been postponed until another year.

RUTH MILLER, Chairman

INSURANCE

The Bulletin of this Group, like that of the Financial Group, is on a subscription basis with 53 subscribers.

The Group recommends for consideration, so that revenue may be increased:

1. To increase the subscription rate from 50¢ to $1.00.
2. To charge subscription fee to all Insurance Group members, other than Institutional.
3. To increase number of subscribers by interesting public and university libraries, also organizations indicating their interest in insurance by requests for insurance material on duplicate exchange lists, and further by trying to get notices in insurance and business magazines and in library journals.

The report includes many suggestions for consideration of Insurance Group at this Convention, one of which is interesting—to offer assistance to public libraries in the selection of insurance books.

A balance of $71.19 is reported in Treasury.

MARGARET HATCH, Chairman

MUSEUM

The Museum Group has issued one Bulletin this year. Requests for copies of the June 1943 Bulletin have been received from libraries interested in the use of Kodachrome slides and those interested in the survey of library classification systems made by the Cranbrook Institute of Science. This Bulletin has also been included as an appendix to a report made by Eleanor Mitchell, Chief of the Art Division, New York Public Library, to the A. L. A.
Rockefeller Foundation on her work in the Biblioteca Pública del Estado de Jalisco, Guadalajara, Mexico.

The Board of Trustees of the Cranbrook Institute of Science has released the material received on the survey of library classification systems to the Museum Group for inclusion in its classification file.

The New York Chapter Museum Group had one meeting during the year in cooperation with the Theatre Library Association at which time Simon Lissom spoke on "The Theatre and the Library."

An article sponsored by the Museum Group was published in the September 1943 issue of SPECIAL LIBRARIES—"Beauty and the Book," by Otto F. Ege, Assistant Director of the Cleveland School of Art.

ELLA TALLMAN, Chairman

NEWSPAPER

The Group Chairman reports that matters which might go in to making up a report at this time have not progressed beyond the status reported at the Board and Council meeting in March.

CHARLES STOLBERG, Chairman

PUBLIC BUSINESS LIBRARIANS

The year 1943-1944 has proved to be one of rather heavy correspondence activities for the Public Business Librarians Group, covering three chief topics:

1. The advisability of continuing the Group.
2. The possible lines of development for current activities.
3. The advisability of a conference and in what place.

All of the correspondence has reflected marked interest in the Group as a channel for constructive action and for exchange of experience. The current emphasis on public library service to business in the postwar world should prove a fruitful field for effort.

The generous cooperation of the Pennsylvania Library Association and the Pennsylvania Library Club in calling the annual meeting to the attention of their members will prove most helpful in promoting effective work. Out of this meeting should come a more clearly defined program.

MARIAN C. MANLEY, Chairman

SCIENCE-TECHNOLOGY

This Group now has a two-year term for officers. During the year five Bulletins were sent to members.

The Patent Index to Chemical Abstracts, 1907-1936, should be off the press this summer. Portions of Index to Chemical Patents confiscated by Alien Property Custodian have been issued. The Subject Heading List of Chemical Libraries has been revised and is being typed for submitting to the Publications Committee. A committee from the Pittsburgh Chapter has taken over the compiling of the Science-Technology Manual and hopes for publication within two years. Editing of Russian Holdings is progressing. A Directory of the Engineering-Aeronautics Section has been issued and distributed.

An important item of activity of the Group's Public Relations Committee was the cooperation with the American Chemical Society. Two symposiums on Technical Library Techniques were held during the meetings of the A. C. S., one in the fall of 1943, the other in April of this year.

The Aeronautical library catalogers on the West Coast expect to affiliate as a section of the Science-Technology Group.

ELMA T. EVANS, Chairman

SOCIAL SCIENCE

The Social Science Bulletin has been issued three times during the year. The librarians of the Canadian Dominion Bureau of Statistics, the Unit of City and Industrial Work of the Presbyterian Board of National Missions and the Research Department of Paramount Pictures contributed articles describing the work of their libraries as related to the war.

An article on "The Role of a Librarian in a State Planning Agency" by Mrs. Dorothy G. Hubbard was printed in the December issue of SPECIAL LIBRARIES. Mrs. Hubbard at the time was Librarian of the New Hampshire State Planning and Development Commission. Reprints of this article were sent to all the state planning boards which had furnished information to Mrs. Hubbard. Miss Helen Rogers, Librarian of the Indiana State Department of Welfare, is now preparing an article for SPECIAL LIBRARIES on state public welfare libraries.

The one continuing Group project was completed during the winter and was approved for publication, A Source List of Selected Labor Statistics, compiled by Miss Hazel C. Benjamin and her Committee.

The Committee on Postwar Planning did not approve any of the suggestions made at the meeting in New York last June and, therefore, no new projects were started. Considerable correspondence was carried on during the sum-
COMMITTEES

CHAPTER EXTENSION

No aggressive plans during the year seemed justified in view of competing demands of war activities on Chapters as a whole. However, an interest in a Chapter organization has been expressed by local members in Western New York and also in the Southwest. The Chairman has appointed Chapter Extension Committee members in Honolulu, Lima, and Wilmington, Delaware. No new Chapters affiliated during year.

JOSEPHINE HOLLINGSWORTH, Chairman

CLASSIFICATION

This Committee was revived by the national President in September 1943 with the result that S.L.A. now has over 300 classification schemes in its collection at Headquarters. The objectives of the Committee, (1) to revise the collection, including discarding of obsolete systems, and (2) to classify and catalog them and (3) to add new classifications. After the collection is revalued it will be possible to ascertain more adequately where there are gaps and insufficient material on given subjects. Committee members will then be asked to acquire needed schemes.

Help in locating existing classification schemes has been asked of catalogers and through groups of catalogers affiliated with the American Library Association.

After these classifications are organized, it is probable that a list of holdings will be mimeographed for distribution to those interested. From June 1943 through June 1944 a total of 206 classification schemes and 41 manuals were loaned.

ISABEL L. TOWNER, Chairman

INTERNATIONAL RELATIONS

The International Relations Committee was appointed by the Executive Board last summer to “make surveys and reports on various undertakings in the international field, to represent S.L.A. or the Executive Board in all matters of international cooperation when so requested.” It has been feeling its way this year. The Committee on Co-operation with Special Libraries in Latin America, which Miss Savord has very ably looked after for several years, has continued to function under her direction, as a Subcommittee of the International Relations Committee, but no other Subcommittees have been appointed.
At the outset it was suggested that a desirable task for the Committee would be a campaign for aid to libraries in war areas. One aspect of this has been our co-operation with the A. L. A. project to acquire and store scientific and scholarly periodicals published during the war years with a view to maintaining the collections in foreign libraries. Your Chairman has been made a member of the A. L. A. Committee on Aid to Libraries in War Areas. The Chapters of S. L. A. have been circularized, asking their active collaboration in this project. I do not know the extent of their response, for administration of the campaign is conducted from the A. L. A. International Relations Office in Washington, but I have had offers of contributions or requests for information from several quarters.

The Committee wished very much to start a campaign for books in aid of devastated libraries, but since many other library associations and groups were already working at the same idea, here and elsewhere, and it was obvious that in this, as in most other matters where many minds are directed to the same end, cooperation was the answer. We have therefore associated ourselves with the Joint Committee of the Council of National Library Associations, appointed to study the question. At its last meeting in March, the Joint Committee came to the conclusion that the interests engaged were too varied and too important for a general campaign to be launched as yet, and that means of financing the project should first be assured. In the meantime, the Committee proposed to make it generally known that a vast co-operative campaign was envisaged, and would be begun at the earliest convenient moment. Personally, I chafe at the delay, while I recognize the expediency of the Committee's decision. The longer we wait, the more difficult it will be to co-ordinate all the various schemes, already begun.

Before the decision had been taken to delay action as regards a general campaign, your Chairman had already initiated a movement in her own Chapter, Montreal, and was instrumental in bringing the matter before the Canadian Library Council. This Council has appointed an exploratory committee to examine the possibilities of joint action by the provincial library associations and other interested bodies. This may be the beginning of a general Canadian campaign. The Montreal Chapter has worked in collaboration with the Quebec Library Association. Its action may later become part of the Canadian campaign, which itself will be a unit in a much vaster project.

The Committee's other principal activity has been in connection with Latin America. An appeal was inserted in the December issue of SPECIAL LIBRARIES urging members who, for one reason or another, were having direct contacts with individual special libraries in Latin America to let the Committee know about them. So far as I know, the only response to this was a proposal from the Illinois Chapter to make a direct appeal to certain specified libraries to create contacts and exchange information. We appreciate the courtesy which prompted the submission of its plan to the Committee and the interest the Chapter has shown. We hope that other Chapters will follow its lead. We are convinced, however, that better results will be obtained if these individual efforts are in some measure coordinated or directed by a central agency, and we urge that the Committee be consulted before action is taken in order to prevent duplication of effort, and to make sure that special libraries, not general libraries outside our scope, are being approached. The Subcommittee also wrote to all known library associations in Latin America, offering them our help and friendly interest in every possible way, but this effort met with no response.

Two national libraries in Latin America, Mexico and Peru, have taken out Institutional Memberships in S. L. A. It is clear that a desire for neighborliness with our colleagues in Latin America is increasing, and I am very hopeful that the next few months will bring more tangible results.

Through a former colleague of mine in Geneva, Switzerland, I am receiving regularly the Bulletin of the Swiss Library Association. It is the most effective means I have at present of keeping in touch with our fellow librarians in Europe. There is not much mention of libraries outside Switzerland, but occasionally there is a crumb or two. For instance, in the last issue I learned that the Swiss Library Association is trying to make some arrangement with the International Red Cross Service whereby scientific periodicals being sent over for the use of war prisoners will later be made available after the war for restocking devastated libraries.

Your Committee feels that its achievements this year have been very modest, but hopes that
the coming season will be more fruitful. During the coming months we hope to organize and develop the work and to appoint representatives from different fields and different parts of the country to assist in its projects.

JANET F. SAUNDERS, Chairman

FINANCE

The Finance Committee has been concerned with the following matters:
1. Reserves against possible declining revenues
2. Publications finance
   a. General publications
   b. Technical Book Review Index
3. Working out of new Budget form and improvement of the financial statement
4. Inventory of equipment and stocks
5. Financial position of the Association

1. Although the Committee has not been pressed with the immediate problem of declining income, it has been conscious of such possibility in the postwar period, and has taken some measures against the event. Further action needs to be taken. Since much more cash than necessary is now kept in the checking account, it should be reduced to a reasonable figure. In 1943 current checking requirements were more than taken care of from current collections, as shown by the balances taken from monthly "Reconciliation" reports of the Treasurer. A tabulation of such balances is appended. Checking requirements for the rest of 1944 could be amply met by reducing the bank balance to, say, $13,395.50 (at end of March), leaving the remainder, some $20,000, for other use. This bank balance, even without further collections, which will undoubtedly be made, is adequate to meet our needs. Other income will, with this balance, equal budget estimates of expenditures. It is therefore recommended that $20,000 be added to the Reserve fund, making the total

<table>
<thead>
<tr>
<th>March 31, 1944</th>
<th>6,246.53</th>
<th>26,246.53</th>
</tr>
</thead>
<tbody>
<tr>
<td>20,000.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

an amount equal to the expenses of last year. This arrangement seems preferable to the practice of keeping a needlessly high balance in the checking account, which draws no interest, and which costs us about $50 a year in bank charges. The Committee believes that this reserve will be insurance against curtailment of essential Association activities and projects, when and if current revenues are insufficient, and will likewise be a resource for contingencies. Since the wise employment of these funds must depend on the judgment of future Executive Boards, the Committee makes no recommendations for restrictions governing use.

2. Publications finance

Last year the financing of SPECIAL LIBRARIES was studied, and our recommendations were approved by the Board. The so-called deficit in the SPECIAL LIBRARIES account was shown to be due to confused accounting. In order, however, to protect the magazine, as the official organ of the Association, from extraordinary charges which should be allocated to other accounts, such as special issues (directory, convention, etc.) the Committee recommends that special appropriations be made for additional expense over and above that of a normal issue, or that such expense be charged, in the case of Proceedings, against Convention. The efforts of the Editor, Miss Mitchill, and the Secretary, in keeping down expenses and building up advertising are highly commended.

At the direction of the Executive Board on March 25, 1944, the Committee was charged to report on the finances of Technical Book Review Index. A report has been prepared and submitted to the Board.

Beyond this temporary difficulty or question, nevertheless, lies the serious problem of maintaining such continuing publications in the face of arrangements of uncertain duration with other institutions or individuals therein. Both SPECIAL LIBRARIES and Technical Book Review Index have shifted from one editorial center to another. Fortunately in both cases there has been another. The situation is more precarious for T. B. R. I. than for SPECIAL LIBRARIES since the former requires not only the time and volunteer services of an editor, but also free access to a number of technical magazines. The Committee strongly recommends the formulation of a financial plan, whether of reserves, increased subscription price, or other measure, to meet such emergencies, and to assure the future of serial publications undertaken by the Association.

General Publications, as set up in the accounts, meaning non-serial, also have been studied and reported on with recommendations by the Committee. The Report is now in the hands of the Board.

The whole question of publications, not merely as they supply revenue, but also as they express the interests and activities of members, and fulfill current needs, and serve as a unif-
CHECKING ACCOUNT

<table>
<thead>
<tr>
<th>Month—1943</th>
<th>Checks issued during month</th>
<th>Deposits made during month</th>
<th>Excess of checks over deposits</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$3,027.64</td>
<td>$8,408.98</td>
<td>$5,381.34</td>
</tr>
<tr>
<td>February</td>
<td>1,092.34</td>
<td>5,136.10</td>
<td>4,043.76</td>
</tr>
<tr>
<td>March</td>
<td>2,428.63</td>
<td>2,257.42</td>
<td>171.21</td>
</tr>
<tr>
<td>April</td>
<td>1,096.55</td>
<td>1,742.13</td>
<td>645.58</td>
</tr>
<tr>
<td>May</td>
<td>2,242.03</td>
<td>3,260.23</td>
<td>1,018.20</td>
</tr>
<tr>
<td>June</td>
<td>1,999.15</td>
<td>3,700.07</td>
<td>1,700.92</td>
</tr>
<tr>
<td>July</td>
<td>2,525.51</td>
<td>977.38</td>
<td>1,548.13</td>
</tr>
<tr>
<td>August</td>
<td>1,737.59</td>
<td>1,108.40</td>
<td>629.19</td>
</tr>
<tr>
<td>September</td>
<td>3,324.08</td>
<td>1,503.80</td>
<td>2,020.28</td>
</tr>
<tr>
<td>October</td>
<td>1,870.21</td>
<td>1,185.61</td>
<td>684.60</td>
</tr>
<tr>
<td>November</td>
<td>2,927.89</td>
<td>1,746.08</td>
<td>1,181.81</td>
</tr>
<tr>
<td>December</td>
<td>2,462.27</td>
<td>5,047.56</td>
<td>2,585.29</td>
</tr>
<tr>
<td>Balance Dec. 31, 1943—$15,322.64</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

End of the month balances (minus bal. of Dec. 31, 1942)

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 31</td>
<td>$5,381.34</td>
<td>July 31</td>
<td>$11,070.46</td>
</tr>
<tr>
<td>February 28</td>
<td>9,425.10</td>
<td>August</td>
<td>629.19</td>
</tr>
<tr>
<td>March</td>
<td>171.21</td>
<td>September</td>
<td>2,020.28</td>
</tr>
<tr>
<td>March 31</td>
<td>9,253.89</td>
<td>September 30</td>
<td>8,420.99</td>
</tr>
<tr>
<td>April</td>
<td>643.58</td>
<td>October</td>
<td>684.60</td>
</tr>
<tr>
<td>April 30</td>
<td>9,899.47</td>
<td>October 31</td>
<td>7,736.39</td>
</tr>
<tr>
<td>May</td>
<td>1,018.20</td>
<td>November</td>
<td>1,181.81</td>
</tr>
<tr>
<td>May 31</td>
<td>10,917.67</td>
<td>November 30</td>
<td>6,554.58</td>
</tr>
<tr>
<td>June</td>
<td>1,700.92</td>
<td>December</td>
<td>2,585.29</td>
</tr>
<tr>
<td>June 30</td>
<td>12,618.59</td>
<td>December 31</td>
<td>9,139.87</td>
</tr>
<tr>
<td>July</td>
<td>1,548.13</td>
<td>Bank charges—1943</td>
<td>45.76</td>
</tr>
<tr>
<td></td>
<td>11,070.46</td>
<td></td>
<td>$9,094.11</td>
</tr>
</tbody>
</table>

Comparison of Operating Statistics March 31, 1943 and March 31, 1944

**INCOME**

<table>
<thead>
<tr>
<th></th>
<th>March 31, 1943</th>
<th>March 31, 1944</th>
<th>Over 1943</th>
<th>Under 1943</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues</td>
<td>$11,780.96</td>
<td>$14,104.30</td>
<td>$2,323.34</td>
<td></td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Libraries</td>
<td>1,920.23</td>
<td>2,335.10</td>
<td>414.87</td>
<td></td>
</tr>
<tr>
<td>Tech. Book Rev. Index</td>
<td>3,102.02</td>
<td>6,630.20</td>
<td>3,528.18</td>
<td></td>
</tr>
<tr>
<td>General publications</td>
<td>451.14</td>
<td>905.62</td>
<td>454.48</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>28.13</td>
<td>56.86</td>
<td>28.73</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$17,282.48</td>
<td>$24,032.08</td>
<td>$6,749.60</td>
<td></td>
</tr>
</tbody>
</table>

**EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>March 31, 1943</th>
<th>March 31, 1944</th>
<th>Over 1943</th>
<th>Under 1943</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgets</td>
<td>$1,416.77</td>
<td>$1,853.67</td>
<td>$436.90</td>
<td></td>
</tr>
<tr>
<td>General operations</td>
<td>2,050.84</td>
<td>2,586.65</td>
<td>535.81</td>
<td></td>
</tr>
<tr>
<td>Travel and promotion</td>
<td>246.40</td>
<td>222.52</td>
<td>$23.88</td>
<td></td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Libraries</td>
<td>1,201.21</td>
<td>1,111.72</td>
<td>89.49</td>
<td></td>
</tr>
<tr>
<td>Tech. Book Rev. Index</td>
<td>870.68</td>
<td>955.15</td>
<td>84.47</td>
<td></td>
</tr>
<tr>
<td>General publications</td>
<td>37.63</td>
<td>21.82</td>
<td>15.81</td>
<td></td>
</tr>
<tr>
<td>Other (Reserves)</td>
<td>444.00</td>
<td>888.00</td>
<td>$444.00</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$6,263.53</td>
<td>$7,639.53</td>
<td>$1,501.18</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$129.18</td>
<td></td>
</tr>
<tr>
<td>Net increase</td>
<td>1,372.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess of 1944 income over 1943</td>
<td>$6,749.60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess of 1944 expenses over 1943</td>
<td>1,372.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net surplus, 1944 over 1943</td>
<td>$5,377.60</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ing force in the Association, should be most carefully considered, so that their effectiveness both within and outside the Association may be assured. Foresight in financial as well as in desirability aspects of publications, rather than hindsight, should govern our action on projects.


With the approval of the Board a new form of budget was introduced for 1944. It is too early in the year to judge how it will work, but during the first quarter there is evidence of under-estimate on income and over-estimate on expense—a not undesirable situation in considering the budget as a control device—but suggestive of improvement. More weight should be given to trend, and seasonal variation should be more highly exaggerated.

There are still a few difficulties to be ironed out in the Financial Statement, particularly with reference to the reconciliation of bank balances with cash position. In the March 31st statement the cash balance is $33,395.50, whereas in the Treasurer’s statement, the balance is $34,326.88, a difference of $931.38. We believe, on the whole, however, that the present form is satisfactory.

4. Inventory of equipment and stocks.

The value of an inventory needs little proof, yet until this year there was none. If only for insurance purposes, it is useful, but beyond that it serves as a control for stocks. We now know the number of copies of each publication on hand, and the quantity of supplies. Both these records to have any meaning must be kept up to date by a stock control record. For equipment added or discarded corrections should be made at least annually on all three copies of the original list, or more frequently, if large amounts of money are involved.


Last year we set ourselves certain financial goals and worked out a tentative scale so that we could know where we had been and where we were going. The basis of this scheme was adequate records at headquarters, kept in some form that resembles accounting, a budget that would be a control for expenditures and a measure of income, and a financial statement that would reveal whether the control was effective and the desired level of income reached.

Records at Headquarters have greatly improved, thanks to the cooperation of the staff. Improvement is apparent even in the accountant’s report for 1943. From the financial statement covering the first quarter of 1944, it can be seen that the budget is effective: expenditures were $1,561.63 under, and income $9,625.00 over estimates. Some adjustments need to be made in quarterly allocations, so that they will be nearer actual seasonal variations. The annual percentage allocations, applied to actual data for 1943, fit fairly well:

<table>
<thead>
<tr>
<th>Income</th>
<th>Actual p. c.</th>
<th>Estimated p. c.</th>
<th>Actual over or under estimated p. c.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues</td>
<td>49</td>
<td>48</td>
<td>1</td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spec. Lib.</td>
<td>15</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>T. B. R. I.</td>
<td>16</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>General</td>
<td>10</td>
<td>15</td>
<td>-5 (High)</td>
</tr>
<tr>
<td>Convention</td>
<td>6</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgets</td>
<td>12</td>
<td>14</td>
<td>-2</td>
</tr>
<tr>
<td>Gen. oper.</td>
<td>12</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Salaries &amp; tax</td>
<td>25</td>
<td>24</td>
<td>1</td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spec. Lib.</td>
<td>19</td>
<td>15</td>
<td>4 (Low)</td>
</tr>
<tr>
<td>T. B. R. I.</td>
<td>12</td>
<td>15</td>
<td>-3 (High)</td>
</tr>
<tr>
<td>General</td>
<td>10</td>
<td>11</td>
<td>-1</td>
</tr>
<tr>
<td>Convention</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Reserves</td>
<td>6</td>
<td>6</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>2</td>
<td>-2</td>
</tr>
</tbody>
</table>

At the end of the second full year of experience, 1944, more careful adjustment can be made. Judging from data in 1943 the seasonal indexes should be:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues</td>
<td>36</td>
<td>12</td>
<td>1</td>
<td>49</td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S. I.</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>T. B. R. I.</td>
<td>9</td>
<td>6</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>General</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Convention</td>
<td>0</td>
<td>6</td>
<td>-1</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>-</td>
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</tr>
<tr>
<td></td>
<td>53</td>
<td>35</td>
<td>12</td>
<td>100</td>
</tr>
</tbody>
</table>

| Expenses        |                 |                 |                |             |
| Budgets         | 5               | 6               | 1              | 12          |
| Gen. oper.      | 3               | 8               | 1              | 12          |
| Salaries & tax  | 5               | 13              | 7              | 25          |
| Publications    |                 |                 |                |             |
| S. I.           | 4               | 10              | 5              | 19          |
| T. B. R. I.     | 4               | 5               | 3              | 12          |
| S. L. R.        | 1               | 2               | -5             | 3           |
| Gen. pub.       | 3               | 3               | 1              | 7           |
| Convention      | 0               | 4               | 0              | 4           |
| Reserves        | 1               | 0               | 5              | 6           |
| Other           | 0               | 0               | 0              | 0           |
|                 | 26              | 51              | 23             | 100         |

Further adjustment may be necessary after 1944 data are complete. Based on these percentages, and on data through March 31, 1944, the forecast for the present year would be:
Income

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues</td>
<td>$19,200</td>
</tr>
<tr>
<td>Publications</td>
<td></td>
</tr>
<tr>
<td>S. L.</td>
<td>5,800</td>
</tr>
<tr>
<td>T. B. R. I.</td>
<td>11,000</td>
</tr>
<tr>
<td>Gen. pub.</td>
<td>4,500</td>
</tr>
<tr>
<td>Misc.</td>
<td>300</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40,800</strong></td>
</tr>
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</table>

(Examine—$40,000)

Expenses

<table>
<thead>
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<th>Quantity</th>
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</thead>
<tbody>
<tr>
<td>Budgets</td>
<td>4,400</td>
</tr>
<tr>
<td>Gen. oper.</td>
<td>2,700</td>
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<tr>
<td>Sal. &amp; tax</td>
<td>8,500</td>
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<tr>
<td>Publications</td>
<td></td>
</tr>
<tr>
<td>S. L.</td>
<td>5,200</td>
</tr>
<tr>
<td>T. B. R. I.</td>
<td>2,900</td>
</tr>
<tr>
<td>S. L. R.</td>
<td>3,500</td>
</tr>
<tr>
<td>Gen. pubs.</td>
<td>3,000</td>
</tr>
<tr>
<td>Convention</td>
<td>1,000</td>
</tr>
<tr>
<td>Reserves</td>
<td>1,800</td>
</tr>
<tr>
<td>Other</td>
<td>500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>33,500</strong></td>
</tr>
</tbody>
</table>

(Examine—$35,000)

Surplus

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$7,300</td>
</tr>
</tbody>
</table>

which is about the same as for 1943 ($7,228.02). Our reserve fund, however, will have increased from $5,358.53 to about $7,200. If, as recommended, $20,000 be added from the checking account, the total reserves will be $27,200. This will certainly be adequate for difficult times or contingencies.

It should be remembered, however, that present income must be maintained, and expenses kept down, in order to reach the goal; dues must be paid, subscriptions must be paid, advertising contracts kept up, publications sold, and all items of expense carefully controlled. There may be some leveling off of the curve of Association income in 1945, as business contracts, and unemployment rises; hence we need to be careful to maintain the past year’s margin of safety between income and expenditures.

The Finance Committee thanks the President and the Board for their helpful support, Mrs. Stebbins and her staff for their labors and assistance in our work, and members of the Council for their cooperation. To all members of the Association we may say that the degree of good fortune the Association has enjoyed is proportionate to members’ support, and, to use an accounting term, the net worth of the Association increases. Each member’s equity, therefore, is greater, not in dollars and cents, but in benefits derived from the activities thus made possible. As members contribute, they share. As they participate, they benefit.

WALTER HAUSDORFER, Chairman

MEMBERSHIP

It has been my pleasure to serve Special Libraries Association as national Membership Chairman during 1943-44 following Miss Rosalind Morrison who kindly consented to continue with the Committee as vice-chairman.

I take this opportunity to thank Miss Morrison for her support and for the framework of organization which she established during her capable chairmanship. However, Miss Cavanaugh, our national president, Miss Alma Mitchell, Editor of SPECIAL LIBRARIES and our Executive Secretary, Mrs. Kathleen Stebbins have been equally responsible for any success of this Committee, for without their constant support and advice, this Chairman would be unable to report the achievement of having a 10 per cent increase in our membership.

On September 30, 1943, the national membership count was 3,023. Our Committee set a goal of a 10 per cent increase which would mean 302 new members by May 1944. On May 31, 1944 our membership count exceeded the 10 per cent by 189 members, making a total of 3,491 in the membership ranks of Special Libraries Association. However, this Committee regrets the number of delinquent members who are enrolled and assures the membership that this situation has the attention of the Committee.

The national Membership Committee included all of the Chapter membership chairmen and one auxiliary member from each Chapter, represen-
tatives of the national groups and several appointees-at-large to contact those prospective members inaccessible to Chapters. Altogether, the national Committee included over fifty hard-working special librarians who, during a year of pressure in their own jobs, found time and energy to make personal contacts in their areas.

The Committee sponsored a membership drive in February and awards of $5.00 in War Stamps were offered to the Chapter Chairman responsible for the largest Chapter increase and to the appointee-at-large responsible for the largest unaffiliated increase. Mrs. Barbara Odenweller, Chapter Chairman of Washington, D. C., received the Chapter award. Miss Elizabeth Sherier, appointee-at-large in Lima, Peru, has returned to the States and it is my privilege to present the award to Miss Sherier at this time.

This Committee Chairman has attended several meetings of other professional associations and has had the opportunity to speak to representatives of these groups on the benefits of membership in S.L.A. The strong support of the Geography and Map Group in Washington has created a demand for S.L.A. membership through the interest of geographers and cartographers.

The Chairman of the Membership Committee recommends that consideration be given to the preparation of a Manual of operation for the Membership Committee, such a Manual to cover the duties of the Committee in maintaining a paid-up status of the members, and assisting the Program, Hospitality and Publicity Committees, as the close cooperation of these Committees in each Chapter is very necessary to the smooth functioning of the work of the Membership Committee.

Special Libraries Association is represented in every region of the globe with the exception of the South Pacific. The military and naval operations of the United Nations are rapidly cleaning up that area and we shall follow their trail as soon as they conclude all mopping up operations!

The Membership Committee recognizes a responsibility as a sales agency for Special Libraries Association and through our sales representatives and distributors (the members and officers of the Association) we hope to expand our merchandising to include all segments of our professional market.

JANE BREWER, Chairman

PUBLICATIONS GOVERNING COMMITTEE

According to the policy established by this Committee every proposed publication was considered in light of its immediate usefulness. Due to limited funds, the Committee issued only those publications assuring a quick sale. All 1943 publications printed at the conservative printing cost of $752.77, have been "best-sellers". They included:

1. Contributions Toward a Special Library Glossary.
2. War Subject Headings—Second revised edition.
3. Index to Petroleum Statistics.

In May 1944 a new and revised edition of the Handbook of Commercial, Financial and Information Services, sponsored by the Financial Group and compiled by Walter Hausdorfer, was published. Printed in an edition of 1,000 copies, it contains descriptions of 577 services and lists 311 services discontinued. Due to high cost of printing the cost was $1,100, but sales are going well and when the entire edition is sold, a reasonable profit will be realized.

A Source List of Selected Labor Statistics compiled by Hazel C. Benjamin and sponsored by the Social-Science Group has just come off the press.

The Science-Technology Group has a list of subject headings in Chemistry in preparation. The Numerical Patent Index for Chemical Abstracts, 1907-1936, which Special Libraries Association had to turn down due to lack of publication funds is to be published by Edwards Brothers of Ann Arbor. This was achieved through perseverance of the Science-Technology Group, which pledged 450 advance orders to assure covering cost. The Publications Governing Committee, at this point, brings up the question of securing advance orders whenever the future sales of a publication are in doubt.

Russian Scientific Periodicals List, sponsored by the Science-Technology Group, is still in process of compilation.

A continued demand for Directory of Microfilm Sources compiled by Ross Cibella in 1941 brought up the subject of revision in 1944. The Publications Governing Committee sought advice from the Association's Microfilm and Documentation Committee and Miss Litchfield, Chairman, reported that Committee as being in favor of an entirely re-edited list and outlined features for new edition.
Special Libraries Association has accepted for publication as soon as it can be put into final shape a *Manual for the Classification and Cataloging of Maps and Atlases*, prepared by S. W. Boggs, Geographer of the United States Department of State, and Mrs. Dorothy C. Lewis, of the Department of State.

**REBECCA B. RANKIN, Chairman**

**Resolutions**

The Resolutions Committee offers the following report:

*Whereas*, the Special Libraries Association is assembled in Convention, June 19-21, 1944, at the Benjamin Franklin Hotel, Philadelphia, Pennsylvania, and

*Whereas*, the Conference Committee under the able Chairmanship of Mr. William J. Haas and members of his Committee: Miss Sarah W. Parker, President, Special Libraries Council of Philadelphia; Mrs. Eleanor B. Allen, in charge of Registration; Miss Virginia Walker, in charge of Hospitality, and others have worked so untiringly, and

*Whereas*, The Philadelphia Convention Bureau has given valued assistance and the Philadelphia Record entertained the members of the Executive Board with a luncheon, and

*Whereas*, Mr. Donald M. Hobart, Mr. Dwight L. Armstrong, Mr. M. Albert Linton, Miss Mary Louise Alexander, Mr. William F. Jacob and Miss Leah E. Smith, as well as the speakers at the Group Sessions, presented stimulating and thoughtful addresses which helped to make the Conference an informed one, and

*Whereas*, The Carl Schurz Memorial Foundation and The American Philosophical Society, The Franklin Institute and The University of Pennsylvania added to the social enjoyment by their hospitality and delightful teas, and

*Whereas*, many libraries kept open house and extended the privilege of examining their varied collections, and

*Whereas*, The University of Pennsylvania generously printed and donated the programs, and

*Whereas*, all the exhibitors contributed to the support of the Conference by their interesting and timely displays, and

*Whereas*, Miss Eleanor S. Cavanaugh and the Executive Board have given unsparingly of their time, and Mrs. Kathleen B. Stebbins has attended so faithfully to all the many details, and

Whereas, the Management of the Benjamin Franklin Hotel has cooperated in every way, therefore

Be it Resolved, That a vote of thanks be extended to each of the above mentioned for their invaluable contributions to the success of the Conference.

Respectfully submitted,

**BETTY JOY COLE**

**HAZEL C. BENJAMIN**

**RUTH H. ANDREWS, Chairman**

**Student Loan Fund**

Balance in Student Loan Fund as of June 15, 1944 is $1,138.54. One loan to the amount of $150 is being renewed, with interest, for one year beginning June 16, 1944. The original loan of $300 has been repaid regularly in monthly installments.

Two inquiries about funds were received but nothing further developed. No results from publicity of Fund through Chapters, and Committee raises question of some form of publicity for Fund next year.

A revision of outline under which Student Loan Fund should be operated has been submitted to the S. L. A. Executive Board for approval.

**MARGUERITE BURNETT, Chairman**

**The Technical Book Review Index**

The *Technical Book Review Index* is running its tenth volume in 1944. As the volumes begin in January and end in December the annual report in the middle of the year can only be a progress report.

There is really not much to report but "progress". Subscribers to the *T. B. R. I.* have been steadily increasing since last June; consequently we had to print more and more copies each month. At present we are printing over 1,000 issues; the number of subscribers to date is 975.

The large increase in subscriptions is undoubtedly due to the present intense interest in technical material. Most of the new subscribers are Army, Navy and Air Force Libraries and organizations engaged in war production. We fully realize that this increase which boosted our income to such desirable heights is only temporary and does not represent a progressive growth. Therefore, upon the request of this Committee, the Executive Board and the Finance Committee are trying to work out ways and means of laying aside the net earn-
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ings of this publication for the time when they may be needed.

Our present operating expenses are very low mainly because the set-up of T. B. R. I. editing and publishing fits in organically in the activities of the Carnegie Library at Pittsburgh. However, some day we may have to pay for all material and all of professional help that goes into the preparation of this publication. If and when this time comes we shall be ready for it.

JULIA C. WALLACE, Editor
EDITH PORTMAN
E. H. MCCLELLAND
J. M. FERTIG, Chairman

TRAINING AND PROFESSIONAL ACTIVITIES

Formerly, this Committee has analyzed and criticized library school curricula; has considered requirements and qualifications for special librarians and special library positions; and most recently, sponsored in-service training programs. In July 1943, the President and Executive Board agreed that S. L. A. should plan a recruiting program and that this Committee should be in charge of it.

Although this Committee's function this year has been mainly that of carrying forward a program for recruiting for special librarianship, the Committee has not been unmindful of its other possible objectives. The activities sponsored by this Committee are outlined below.

PROGRAM AND ACTIVITIES SPONSORED BY THIS COMMITTEE

In the report to the Executive Board and Council, November 6, 1943, the Chairman set forth the proposed plans for recruiting which were approved by the Executive Board.

The first step was the securing of Mrs. Margaret Howser Charles, author of the Mademoiselle article "Passing the Book," to write the recruiting leaflet. Something Special was written to arouse the curiosity of college students of this generation and it has accomplished this purpose with remarkable success. The Committee also decided to ask Headquarters to distribute the Mademoiselle reprint and Miss Savord's pamphlet Special Librarianship as a Career as follow-up literature, in response to requests.

A form letter, with Something Special enclosed, was sent to some 1,100 individuals, consisting of members of the American College Personnel Association, Eastern College Personnel Officers, National Association of Deans and a few heads of College Chemistry and Physics Department.

The results of this mailing have been most encouraging. To date, approximately 60 personnel officers, 40 librarians and 25 students have written for additional information and extra copies of Something Special, Passing the Book and Special Librarianship as a Career.

The following pamphlets have been distributed:

Something Special .................................. 3,000 copies
Mademoiselle Reprint ............................... 500 copies
Special Librarianship as a Career........ 800 copies

Mrs. Stebbins has also had occasion to distribute copies of Mobilizing Facts and the S. L. A. publicity leaflet, in response to the interest expressed in special library work and the Association.

In addition to this direct, tangible response to the distribution of Something Special, considerable interest in recruiting and special librarianship as a career has been aroused among librarians, educators and personnel officers which will lead to even more tangible results in the future. Miss Cavanaugh, Mrs. Stebbins and the Chairman have carried on considerable correspondence relating to recruiting, preparation for special librarianship and the opportunities in the special library profession.

An additional phase of the recruiting program was the plan to have at least two representatives from each Chapter available to talk before colleges or universities about the special library profession with the personnel officer and students in informal groups or to give a formal lecture.

The following representatives spoke to college groups under the auspices of this Committee:

Miss Betty Joy Cole
Centenary Junior College, Hacketts-town, N. J.

Miss Anna I. Marten and others, St. Louis Chapter
Maryville College, St. Louis.

Miss Rose Vormelker
Marietta College, Marietta, Ohio;
Muskingum College, New Concord, Ohio.

Several other colleges expressed an interest in having S. L. A. representatives, but various circumstances have prevented their visits. In some cases, plans have been made for the representative to visit the college next fall. Mrs. Stebbins made many contacts with Deans.
at the conference of the Institute of Women's Professional Relations in Washington, May 4 and 5, many of whom knew her because they had received *Something Special*.

One general comment to be noted is the fact that the smaller midwestern colleges are much more interested and conscious of special library work than the larger centers seem to be.

Both Miss Cavanaugh and Mrs. Stebbins have done splendid work in bringing to the attention of library school students the opportunities of the special library profession and the qualifications required. They have made the following visits to library schools:

Miss Eleanor S. Cavanaugh
University of Chicago, University of Minnesota, College of St. Catherine and University of Toronto.

Mrs. Kathleen B. Stebbins
Catholic University of America, Columbia, Drexel, New Jersey College for Women, Pratt and Simmons.

The Chairman spoke on Recruiting at the conference of New England College Librarians, June 10. An article by the Chairman, for the purpose of giving publicity to the recruiting program, appeared in *Special Libraries*, January 1944.

Miss Jane Brewer, member of the Washington, D. C. Chapter and Chairman, Membership Committee, wrote an article on "Special Librarianship" for the February issue of *Women's Work and Education*, the official organ of the Institute of Women's Professional Relations. This article served as an excellent follow-up of the mailing, since it reached approximately the same group of personnel officers.

The Committee reported the recruiting program to the thirty-four accredited library schools by sending a form letter with enclosures consisting of the form letter sent to the personnel officers, *Something Special*, and *Special Librarianship as a Career*. Replies by the Library School Directors indicated a genuine interest in the recruiting program and their recognition of the need for training for special librarianship. So far as this Committee has been able to ascertain, there are at least thirteen library schools which give some attention to training for special library positions.

The Committee sponsored an informal Round-table Discussion meeting on Sunday evening, June 18, in the Independence Room of the Benjamin Franklin Hotel, Philadelphia. This was planned for the discussion of problems in teaching courses in Special Library Administration and Organization by Library School Administrators and instructors of courses in "special libraries." The discussion was led by the Chairman.

**CONCLUSION**

The Chairman wishes to express her grateful appreciation to the members of her committee, Miss Ethel M. Fair and Mrs. Abigail F. Hausdorfer, for their excellent cooperation and advice. It is obvious from this report that the Committee could not have functioned without the cooperation and attention to detail that Miss Cavanaugh and Mrs. Stebbins have given. The Committee owes much of its success in carrying forward the recruiting program to their hard work and constant attention to the details necessary to be handled through the President or the Headquarters' office.

*RUTH S. LEONARD, Chairman*

**SPECIAL REPRESENTATIVES**

**AMERICAN DOCUMENTATION INSTITUTE**

Special Libraries Association was represented at the annual meeting of the American Documentation Institute in Washington on January 27, by Dr. Mary A. Bennett.

**SUBCOMMITTEE ON COOPERATIVE ABSTRACTS ON CONSERVATION AND SALVAGE OF RAW MATERIALS**

This Committee, functioning at the request of the War Production Board since March 1942, reports that the War Production Board has now decided that the project may be safely discontinued, since among other reasons, not a great deal of new data are being published to warrant its continuance. An official letter from the Director of the Conservation Division and from the Director of the Salvage Division of the War Production Board has been received, in which volunteer members of the Committee were thanked for this vital contribution to the war effort. A copy of these letters is on file at S. L. A. Headquarters.

*LUCY O. LEWTON, Chairman*

**AMERICAN STANDARDS ASSOCIATION COMMITTEE Z-39**

The American Standards Association Committee Z-39 held no meeting during the year 1943-1944 and no Subcommittee activity has been reported.

Wartime conditions are emphasizing the lack of standardization in many library and documentary practices. Although international standardization is in abeyance for the duration,
much preliminary work could be done among libraries and organizations within the United States in preparation for later cooperation with other countries. Needs could be surveyed and project plans outlined.

Your special representative would like to make the following recommendation: That Special Libraries Association appoint a Committee on Standardization in library practices and documentation to survey the particular needs of special libraries in North and South America, the results of such a survey to be reported with recommendations to American Standards Association Committee Z-39.

RUTH McG. LANE,  
S. L. A. Special Representative

S. L. A. EMERGENCY BINDING COMMITTEE

This Committee reports binding situation serious with no sign of relief in coming months. It has been impossible to obtain consideration for any needs of library binders because of the continued non-recognition of libraries by the war agencies. The Committee reports that efforts of library organizations and individual libraries which are rendering war service have been rebuffed, and library binders approaching local war offices for consideration deem it unwise to say that they do work for libraries.

Recently, by W. P. B. order, the production of fabrics used in making buckram has been completely frozen. Unless these materials are unfrozen there will be no more buckram when present stocks are exhausted.

All other textiles used in binding are in short supply and the Library Binding Institute is operating a service to secure for its members odd lots of urgently needed supplies. Binders board is also on a hand-to-mouth basis and the paper situation will soon affect the supply of end sheets. Cartons on a quota basis and present regulations prohibit the use of new containers for shipping periodicals. The labor situation in binderies has reached a crisis, causing a rise in unit production costs and a disorganization of delivery schedules.

The Committee recommends that librarians send in names of technical and scientific magazines and books which, under regulations, have such narrow margins that they cannot be trimmed and certainly not rebound. It further recommends that this matter be called to the attention of publishers involved.

PHILLIPS TEMPLE,  
Washington S. L. A. Representative

S. L. A. REPRESENTATIVE JOINT COMMITTEE ON IMPORTATIONS

Report presented with copies of statements number nine and ten attached. Statement eleven containing a supplemental List of Enemy Periodicals, received in United States on file at Headquarters. Statement number twelve now in preparation lists all foreign publications which did not issue in 1942.

The Joint Committee wishes to state that none of the 1943 periodicals has arrived as yet, but that 1942 issues are continuing to arrive. At present the Committee is negotiating with Washington to open up Allied occupied portions of Italy, where a great many book shops are located so that American libraries can place orders with these sources.

LUCY O. LEWTON, S. L. A. Representative

[Ed. Note: Reports of Chapters, Groups as well as several of the Committees were abstracted by President Cavanaugh. Reports of Chapters and Groups received too late for abstracting before the Conference have not been included in this issue.]
BUSINESS LOOKS TO THE FUTURE
A SURVEY OF POSTWAR PLANNING

By DONALD M. HOBART

OTHER than the winning of the war and the current problems of our domestic economy, no other subject is commanding such attention as "Preparation for the Postwar Period."

Government, independent organizations and business are expending time and talents in preparing for the problems which lie ahead. As a nation we have made great strides in our planning for the future. It seems clear that government's most important responsibility in preparing for the future is to create favorable conditions under which the American Free Enterprise System can provide jobs for all who should work.

If government meets its responsibilities in this direction, and it will if voters desire that these responsibilities be met, the major job of postwar preparation must be done by individual businesses through planning and executing plans for creating and selling more goods and services than heretofore have ever been consumed.

Much has been accomplished in this direction by individual companies and by organizations of various kinds. Much has been written about those accomplishments. However, there has been great need for a specific analysis of postwar preparation activities by industries showing sales, marketing, distribution and new product plans and the type of organization which is being used to develop these plans. The need for that kind of analysis led to this survey.

In approaching the survey, we felt that our inquiry should be aimed primarily at durable goods manufacturers, for here would be found the greatest conversion to war and the greatest reconversion problems in the days ahead. As a result, we interviewed very few manufacturers of foods, drugs, tobacco, soaps, clothing, textiles and other non-durable consumer goods, although we recognize they will have equally serious marketing problems.

The companies included in the study were selected on the basis of their size and their importance in the industry of which they are a part. So while the number interviewed does not represent a large percentage of all manufacturers in the field, the size and importance of those who did cooperate makes the answers significant.

A questionnaire was designed to guide the interview and to make sure that all the subjects were covered completely. The interviews were made by Curtis representatives and went forward on a broad discussion basis rather than on the basis of adherence to the exact form of the questionnaire.

The subjects covered by the questions were:

1. Changes in wartime operation compared to peacetime, such as the proportion of present production going into the war effort and the change in the number of employees.
2. Whether or not any formal internal organization has been set up to prepare for the postwar period.
3. General plans, if any, for new products.

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1 Paper presented before the S. L. A. First General Session, June 19, 1944.
(4) An estimate of the time it will take to get back into peacetime production.
(5) General plans, if any, for changes in distribution practice.

Some companies said that they could not discuss their postwar plans because of company policy. A few others gave such a vague and guarded interview that there was no information which could be included in the tabulations. But 350 of the largest and most important manufacturers in America were interviewed and their reactions tabulated. The identity of individual companies is, of course, held confidential throughout.

Some idea of the breadth of this inquiry by industries is shown in the following table:

| Table 1 |
|-----------------|-----------------|-----------------|
| Number of Companies Interviewed | By Industry Groups | Interviews No. % |
| Total Companies | 350 | 100.0 |
| Automobile and Truck | 12 | 3.4 |
| Automobile Accessories | 29 | 8.3 |
| Tire and Rubber | 9 | 2.6 |
| Airplane (including Motors and Parts) | 17 | 4.9 |
| Agricultural Implements and Equipment | 15 | 4.3 |
| Machinery and Equipment | 34 | 9.7 |
| Metal | 13 | 3.7 |
| Building Material | 14 | 4.0 |
| House Furnishings and Equipment | 21 | 6.0 |
| Household Appliance (Large) | 27 | 7.7 |
| Electrical Miscellaneous | 13 | 3.7 |
| Radio and Phonograph | 9 | 2.6 |
| Plumbing, Heating and Air Conditioning | 15 | 4.3 |
| Hardware and Hardware Specialties | 13 | 3.7 |
| Jewelry, Camera and Optical Goods, etc. | 15 | 4.3 |
| Office Equipment | 12 | 3.4 |
| Paper and Paper Products | 7 | 2.0 |
| Chemicals and Paint | 18 | 5.1 |
| Textile | 9 | 2.6 |
| Clothing and Accessories | 14 | 4.0 |
| Drug and Cosmetic | 13 | 3.7 |
| Food | 9 | 2.6 |
| Miscellaneous | 12 | 3.4 |

CHANGES BROUGHT ABOUT BY WARTIME OPERATION

War has dominated the production schedules of American industry. Among these 350 manufacturers, 78 per cent have increased their number of employees since 1939; 34 per cent have seen their employees doubled in number. (See Table 2.) The greatest increases have occurred in the automotive, aviation, machinery, radio and rubber industries.

Forty-three per cent of the companies interviewed are devoting practically their entire production effort to producing war goods. An additional 38 per cent of them, or a total of 81 per cent, are selling more than half of their production to the government or to companies making war goods. (See Table 3.)

It must be remembered that some of this war production involves no new or different products, for some manufacturers can sell 100 per cent of what they make to the war effort without involving any change-over of machinery or organization.

As a matter of fact, 29 per cent of the companies are still making the same products which they made before the war. This is regardless of whether or not the product is going directly to the war effort. An additional 23 per cent have over half of their present production in peacetime products. (See Table 4.)
Total Answers ........................................ 100%
96-100% ................................................. 29
51-95% .................................................. 23
6-50% .................................................... 26
5 or less ................................................ 22

Combining the answers to these two questions on production for war and production of the company's normal peacetime product, the individual companies were classified according to the amount of war goods they are producing and whether or not that production is on new products for war or normal peacetime products.

The result of this classification gives a clear picture of the broad reconversion problems existing among these companies. The companies can be divided into three general groups:

48 per cent of the companies are producing largely new products for war rather than their normal peacetime goods. This group will have great reconversion problems and great postwar marketing problems.

35 per cent of the companies are producing largely peacetime products which are now going to war. This group will have few problems of production reconversion, but will encounter plenty of problems in market reconversion. Their problems will be largely in the sales and merchandising fields.

17 per cent of the companies are producing largely peacetime products and less than one-half of these goods are for war. This group will have the least problem of reconversion.

The data shown by industries in Chart 1 indicate that the greatest reconversion problems will be found in the following industries: household appliance; automobile; office equipment; radio and phonograph; electrical miscellaneous; plumbing, heating and air conditioning; and housefurnishings and equipment. The simplest reconversion to the production of regular products will be found in the airplane and the chemicals and paint industries. No production reconversion problems, apparently, will be encountered in the drug and cosmetic, food and paper industries.

**Chart 1**

What per cent of your production is going to the government or for war?
Your regular peacetime products account for what per cent of your regular production?

By Industry Groups

<table>
<thead>
<tr>
<th>Largely* New Products For War</th>
<th>Largely* Normal Products For War</th>
<th>Civilians</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Companies ................</td>
<td>48</td>
<td>35</td>
<td>17</td>
</tr>
<tr>
<td>Automobile and Truck ...........</td>
<td>92</td>
<td>8</td>
<td>—</td>
</tr>
<tr>
<td>Automobile Accessories ..........</td>
<td>38</td>
<td>52</td>
<td>10</td>
</tr>
<tr>
<td>Tire and Rubber .................</td>
<td>37</td>
<td>63</td>
<td>—</td>
</tr>
<tr>
<td>Airplane (including Motors and Parts)</td>
<td>6</td>
<td>94</td>
<td>—</td>
</tr>
<tr>
<td>Agricultural Implements and Equipment</td>
<td>40</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
<td>Machinery and Equipment .......</td>
<td>45</td>
<td>55</td>
<td>—</td>
</tr>
<tr>
<td>Metal .....................................</td>
<td>40</td>
<td>55</td>
<td>—</td>
</tr>
<tr>
<td>Building Material ...............</td>
<td>27</td>
<td>55</td>
<td>18</td>
</tr>
<tr>
<td>Housefurnishings and Equipment</td>
<td>65</td>
<td>12</td>
<td>23</td>
</tr>
<tr>
<td>Household Appliance (Large) ...</td>
<td>96</td>
<td>—</td>
<td>4</td>
</tr>
<tr>
<td>Electrical Miscellaneous .......</td>
<td>77</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>Radio and Phonograph ...........</td>
<td>78</td>
<td>22</td>
<td>—</td>
</tr>
<tr>
<td>Plumbing, Heating and Air Conditioning</td>
<td>74</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Hardware and Hardware Specialties</td>
<td>46</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Jewelry, Camera and Optical Goods, etc.</td>
<td>60</td>
<td>27</td>
<td>13</td>
</tr>
<tr>
<td>Office Equipment ...............</td>
<td>91</td>
<td>9</td>
<td>—</td>
</tr>
<tr>
<td>Paper and Paper Products ........</td>
<td>—</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Chemical and Paint .............</td>
<td>6</td>
<td>75</td>
<td>19</td>
</tr>
<tr>
<td>Textile ..............................</td>
<td>56</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Clothing and Accessories .......</td>
<td>17</td>
<td>17</td>
<td>66</td>
</tr>
<tr>
<td>Drug and Cosmetic ..............</td>
<td>—</td>
<td>11</td>
<td>89</td>
</tr>
<tr>
<td>Food ....................................</td>
<td>—</td>
<td>—</td>
<td>100</td>
</tr>
<tr>
<td>Miscellaneous ....................</td>
<td>—</td>
<td>20</td>
<td>70</td>
</tr>
</tbody>
</table>

* More than 50%.
Business is definitely looking to the future. It recognizes that preparation is necessary and is organizing to meet the problems which lie ahead.

Sixty per cent of the companies interviewed have a definite company organization charged with the responsibilities of postwar planning. This does not mean, of course, that the other 40 per cent of the companies are completely ignoring the question. Some said that postwar planning is part of the day-to-day thinking of top management. Others said that they had a planning and development division that was part of the permanent organization and that this division was taking postwar considerations in its stride. Those companies which are still selling normal peacetime products to consumers felt that they have smaller need for a postwar planning group.

The detail by industries is shown on Chart 2. The manufacturers of household appliances; plumbing, heating and air conditioning equipment; airplanes; building materials; and those in the miscellaneous group reported the greatest progress in organizing for postwar.

**TYPE OF ORGANIZATION**

Among the companies having postwar planning organizations, the group or committee method of organization is most widely used. This fact indicates that most companies feel that every phase of their business activity has to be adjusted after the war to meet changed conditions. The organizations were described as follows:

**Table 5**

<table>
<thead>
<tr>
<th>Type of Organization</th>
<th>Total Having an Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental representation</td>
<td>41</td>
</tr>
<tr>
<td>Group of executives</td>
<td>39</td>
</tr>
<tr>
<td>One man appointed</td>
<td>5</td>
</tr>
<tr>
<td>Hired man especially</td>
<td>1</td>
</tr>
<tr>
<td>Not described</td>
<td>14</td>
</tr>
</tbody>
</table>

**PERSON IN CHARGE OF POSTWAR PLANNING**

In the greatest number of cases, the president himself is in charge of postwar planning or sits at the head of the postwar group, although in many companies the sales manager, assistant to the president, the vice president or another executive has this responsibility.

**Table 6**

<table>
<thead>
<tr>
<th>Person in Charge of Postwar Planning</th>
<th>Total Having an Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>President or Vice President</td>
<td>23</td>
</tr>
<tr>
<td>Assistant to President or Vice President</td>
<td>18</td>
</tr>
<tr>
<td>Sales Manager</td>
<td>14</td>
</tr>
<tr>
<td>General Manager, Division Manager, etc.</td>
<td>10</td>
</tr>
<tr>
<td>Committee of Executives</td>
<td>8</td>
</tr>
<tr>
<td>Advertising or Sales Promotion Manager</td>
<td>8</td>
</tr>
<tr>
<td>Chief Engineer, Product Research Manager, etc.</td>
<td>7</td>
</tr>
<tr>
<td>Others</td>
<td>12</td>
</tr>
</tbody>
</table>
PHASES OF POSTWAR PLANNING

Although no direct check list was included in the questionnaire covering the specific phases of postwar planning, almost all the companies interviewed voluntarily gave information on this subject.

The problem most often mentioned as being studied was sales, distribution and/or advertising covering the whole field of marketing. This was followed by mentions of redesigned products, new products and production costs. Both distribution and new products will be discussed later in this report.

| TABLE 7 |
|-----------------|-----------------|
| Total Interviews | 100%            |
| Markets, distribution, sales, advertising | 53 |
| Products, redesigned | 48 |
| Products, new | 32 |
| Products, unspecified | 2 |
| Production costs | 24 |
| Administration, financial, legal, etc. | 13 |
| Plant planning, layout | 9 |
| New equipment needed | 3 |
| Exports | 3 |
| Packaging | 1 |
| Some mentioned more than one problem | |

GENERAL PLANS FOR NEW PRODUCTS

Naturally the competitive situation and the incompleteness of the plans of some companies prevented us from getting the full, definite and dramatic story of the new products on the blueprints and in the laboratories of the nation's industries. We can show that 58 per cent of all the companies interviewed are planning to bring out some kind of new product or products. Of these, some companies are still definitely looking for new products, partly to keep present employees busy, partly to get a larger share of the business that will be conducted after the war, partly to use present expanded facilities. In any event, there will be many new products for America's consumers and industries.

The companies which have no new product in mind (see Chart 3), most prevalent in the automobile, office equip-
Of the companies who said they were planning to bring out new products, 54 per cent reported that the product was in the same field as their normal peacetime products, 12 per cent said it was in a new field, 20 per cent reported new products in both their own field and another field, and 14 per cent would not say whether it was in the same or new field. (See Chart 4.)

Thus it seems that at least 32 per cent of the companies with new products will be entering new fields. This group represents 18 per cent of all the companies interviewed.

Having gone this far, many of the companies would not go any further and reveal the exact details of the new products they are planning. Some wanted to keep it confidential until it was ready to go on sale; others felt that their plans had not progressed far enough. Typical of those who are entering new fields are:

A household appliance company which will make automotive parts
An automobile accessories company which will make a home food dehydrator
An agricultural implements company which will market a food product
An airplane company which will make farm implements
A machinery and equipment company which will make household appliances
A plumbing and heating company which will make aviation instruments
A hardware company which will manufacture men's toilettries
A building material company which will make an air conditioner
A tire and rubber company which will make plastic products
A housefurnishings company which will make boats and airplane parts
A radio company which expects to market household appliances
A tire and rubber company which will go into the portable housing field

On pages 237 to 239 is a list of the new products to be made by each industry as revealed in the survey. This list includes both products in the same field and products in different fields.

**Chart 4**

<table>
<thead>
<tr>
<th>Total planning a new product</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>New product fields</td>
<td>32</td>
</tr>
<tr>
<td>New field only</td>
<td>12</td>
</tr>
<tr>
<td>Both old and new</td>
<td>20</td>
</tr>
<tr>
<td>New product—same field</td>
<td>54</td>
</tr>
<tr>
<td>Would not state</td>
<td>14</td>
</tr>
</tbody>
</table>

**Some of the new products which will be made by companies in each industry group covered in the survey**

**Automobile Accessories Companies**
Will make:
- Air cargo transports
- Airplane accessories
- Filters for marine, industrial and home use
- Products related to engine reconditioning and maintenance
- Household appliances
- Home pasteurizer for small dairies and farms
- Electric fence
- Home food dehydrator
- Engines using new power principle

**Tire and Rubber Companies**
Will make:
- Asphalt tile
- Drug sundries
- Synthetic rubber products
- Rubber boats for sports
- Consumers' airplane tires
- Hose to carry coal
- Plastics, de-icers
- Airplane parts
- Structural items
- Plastic products
- Portable housing
- Light metal products

**Airplane Companies (including Motors & Parts)**
Will make:
- New hydraulic and electric equipment for airplane manufacturers
- Electric refrigerators, ranges, gas ranges, kitchen sinks
- Small private airplanes
- Farm equipment other than implements and tractors
- Home appliance
Family airplanes
Farm tools and equipment
Building construction
Automotive accessory
Cinematographic equipment
Household appliances

Agricultural Implements & Equipment Companies
Will make:
Grain blower
Additional farm tools
Manure spreaders
Hay balers
Forage harvesters
Barn ventilating equipment
Cold storage lockers
Crop spray equipment
Barn equipment
Industrial hoists
Food
Steel building material
Portable housing
Water systems
Air conditioning

Machinery and Equipment Companies
Will make:
Equipment for aircraft industries
Diesel engines, steam turbines and others
Valves, motors, filters, etc., adapted to peacetime use
Oscillating devices applied to commercial field
Development of Radar
Dehydrators
Refrigerators
Induction heating equipment
Insulating plastic
Possibly airplanes
Household appliances
New products for aviation field—Diesel engines
Automatic equipment utilizing electronics and other new technologies
Television
Quick-freeze units
Air conditioning
Electrical regulators, rheostats, etc.
Metal fasteners for many industries
Consumer items

Metal Companies
Will make:
Windows for prefabricated houses
New buildings
Drums for petroleum industry
Lifeboats, superstructures of ships, railroad hopper cars

Upper stories of buildings, household furniture, window frames, screens

Building Material Companies
Will make:
Fiberglass for aircraft
Plastics—insulation material
Low cost housing
Small domestic heater
Warm air furnace, air conditioner

Housefurnishings & Equipment Companies
Will make:
Drapery fixtures for manufacturers of prefabricated housing
Quick heater (gasoline)
New materials and use of new construction ideas
Use of plastics for furniture
New type furniture for hotels
Introduction of war experience into whole product line
Plastics
Silver flatware
Electric ranges and refrigerators, gas ranges and kitchen sinks
Prefabricated houses
Boats, airplane parts
Rug and upholstery cleaners

Household Appliance Companies
Will make:
Ironer
Sharp-freeze, complete kitchen
Electric dryer
Complete kitchen
Refrigerator
Automatic washers, dryers
Walk-in cold storage lockers
Aircraft parts
Air conditioner
Automotive parts
Water heaters
Frozen prepared food
Dessicators (for blood and for food product manufacturers)
Freezing units for assembling of tight fitting gears, etc.
Air conditioning

Electrical—Miscellaneous Companies
Will make:
Flat irons, shavers, coffee makers
Steam flat iron
Electronic tubes and devices

Radio and Phonograph Companies
Will make:
Television equipment
New application of sound recording
Electronics for industry, medical and transportation fields
Frequency modulation products
Television
High frequency heating
Electronics
Refrigerators, ranges and washing machines
(marked only)

**Plumbing, Heating and Air Conditioning Companies**
Will make:
- Electrical precipitation equipment for home use
- Heat control unit
- Warm air heating unit
- Hot water heater
- Electric refrigerators and ranges
- Gas ranges, kitchen sinks
- Aviation instruments
- Building materials
- Household appliances
- Washing machines, refrigerators, sharp-freeze, complete kitchens

**Hardware and Hardware Specialties Companies**
Will make:
- Social supper trays and metal giftware
- Tools for graphic arts industry
- Toasters for restaurants
- Steel pipe
- Sanitary napkins
- Power lawn mowers
- Automatic washers
- Men’s toiletries
- Wooden ware

**Jewelry, Camera and Optical Goods, etc., Companies**
Will make:
- Surgical instruments
- Plated silverware with steel base
- Sterling silverware

**Office Equipment Companies**
Will make:
- New types of furniture
- Office machines with new functions
- Machines for additional manufacturing use

**Paper and Paper Products Companies**
Will make:
- Plastics
- Paper substitutes for cloth products
- Specially prepared papers for packaging and other general uses

**Chemicals and Paint Companies**
Will make:
- Synthetic rubber
- Insecticides
- Chemicals for waterproofing clothing

**Textile Companies**
Will make:
- Chemical products and materials
- Fabrics for industrial uses
- Plastic fabrics
- Synthetic yarn products
- Glass fabrics

**Clothing and Accessories Companies**
Will make:
- Higher priced sportswear
- Sports clothing—women’s wear
- Wide new use of improved rayon and nylon

**Drug and Cosmetic Companies**
Will make:
- Feminine hygiene products
- Deodorant

**Food Companies**
Will make:
- By-products, citrus peel
- Baby food—dehydrated soup
- Dehydrated corned beef hash
- Dehydrated chili
- All perishable foods investigated for possibility of quick freezing and profitable distribution
- Soybeans for mixes—irradiation of foods and concentrated K ration proteins
- Some new canned products

**Miscellaneous Companies**
Will make:
- New materials for packaging (plastic, fiber, corrugated boxboard, etc.)
- New types of boats
- Blown plastic bottles
- Helicopters, cargo planes
- Wood alloys, plastics
- Pumps, marine engines
- Plywood and “secret things”
- New kind of structural glass
- Chemical derivatives of petroleum
- 100 octane gasoline
- Butadiene, Butylene
- Improved industrial lubricants
- Collaborating in large synthetic rubber plant
- Units to pre-heat airplane and other motors

**NEW PRODUCTS WHICH WILL BE LAUNCHED BY COMPANIES OUTSIDE THEIR NORMAL PRODUCT FIELD**

The new products being planned for the postwar period in fields outside the
company's normal product field represent very real sales and distribution problems to the manufacturers who plan to introduce them. They also represent competitive threats to the manufacturers who are already producing in each of these fields.

It is helpful at this point to look at a summary of the new products, revealed in the survey, identified with the manufacturers who are stepping out of their normal product fields. It will be remembered from Chart 4 and page 237 that 18 per cent of the companies interviewed are planning to enter new fields, but not all of these 18 per cent told what field or what product it will be. At any rate, it is very clear that the postwar period will be a competitive one.

Automobile Accessories will be made by:
- Airplane company
- Household appliance company

Rubber Products will be made by:
- Petroleum company
- Chemical companies

Airplanes and Airplane Parts will be made by:
- Automobile accessories companies
- Machinery and equipment companies
- Household appliance company
- Plumbing, heating and air conditioning company
- Building material companies
- Tire and rubber company
- Housefurnishings and equipment company
- Shipbuilding company

Machinery and Equipment Products will be made by:
- Automobile accessories companies
- Agricultural implements and equipment company
- Airplane company
- Metal companies
- Household appliance companies
- Electrical miscellaneous company
- Hardware and hardware specialties companies
- Tire and rubber company
- Radio and phonograph companies
- Textile company
- Container company
- Shipbuilding company

Housefurnishings and Equipment will be made by:
- Metal company

Agricultural Implements and Equipment will be made by:
- Automobile accessories company
- Airplane companies
- Machinery and equipment company
- Hardware and hardware specialties company
- Household appliance company

Building Material Products will be made by:
- Agricultural implements and equipment company
- Airplane company
- Machinery and equipment company
- Plumbing, heating and air conditioning company
- Tire and rubber companies
- Housefurnishings and equipment companies
- Container company
- Shipbuilding company

Household Appliances will be made by:
- Automobile accessories company
- Airplane companies
- Machinery and equipment companies
- Plumbing, heating and air conditioning companies
- Hardware and hardware specialties company
- Housefurnishings and equipment companies
- Radio and phonograph company

Air Conditioning Products will be made by:
- Agricultural implements and equipment company
- Machinery and equipment company
- Household appliance companies
- Building material company

Plumbing and Heating Products will be made by:
- Agricultural implements and equipment company
- Machinery and equipment company
- Household appliance companies
- Building material company
- Hardware and Hardware Specialties

Camera and Optical Goods Products will be made by:
- Silverware company

Chemicals and Paint Products will be made by:
- Textile company
Drug and Cosmetic Products will be made by:
Hardware and hardware specialties company
Boats and Accessories will be made by:
Housefurnishings and equipment company
Metal company
Plastic Products will be made by:
Tire and rubber companies
Paper and paper products companies
Housefurnishings and equipment company
Container companies
Silverware Products will be made by:
Housefurnishings and equipment company

TIME NECESSARY FOR RECONVERSION
Regular or Redesigned Products
The length of time that will be necessary for the reconversion of industry is
of vital importance to consumers, to
workers and to industry itself. Business
is attacking this problem determined that
reconversion delay shall not result in any
more temporary unemployment than is
necessary. The general question on re-
conversion was divided into two parts,
one aimed at regular or redesigned prod-
ucts, and the other at new products. In
each instance, the question implies pretty
uniform availability of raw materials.

Considering regular or redesigned
products, 36 per cent of the companies
said they could reconvert within a few
days and 20 per cent said three months
or less but more than a few days, making
56 per cent who can reconvert within
three months time. Fourteen per cent
said four to six months and 4 per cent
said seven months or more. Twenty-six
per cent did not answer the question with
a specific length of time.

Opinions of reconversion time nec-
essary on regular products varies by indus-
tries, as shown in Chart 5. The quickest
reconversion time was reported among
airplane manufacturers, metal, chemicals

<table>
<thead>
<tr>
<th>By Industry Groups</th>
<th>Imme-diately</th>
<th>3 Mos. or Less</th>
<th>4 Mos. or More</th>
<th>No Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Companies</td>
<td>56%</td>
<td>36%</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Automobile and Truck</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>83</td>
</tr>
<tr>
<td>Automobile Accessi-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>nes</td>
<td>72%</td>
<td>48%</td>
<td>24%</td>
<td>14</td>
</tr>
<tr>
<td>Tire and Rubber</td>
<td>55%</td>
<td>22%</td>
<td>33%</td>
<td>11</td>
</tr>
<tr>
<td>Airplane (including Motors and Parts)</td>
<td>88%</td>
<td>76%</td>
<td>12%</td>
<td>6</td>
</tr>
<tr>
<td>Agricultural Impleme-</td>
<td>47%</td>
<td>20%</td>
<td>27%</td>
<td>6</td>
</tr>
<tr>
<td>nt and Equipment</td>
<td>62%</td>
<td>47%</td>
<td>15%</td>
<td>21</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>69%</td>
<td>61%</td>
<td>8%</td>
<td>8</td>
</tr>
<tr>
<td>Metal</td>
<td>57%</td>
<td>57%</td>
<td>—</td>
<td>7</td>
</tr>
<tr>
<td>Building Material</td>
<td>43%</td>
<td>19%</td>
<td>24%</td>
<td>19</td>
</tr>
<tr>
<td>Housefurnishings and Equipment</td>
<td>44%</td>
<td>14%</td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td>Household Appliance (Large)</td>
<td>54%</td>
<td>23%</td>
<td>31%</td>
<td>—</td>
</tr>
<tr>
<td>Electrical Miscellaneous</td>
<td>78%</td>
<td>11%</td>
<td>67%</td>
<td>—</td>
</tr>
<tr>
<td>Electrical Miscellaneous</td>
<td>54%</td>
<td>23%</td>
<td>31%</td>
<td>31</td>
</tr>
<tr>
<td>Radio and Phonograph</td>
<td>78%</td>
<td>11%</td>
<td>67%</td>
<td>—</td>
</tr>
<tr>
<td>Plumbing, Heating and Air Conditioning</td>
<td>53%</td>
<td>20%</td>
<td>33%</td>
<td>27</td>
</tr>
<tr>
<td>Hardware &amp; Hardware Specialties</td>
<td>54%</td>
<td>31%</td>
<td>23%</td>
<td>31</td>
</tr>
<tr>
<td>Jewelry, Camera and Optical Goods, etc.</td>
<td>40%</td>
<td>27%</td>
<td>13%</td>
<td>33</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>67%</td>
<td>50%</td>
<td>17%</td>
<td>33</td>
</tr>
<tr>
<td>Paper and Paper Products</td>
<td>71%</td>
<td>57%</td>
<td>14%</td>
<td>—</td>
</tr>
<tr>
<td>Chemicals and Paint</td>
<td>72%</td>
<td>61%</td>
<td>11%</td>
<td>6</td>
</tr>
<tr>
<td>Textile</td>
<td>55%</td>
<td>22%</td>
<td>33%</td>
<td>11</td>
</tr>
<tr>
<td>Clothing and Accessories</td>
<td>43%</td>
<td>21%</td>
<td>22%</td>
<td>7</td>
</tr>
<tr>
<td>Drug and Cosmetic</td>
<td>46%</td>
<td>46%</td>
<td>13%</td>
<td>—</td>
</tr>
<tr>
<td>Food</td>
<td>55%</td>
<td>22%</td>
<td>33%</td>
<td>—</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>67%</td>
<td>59%</td>
<td>8%</td>
<td>—</td>
</tr>
</tbody>
</table>
and paint, miscellaneous, building material and the paper companies.

The most difficult reconversion problems were reported by automobile companies; office equipment; jewelry, cameras, etc.; hardware; electrical goods; and household appliance companies.

**TIME NECESSARY FOR RECONVERSION**

Regular or Redesigned Products

The reconversion time necessary to put regular or redesigned products on the market will be affected also by whether the company is producing largely peacetime products or largely new products for war.

The analysis in Table 8 divides the companies into two groups, those now making largely peacetime products both for civilians and for war, and those making largely new products for war. Forty-six per cent of the companies now making peacetime products can reconvert in a matter of days, while only 25 per cent of those making new products for war use could reconvert that quickly. Fifty-three per cent of the companies making largely new products for war state that they need from one to six months to reconvert; 5 per cent will take seven months or more and 17 per cent did not answer.

<table>
<thead>
<tr>
<th>Total Companies</th>
<th>Regular or Redesigned Products</th>
<th>New Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediately</td>
<td>36</td>
<td>8</td>
</tr>
<tr>
<td>3 months or less</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>4-6 months</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>7 months or more</td>
<td>4</td>
<td>15</td>
</tr>
<tr>
<td>No answer</td>
<td>26</td>
<td>68</td>
</tr>
</tbody>
</table>

These reconversion estimates represent the best judgments which are possible at the present time. Actual reconversion in its earlier phases may be affected by serious manpower problems. For example, of the companies manufacturing largely new products for war and thus having very real reconversion problems, 26 per cent are located in acute labor shortage areas and 48 per cent are in areas anticipating a shortage in six months. Thus 74 per cent of the companies with serious reconversion problems are in areas where there is a shortage of labor, which will further complicate reconversion unless something is done to meet the situation.

**INDUSTRY’S PLANS FOR POSTWAR DISTRIBUTION**

No other subject received as much voluntary mention by the companies interviewed as did markets and distribution. Many companies feel that their distribution methods are wasteful in some respects. They intend to study the situation and arrive at the soundest and most economical method of distributing their products and for new products. Thirteen per cent of the manufacturers who expect to have new products say they will have them ready for the market within three months after war work ceases, while 56 per cent of the manufacturers will have their regular products ready by that time. Fifteen per cent of the companies with new products say it will take seven months or longer to put their new products on the market, while 68 per cent could not tell just how long it would take.
products, so they and their customers may benefit by greater efficiency in distribution.

As yet, few of the companies have definite plans for changing their basic system of distribution, although all types and channels are being studied thoroughly.

Of course, the companies which are bringing out new products in fields different from their normal products must, in general, start from scratch and develop entirely new distribution plans. These plans will be determined largely by the new products themselves.

The basic changes which may take place in distribution can be shown best by studying the distribution plans of these companies for their regular or redesigned products. Eighty-nine per cent of the companies expect to use the same distribution for their regular products in the postwar period. The 11 per cent who are changing or are undecided about their postwar plans for distribution are pretty evenly scattered throughout the industries, as shown in Chart 6, with the exception of the automobile and truck industry and the metal industry, both of which seem to be settled on their prewar distribution set-up.

**DISTRIBUTION PLANS FOR NEW PRODUCTS IN THE SAME FIELD**

A comparison of the present status of distribution plans for regular or redesigned products and for new products in the same field, shown in Table 10, gives further indication that no radical changes in distribution have been decided upon so far.

On new products in the same field, 73 per cent of the companies will retain their same methods of distribution, 16 per cent will change and 11 per cent are undecided. It is possible, of course, that

<table>
<thead>
<tr>
<th>Total Companies</th>
<th>Same</th>
<th>Same with Additional</th>
<th>Different</th>
<th>Undetermined</th>
<th>Total not Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>89%</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
<td>11%</td>
</tr>
<tr>
<td>94</td>
<td>94%</td>
<td>6%</td>
<td>3%</td>
<td>3%</td>
<td>11%</td>
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<tr>
<td>78</td>
<td>78%</td>
<td>22%</td>
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<td></td>
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<tr>
<td>88</td>
<td>88%</td>
<td>12%</td>
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<td></td>
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<tr>
<td>88</td>
<td>88%</td>
<td>12%</td>
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<td>100</td>
<td>100%</td>
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<tr>
<td>84</td>
<td>84%</td>
<td>16%</td>
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<tr>
<td>90</td>
<td>90%</td>
<td>10%</td>
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<td>85</td>
<td>85%</td>
<td>15%</td>
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<tr>
<td>92</td>
<td>92%</td>
<td>8%</td>
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<tr>
<td>89</td>
<td>89%</td>
<td>11%</td>
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<tr>
<td>93</td>
<td>93%</td>
<td>7%</td>
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<td></td>
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<tr>
<td>92</td>
<td>92%</td>
<td>8%</td>
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<td></td>
<td></td>
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<tr>
<td>93</td>
<td>93%</td>
<td>7%</td>
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<tr>
<td>73</td>
<td>73%</td>
<td>27%</td>
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<td></td>
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<tr>
<td>83</td>
<td>83%</td>
<td>17%</td>
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<td></td>
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<td>94</td>
<td>94%</td>
<td>6%</td>
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<td>78</td>
<td>78%</td>
<td>22%</td>
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<td></td>
</tr>
<tr>
<td>82</td>
<td>82%</td>
<td>18%</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
these changes on new products may affect the whole distribution structure of the companies involved.

<table>
<thead>
<tr>
<th>TABLE 10</th>
<th>Postwar Distribution Methods for New Products in the Same Product Field</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
<tr>
<td>Same method</td>
<td>89%</td>
</tr>
<tr>
<td>Same plus others</td>
<td>5%</td>
</tr>
<tr>
<td>Different methods</td>
<td>3%</td>
</tr>
<tr>
<td>Undetermined</td>
<td>3%</td>
</tr>
</tbody>
</table>

On the whole, the most significant phase of the planning as applied to distribution is the broad and thorough study given the subject by industry generally. Such interest is bound to result in improved efficiency with direct benefit to the consumer. It seems clear that no general revolutionary changes in distribution are being planned for the immediate postwar period.

BUSINESS LOOKS TO THE FUTURE

The evidence in this survey establishes without question that American business is looking to the future. It is planning for the future with the interests of all America foremost in its mind. It has accepted the challenge of the future and is applying its abilities to the job ahead. That job calls primarily for a high level of employment and production, new and better products and processes and more efficient distribution, with the consumers' interests constantly in the foreground. It calls also for an accurate appraisal of the time schedule of future events.

Business has tackled this job in the same way it has met the demands of war. It will succeed in its postwar objectives if it sells its plans and its objectives as well as its products to the American people. However, business cannot do this job alone. It needs the support of all America, including its government, which can clarify such things as contract settlements at the end of the war, the clearing of raw and fabricated materials and government owned machines from plant floors, the disposal of surplus war stocks, the availability of raw materials and manpower, taxes, corporate surpluses, and the future of general wartime controls, just to mention a few.

These and many other problems must be solved. They will be solved if the consumers of America understand the outstanding job Business is doing in its planning for the future and if Business carries through on the splendid beginning it has made in Looking to the Future.

INDUSTRY'S PROBLEMS IN ADVANCE PLANNING

By DWIGHT L. ARMSTRONG
Vice-President, Armstrong Cork Company, Lancaster, Pa.

I DON'T doubt but that there is in the minds of many the feeling that any one possessing sufficient temerity and courage to talk about postwar planning should be ready to run and run fast. But I don't feel it is necessary to run one step away from the subject of what the public has come to know as Postwar Planning. Granted that the armed services have been more than a
little concerned about it, lest the time so spent be detrimental to the war effort, I feel very strongly that the management of commercial and industrial enterprise is making a profound error—one of omission which is the hardest type to correct—if it does not do some postwar planning, and that immediately. Time is rapidly running out.

I wonder if the reason we hear so much questioning of postwar planning is because the term has not been closely analyzed. Its connotation leads one to the belief that it is one more brand-new managerial tool pulled out of the profoundly resourceful American administrator’s hat. In my opinion, Americans, as they frequently do, have created a shibboleth in the term postwar planning. We have led ourselves to the belief it is something absolutely new, and that it contains an alchemy for future industrial or commercial success.

Doesn’t another viewpoint more closely parallel the actual fact; that so-called postwar planning is merely advanced planning of the sort with which all of us are more or less familiar, the only new ingredient added to the old being the enormously complicated task of guessing when the war will end in Europe and in the Pacific; what governmental controls we will have to live under; what our position in the world is going to be in respect to trading relations with other nations; what role labor will play in the next decade; and, perhaps most important of all, what the individual U. S. citizen decides to make of himself as the country goes back to the pursuit of peace and happiness after the war. There are few successful businesses which have not demanded some kind of advanced planning to set goals and then determine the practical means of attaining them. Let’s not assume that postwar planning is new magic. It is unfortunate that it has come to mean something in which only those of outstanding intellectual capacity can engage with profit, while as a matter of fact if advanced planning is done properly and effectively it will be through the use of many heads instead of just one or a very few; coordinated, of course, at the top, but representative also of the very best thinking of those who work with the minutiae of a business, and who therefore know the practical application of the theoretical determinations which must be made. I’d like to peel off a lot of the dross or bunk in which the term postwar planning has been wrapped and get down to its good familiar substance, which is planning in advance with full recognition of the probable changes in signposts on the road ahead, and with the unusual new obstacles which we will find in our path. To put my thought another way, let’s appreciate we still have a target and we’ve still got a gun, the first symbolized by our powers of perception and the second by American skill in labor and in management. It’s true we have to shoot over several metaphorical hills, but we have radar and fire controls which can be of the greatest assistance in helping us get on our target. Let us not say there must be no advance planning until the shooting stops. Where would we have been now if American industry had not read the signs long before December 7, 1941 and done a little advance planning with war as the chief factor in our national and economic picture? Yet in a larger sense, did not Americans learn the prodigious cost of a war which was inevitable and yet was unplanned? Now the transition to peace is inevitable; sometime, you pick your own numbers and watch the ball go round. Granted our plans for today should be directed towards winning the war quickly because that means the
saving of thousands of lives, when peace comes, do we want to be caught
with no plans for absorbing 23,000,000 men and women; those who return from
the services and those who must be re-
placed in our peacetime economy? To me
the answer is an obvious and emphatic
"no". In the past we found time to ad-
minister the present and plan for what is
ahead, and I see defeat in arms for us
if we fail on the first, and future eco-
nomic and social chaos if we overlook
the second. Winston Churchill said, "Let
us not in the present be too concerned
with the past lest there be no future for
any of us". And I submit to you that our
future will never be better than the plans
we lay for it right now.

BUSINESS RESEARCH

The subject of advance planning is so
very broad in scope that it is obviously
impossible to cover it in detail in the al-
lotted time of 30 or 35 minutes. And yet
details are what each one of us is hungry
for. We want assistance of a very specific
nature on how to plan the future of our
individual enterprises. Generalities some-
how or other don’t seem to help much.
Or do they? I believe they do, if they are
not too vague and open to too many in-
terpretations. On the question of detail
or specific versus general, I doubt that
anyone would be particularly interested in
hearing a recitation of what our Com-
pany has done on advanced planning,
because the details would likely not fit other
cases at all. On the other hand, if I can
point to some of the objectives in indus-
trial advanced planning and the means
for reaching them, you can discard the
impertinent ones and give attention only
to those which promise to help solve
future problems. I’m going to attempt to
do the first phase of the job of business
research. Business research has been de-
finied as “setting up the right questions
to ask, asking them of the right persons,
and putting the answers in proper rela-
tionship to each other for guidance”. I
propose to ask a few leading questions
about industrial advance planning, be-
cause to me this asking of questions is a
good way to check ourselves. I am go-
ing to give you an advance planning check
list this afternoon. It will naturally be
sketchy because time will not permit a
complete survey of the whole field, which
could well include questions as to when
the wars will end; what the government
is going to do with federally-owned plants
and excess inventories; what sort of tax
laws industry and commerce must operate
under; the effect of the government debt
on the price level; the attitude of Con-
gress towards the tariff; what the re-
action of the public is going to be in
respect to spending its savings, particu-
larly if it can’t obtain newly designed
merchandise; and just a host of other
factors which are going to have a very
real bearing on what kind of an econ-
omic America we are going to live in in the
future. My check lists will be concerned
with finding advanced planning answers
for the industrial enterprise rather than
the professions or purely commercial
businesses, as I am more familiar with
industrial problems than with those con-
fronting librarians, distributors, retailers,
banks, professional men, etc. However,
as we go along, I think you may agree
that there are basic similarities in most
of the approaches to advance planning,
for nearly all businesses and professions
deal with such common factors as capital,
selection and training of personnel, or-
ganization (right people in the right job
with a right idea of what they are sup-
posed to do), cost and accounting sys-
tems, etc. So with the hope that any in-
telligent analysis of the art of advanced
planning may (and should) be of interest
to anyone who makes his own living, let us address ourselves to some of the fundamentals involved.

First, objectives must be stated. The NAM has recently published a brochure on advanced planning which is worthy of notice. Among other objectives, this study sets down:

1. Absolute necessity for putting our houses in order. Top management should be sure staff and line executives at all levels are the right men in the right jobs. This profoundly important task is going to be complicated by a factor not to be overlooked; the desirability of providing challenging tasks first, for the service men who are returning with newly learned skills or demonstrated leadership qualities, and secondly, for those men and women, many of them quite young, who during the war effort have proved they are competent and ready to discharge responsibilities well beyond their years. Responsibilities should be clearly delineated, and if we do not have one, a job classification system will help our employees, and particularly our personnel doing executive or supervisory work, to understand what they are supposed to do, and what the other jobs in the Company are like. An understanding of the latter will go far towards the coordination and cooperation so necessary in a smooth-working organization.

2. A written plan should be developed. We won't be able to get all the detail we want in this plan, but it can serve as a most useful framework for the final picture we are going to paint.

3. Leave no stone unturned in planning for cost reduction. Don't be too reticent about scrapping operations or even plants known to be inefficient. I can't conjure a more unfortunate position for a manufacturer after this war than one of high costs. Competition will be extremely keen in the future—business has no objection to that and our Government demands it. Let us not pass up one of the best investments we can make—good, capable industrial engineers. In some businesses a ratio of one industrial engineer to every 75 to 100 shop personnel will not be excessive.

4. Provide new products. Our lines of merchandise or service are just like the cells of the human body. They function and nourish and then they atrophy and die. Unless we keep our lines of goods brushed up and unless we add wholly new lines to supplant the ones which eventually succumb to competition, we may wake up some fine day and find our whole body sick unto death with insufficient dynamic, activating cells to give it life and strength.

5. Let us see that we have accurate essential information about our business. If we are today receiving reports which are submitted on forms more than five years old, let us examine those forms carefully. I'll wager that if we do a critically constructive job, many of our report forms will be altered to better enable us to make intelligently the quick decisive judgments for which we will be called upon after the war. It is nothing short of amazing how corporate obesity can creep on us over the years. Systems designed to help are apt to hinder and red tape can develop in industry as well as in the governmental branch. It will pay handsomely to check our procedural methods carefully; to make them as simple and direct-acting as possible.

6. Provide adequate “seed money” and working capital. This calls for an evaluation of our capital needs at several levels of activity. Let us not make the error of hypothecating only one operating level when estimating capital requirements—let us use at least three levels; small, me-
dium and high.
7. We should attempt to set estimated rate of sales for
   (a) first year after European War;
   (b) first year after Pacific War;
   (c) Sales in the highest postwar year up to 1950 or '51;
   (d) average yearly sales during the postwar boom period most of us expect. This
   will entail a careful examination of markets both in respect to old products
   we expect to continue and those new ones which we hope to introduce.

These seven objectives just recited are worth keeping in mind as we build our plans. They can serve as our plan framework. So with these objectives stated, let us set up some check questions that will assist us in attaining them.

First, consider the organization for laying out and building our advanced plan. Ask ourselves:

1. Is the responsibility for making the plan clearly stated? It's surprising how many people feel the advanced planning function is "somebody else's". Executives are apt to feel they have too much work nowadays to take on another job of real magnitude, and as a matter of fact, a great many of them can hardly add the advanced planning task to what they are already doing and make a good job of either. So let us be careful in the selection of the man to head the advanced planning assignment. Whoever he is, he should be allowed time within which to do his work. Ideally, he might be the executive Vice President, but in reasonably large corporations it is well to consider the appointment of a planning board which will bring together the viewpoints of engineering, research, production, sales, financing, accounting and the Company economist. If we do adopt the board system, let's not make the glaring error of failing to appoint someone as the leader of the group, holding him responsible for results.

2. Is the chief executive of the company in favor of advanced planning? Unless he is whole-heartedly for it, let's not waste any effort needlessly. If top management will not back our plan, modifying it as superior judgment seems wise, it is safe to assume that little advanced planning of an effective nature will be accomplished.

3. If we are engaging in market surveys of an extensive sort, or if any expenditures of a substantial nature can be foreseen in our advanced planning, has a budget been prepared to meet them?

4. Do the division heads, staff heads and other key executives understand what the objectives of our plan are? Whatever detailed planning is done will have to be done down the line by executives who know the particular phases of the business ascribed to them. These men should have a good grasp of what we are trying to do and how we propose to do it, to the end that when all segments of the plans are collected, they will be in such form that they fit into a related and analogous whole. If the planning is not well organized at the point where the actual work is done, it will be a much harder task to put the parts together later on.

5. Has the chief executive provided for periodic meetings of the Advanced Planning Committee, so that work progress may be reviewed, objectives re-examined in the light of elapsed time (the tempo of change is extremely high these days), and the different members of the Committee may see what is being brought along outside their own individual spheres? These reviews should be scheduled in advance and should not be handled in a perfunctory manner. Incidentally, it is not a bad idea to state a finish date for our plans as well as re-
view dates, as otherwise the planning job may drag unnecessarily.

6. After the Advanced Plan has had the final OK of the chief executive, has any definite follow-through been provided for? It is of the utmost importance that the plan not be filed away and forgotten, but that it be activated and kept up to date. Written reports should be made showing what action has been decided upon, when it is to be taken, and by whom. These reports should be circulated among the important executive officers of the company, both line and staff, so that there may be at all times a good understanding of what is going on throughout the company in respect to advanced planning.

If each of us has an answer to all of the above questions, then the chances are good that our constructive, forward-looking plans are being handled in a sensible, businesslike manner. In other words, our postwar plan job will be pretty well organized.

Next, let us pass on from our plan-organization problem to one of plan-building. Still retaining the check-list form of analysis, let's ask ourselves a few questions about what we want to look out for in planning for sales, finance, product research—development—manufacture, and in personnel relationships. Bear in mind that any one of these subjects could easily take the time allotted to me and some more, too. I fully recognize that an attempt to touch on all of them leaves me wide open to the charge of superficiality—but I'm going to hope you'll be indulgent and recognize the impossibility of doing justice to any one of the above-mentioned factors individually. All this study can do is to give a sense of direction to the inquiry and research that each company will need to make in creating an effective and workable set of plans.

PRODUCT RESEARCH—DEVELOPMENT—MANUFACTURE

Here is a huge subject and the questions are legion.

1. Do we have basic policies for the development of new products? Is the policy to expand with the primary objective of additional volume, or do we want our expansion to take place along lines paralleling or extending those already existing. If the latter is true, then our research and development work should be in the direction of originating cognate or complementary products, thus utilizing either common sales or manufacturing facilities, or both. Generally speaking, comprehensive lines covering a broad area of consumer demands tend to add merchandising strength to the company possessing them.

2. Does our Research Department have written plans for product research and development, and are its efforts properly coordinated with those of the Engineering and Production Departments?

3. Does our Production Department know the Sales Department's problems and demands for the future? (It might be said parenthetically that it is equally as important that the Sales Department know what the Production Department is up against in developing new products and refining old ones.)

4. Has an accurate budget for research and development been set up, and is the necessary follow-up provided? Many research projects cannot be scheduled in respect to completion dates, but it is highly desirable that top management review the progress of the research program at regular intervals. As the postwar picture begins to unfold, management should be in a position where it can speed up or hold back certain projects in order to dovetail them with such factors as availability of raw material or productive facilities, or
the study and cultivation of new markets to be reached by the new or improved products.

5. Is our manufacturing process efficient?
   (a) Is machinery modern and in good repair? If not, what is our schedule for making it so?
   (b) Have we looked over the equipment available from the government?
   (c) Is our factory layout as good as existing buildings will permit? If buildings are bad or poorly designed for the process, have we looked at other existing facilities which may be for sale?
   (d) Have we seriously considered scrapping operations which have no future promise?

6. Have we plans for our factory organization which will make room for our boys returning from the services; which will recognize maturing ability in the younger men who have responded magnificently to responsibilities beyond their years; and, then have we plans to infuse into our production organization good young blood from which will eventually come many of our top foremen, superintendents and plant managers?

7. What are our ideas of training foremen, sub-foremen and gang leaders? Here is one of the most pressing of all of our problems, for how much better can our policy interpretations to our wage earners be than the understanding of the men who must handle those interpretations.

FINANCE

There are many technical questions we can ask ourselves on this subject. I'm going to postulate three easy ones, from which each of us can fill in the pieces to fit our own design:

1. Are our fiscal policies, particularly those in respect to dividend payments, such that we expect to have a sound cash position after the war? Just last week I talked to one of the top executives of a business now having a $138,000,000 sales volume per annum and which is earning about $1.80 per common share, but which is paying no dividends. My friend's answer to my question regarding non-payment of dividends was that the management of that concern viewed a sound postwar cash position of more vital importance than the paying of dividends now. There's food for thought in the reply, and although the stockholder's situation is not pleasant today, his position tomorrow may be vastly improved due to today's reticence to distribute cash.

2. Has an estimate been made by years of capital requirements for the next six or seven years, i.e. both fixed and working capital?

3. Have we a well-organized plan for terminating war contracts? If those of us who are doing war business don't want to stretch our capital to the danger point, many of us could well afford to think over this question carefully.

PERSONNEL RELATIONS

1. Do we understand our personnel relations problems? We can be very wrong in estimating our problems—just in knowing when we have them. This fact was well brought out in a survey recently made by one of the large national magazines. Employers who thought they were doing a lot for their people (and actually were) found that the employees didn't think so, or at least heavily discounted what was being done. An extremely important thing to remember is that it is not so much what we are doing for our employees as how they understand, evaluate and receive what we are doing that pays off in the sort of cooperation for which we all strive. It will most certainly pay to make an honest, unbiased effort to find out what our people think about how they are being handled and what working conditions they feel can be
improved. Unions are, of course, articulate on both scores, but in those plants which are not unionized and among our office workers, a questionnaire sent out occasionally and asking for anonymous opinions on leadership, working conditions, industrial hazards, etc. will bring in some answers which will surprise us and point to sore spots, the majority of which can be alleviated with the greatest of ease.

2. Are we organized properly to attend to personnel problems intelligently and promptly when they arise? Far too many minor problems become major issues because they were not cared for expeditiously, or were bungled through inept handling. If our business is of a size to warrant it, few investments can be made to better advantage than that in an able, trained labor or personnel relations man. This man, or whoever it may be whose responsibility personnel relations is, is going to be a more and more vital part of our organization in the period which lies just ahead. He should be one of the wisest and most capable men we have.

3. Have we overhauled the “hazard elimination” part of our personnel program? Are we doing what the earnings of our business will permit to offset the hazards of accident, unemployment, old age and death—hazards, which every working man and woman faces each day? Sometimes protection against these four hazards is not overwhelmingly appealing to our employees, particularly to the younger element in our organization, but if properly presented and explained, sound pension, accident, hospitalization and unemployment insurance plans will usually go far to build loyalty and support for the company which espouses them.

4. Do our people understand the company; do they know its basic policies and the reasons for them? Here is a vast field in which to work, provided our organization has grown to a point where the man or the small group of men who outline the policies cannot have the personal contacts which make for the understanding we so eagerly seek. In my opinion, the majority of our difficulties with our personnel are behind us if our future or present plans are such as to elicit from our employees the confidence which comes from understanding. I assume that, generally speaking, business today is more enlightened in respect to the employee-management relationship than it was a couple of decades ago, and hence the steps to insure a better break for our employees will not be uncertain in the coming postwar period.

In addition to the four points just mentioned, there are countless other phases of personnel relations which are important, such as adequate properly related and easily understood remuneration systems; the carrying of a proper differential between the pay going to the hourly worker, and the men or women who immediately supervise his work; employee activities such as bowling, baseball, basketball, tennis, golf, dancing and what you will, picnics, parties and other forms of entertainment which bring us all together so we may know one another better. The thing to remember is that in the years ahead of us we are apt to be asked for much. We will be well advised to keep an open mind, and give a sympathetic ear to those things our employees ask for which are not uneconomic and which will not detract from the decent dignity on which respect and trust nearly always rest.

SALES

1. What plans do we have for selecting and training new sales personnel? This is our number one sales problem,
for no matter how well-laid or complete merchandising plans may be, they are very apt to be ineffectual if our promotion, advertising and sales personnel are not chosen with meticulous care and given a carefully devised selling training course. This should not be in the nature of a junket to the home office, but rather an attempt to give new men a knowledge of our company, its policies, its organization, its future possibilities and hence its ability to satisfy an ambitious and able man's desires. "Case" selling is a splendid way to show how to conduct a sales interview, and also to dramatically demonstrate how selling errors can be easily made. Then, too, not only new men will need training—our whole force (what is left of it) will require refresher courses. None of us should make the mistake of overlooking the need for training when we once more turn back to our everyday but all important task of bringing in the orders to keep our factories busy.

2. Will our compensation plan hold and stimulate good salesmen? It will pay to overhaul our compensation plans to be sure we have one which is in keeping with the fast-moving times.

3. Do we have a fairly complete picture of the markets we hope to reach? Under this heading we might ask ourselves such questions as:

(a) Has the war changed buying habits on our products, and, if so, do these changes affect us and to what extent?
(b) Have we made an evaluation of the competition we will likely face? Do we know competitive products and how to out-sell them?
(c) Have we looked into new packaging materials to see which ones we might use to advantage, either from the standpoint of enhancing sales appeal or from economy or perhaps from the viewpoint of both? The American Management Association holds a Packaging Show once a year which will be well worth while looking over.
(d) What have population shifts done to my markets? May not my present markets be profoundly changed geographically?
(e) Will federally distributed second-hand products compete with my new ones until the glut is over? What plans do I have for meeting such a situation?
(f) Have I looked over foreign market possibilities for my products? There may be some good potentialities abroad after the war is over.

4. Do we have a sales promotion program in mind?

(a) Have we made provision for sales contests or other stimuli to keep our sales curve from sagging?
(b) Have we prepared for regular meetings and conventions where new products and sales plans can be announced?
(c) Are we equipped to really help our wholesalers or distributors perform their important function?
(d) Do we know how to merchandise our advertising plan to our merchants who will benefit therefrom?

5. Do we know about what kind and quantity of advertising we want to do after the war?

(a) Are we taking advantage of the facilities our agency provides?
(b) Have we recently studied media to be sure we are using the proper ones?
(c) Have we seriously evaluated radio and television to see what kind of a job they might do for us?
(d) In short, have we made any practical-minded study to determine the general course our advertising should take—what per cent of the sales dollar should be allotted to it, whether our agency is progressive and whether our own personnel are "in the groove", or whether they are still receptive to imaginative new ideas, and hence on their toes.

In concluding our comments on sales, it might be well to say a word or two concerning the nation's postwar economy, as this naturally will set the limitations within which our sales plans can be made effective. I will merely enumerate, not elaborate on eight factors which are apt to dominate the trend of economic activity after a final armistice:
1. Influence on demand and prices that will be exerted by the expenditure of monetary savings accumulated by individuals and business enterprises during the war years. One of our foremost economists, Professor Sumner H. Schlichter, estimates these savings will run in excess of $100 billion by the end of 1944.

2. Accumulated demand for commodities and services brought about by wartime deficiencies.

3. The expenditure of public money by demobilized troops. This forecasts the payments of very substantial sums to service men upon their return to civilian life.

4. The time necessary for production to balance civilian demand after the war. It may take 18 to 24 months before this country can produce at the rate of its effective demand.

5. The willingness of the citizenry after the war to submit to economic controls such as price ceilings, rationing, raw material and supplies allocations, etc. There are all the makings for a grand inflationary spree in the offing.

6. The magnitude of increases in private expenditure for investment and consumption, relative to the amount of reduction in government expenditures after the war. During the war government spends about $100 billion per annum, after the war it would seem as if the governmental budget might be somewhere in the neighborhood of $20 to $30 billion.

7. Quantity of goods exported. We'll probably export food for a couple of years after the war. On manufactured goods a lot depends on what credits the government is willing to set up in foreign countries.

8. The adoption of labor-saving machinery, urged on by high labor rates. This will tend to stimulate capital investment on a comprehensive scale.

A consideration of these eight factors shows clearly the difficulty of accurately forecasting the economic activity of the country for the first couple of years post-war. We may have chaotic conditions with disastrous price inflation. We may retain a tax structure ideally designed to prevent investment in the tools by which we earn our living. On the other hand, we may take a more rational view of our predicament and develop a national output somewhere in the neighborhood of 50 per cent higher than the depressed levels which pertained prior to 1941. If we consider the average annual increase in national output per capita since the turn of the century, it is not over-optimistic to think that we should have a postwar level of business about 50 per cent higher than that which obtained before the war.

GOVERNMENT INFLUENCE

There is one final thought I should like to leave with you. No matter what our plans may be for our own businesses, no matter how painstakingly we may set our course on the sea of our own aspirations, the governmental circumstances within which we must work will have profound influence on the results we ultimately achieve. Today there are many sharp, well-meaning and determined minds, busy on a "plan" for our country, who feel that strong, centralized federal government is the best for our people in the long run. Those in this group who are conscientious, who are not merely seeking personal aggrandizement through power, are sensitive to the wrongs of our system and they seek to correct these wrongs. Within the past fifteen years these reformers have seen people in want; they have seen men unsuccessfully seeking for honest employment; they have
seen extraordinary differences between standards of living at the top and the bottom of our social scale; and they have seen an unwise struggle for and use of economic power. It is commendable to make our present system better, to try to provide every man with sufficient creature comfort to assist him in his search for happiness. It is good to attempt to put an end to the specters of unemployment, sickness, old age and death. It is healthy to build more securely for the future. No generation can count itself worthy unless it has added something which helps to make a bit more of self-satisfaction, pride and happiness for those who come after. But let us beware that in attempting to make progress we do not become unmindful of two things: (1) that despite the chaos we see around us today, mankind generally, and this country particularly, has made remarkable progress materially, socially and spiritually; (2) that civilization cannot continue to advance by scrapping whatever has been found to be good through the painful but wholly practical application of the trial and error method. The brave new world we hear so much about will not be very brave, nor very satisfying if we insist on going back to the ice age as a scratch line. To deliberately destroy what we already have, with the goal of building a bright new future from scratch, is appallingly wasteful, and not in accord with the manner in which history teaches us man has made his greatest progress.

Human progress in recorded historical times has been to a great degree predicated upon rediscovery. Dr. Virgil Jordan, in his address to the Newcomen Society in November a year ago, touched most eloquently upon this very vital fact.

"The initial and immediate impulses expressed and released in the Renaissance," said he, "were the aspirations of rebirth, resurrection and discovery of something long dead or lost, the restoration or reconstruction of a Golden Age of the past, which promised to human spirit peace, security, freedom and release from the anarchy, fear, oppression and despair into which the civilization of Europe had been plunged by the savage intrusion of the primitive from the northern forests and the western steppes—a civilization older still and more remote than that of Greece and Rome . . . So, too, in every aspect of human effort, each discovery is in some degree a rediscovery, each act of creation a resurrection. Thus progress is in the deepest sense a two-way process: we move forward by going back, building the future by reconstructing the past, and re-vitalizing our continuity with it." Dr. Henry M. Wriston in his Challenge to Freedom makes an almost identical observation. "A brave new world is not a requisite of peace; indeed blueprints of Utopia are much better described as evidences of irresponsibility and open the way to 'realistic' reaction. We can best reach the goal of peace by helping the brave old world abandon the sins that made it weak and recover the courage that made it heroic. Not by escapist dreams about the future, but by building upon the deep and firm foundations of the past will peace come to the earth." To those who insist on starting again from scratch I would put this simple question: Would you choose to live in a world which had not discovered fire, a world in which the sick would not have the benefits of the discoveries of Harvey, Pasteur, William Morton and Fleming; a world which had never materially benefited from the works of Watt, Faraday, Franklin, Edison and the Wrights; a social world which had not the roots of individual li-
berty driven deep by such philosophers as Socrates, Aristotle, Cicero, Lucian, St. Augustine, William of Ockham, John Wyclif, Erasmus, Calvin, Montaigne, Hobbes, Milton, Locke, Adam Smith, and our own Emerson and James; and lastly would we desire a spiritual world untouched by the teachings of Jesus Christ?

"Alfred Marshall of Cambridge, perhaps the greatest economic scientist of the past century, taught that continuity is the essential principle of economic progress. But the principle goes deeper than the material aspect of civilization; it reaches into the spiritual process which underlies all material accomplishment. We cannot break the endless chain, either of evil or creative achievement, that links us to the past of those who have lived before us or to those who live with us now anywhere in the world, save at the price of immense waste and suffering. Into the forging of that chain go not only all the waste and the dross but the flaming aspiration and creative alchemy of human nature and experience through the centuries. Each individual act of aggression, destruction, deception, each failure of integrity and truth enters into this ceaseless flux from which the chain is forged; but also, atom by atom, out of the past each act of faith and sacrifice, each effort of enterprise, industry and thrift, finds its place in this endless chain which sustains civilized life in any place and at any time."

You and I help to forge this endless chain of human accomplishment; we add to the bad with our failures, our selfish acts or with o'er-reaching thirst for power, and we add to the good with our achievements, our unselfish acts and with our statesmanlike assumption and discharge of power. Our failure to exert ourselves in behalf of what we deem right is a dereliction of duty which if persisted in, will most certainly take from us our liberties, that which cost a "thousand years of bloody struggle and unnumbered millions of lives to attain for the short century and a half (that it has existed) in the Western World." Let us think twice before we place so-called security—security in the material sense of that word—over and above self-faith and integrity. The spiritual urge which endows man with the ruggedness, courage and ability to cope with the forces which the unbelievably swift technological advance has set in motion is the basic key to our economic problems, and without it we are lost. In his great book, Men in Motion, Henry J. Taylor quotes the British Air Marshall Tedder. "Modern man is not modern at all. He is just momentarily far ahead of himself. What we are really witnessing all over the world is the lopsided spectacle of phenomenal technological improvement occurring within 30 years of incredibly bad government. Actually it is not the visible world—the world of men and things—that crumbles; it is the world of concepts, of principles, the world of self-faith and integrity, the world which governs our relationships with other human beings." How can we possibly have the ordered technologically dynamic world in which our plans can work and succeed without corresponding development in the mind and spirit of man or man's leaders? Let us not say "We have no leaders". The very word "freedom", bought by the toil and suffering of 1,000 years, and still our priceless heritage, connotes leadership from the bottom up with a minimum at the top; not all from the top down. I warrant that if each one of us, myself included, would start today to try aggressively to act in a manner which indicates we can distinguish the
profound difference between license and freedom, and thus demonstrate that we are entitled to freedom with its self-imposed restrictions, we would find ourselves happier individuals, less vulnerable to regimentation in the future and far more apt to continue to live as free men. “For civilization rests upon individual conscience. Civilization is first and foremost a moral thing.” It will pay to consider profoundly our spiritual development in any postwar plans we make, for without the self-faith and integrity of our forefathers, our days as a great nation are surely numbered. Pray God we may measure up as a people to the challenge that will be ours as the pages of our book of future plans are turned!

SOCIAL SECURITY—TODAY AND TOMORROW

By M. ALBERT LINTON

The striking upsurge of interest in social security in the 1930’s derived much of its strength from the atmosphere of defeatism and feeling of personal insecurity then prevalent throughout the country. People were bewildered and frustrated by the collapse of the prosperity of the 1920’s and were casting about for something that would promise security in a world that abounded in insecurity. Under the leadership of the New Deal they turned to the Federal Government, and the Social Security Act of 1935 was put on the statute books. Owing to the haste with which it was devised and the lack of experience in the United States with social insurance, the original act contained weaknesses. Several of these were remedied in 1939 as a result of the painstaking study of the Social Security Advisory Council. In view of the complexity of the subject and the wide variations in conditions in a large country like the United States, it is not surprising that experience has shown that improvements in the Act are still needed. They should be made in an atmosphere of unbiased inquiry, divorced as far as possible from political pressures and the fortunes of either political party.

That happy state of affairs, unfortunately, is exceedingly difficult to achieve. Instead of a bill in Congress to make the relatively few changes needed, we have a bill which proposes not only fundamental changes in policy but also a broad expansion of social security into new fields. Because the implications of the new proposals are so far-reaching and in many aspects dangerous, it is of the utmost importance that they be studied carefully and constructive suggestions made, to the end that a sound solution may be found of the problems with which they deal.

Fortunately, the presentation of these new social security proposals finds the country in an entirely different mood from that which prevailed in the 1930’s. Out of the achievements of the war effort has developed a feeling of accomplishment and self-reliance that is the very antithesis of the defeatism of the great depression. We also have had oppor-

1 Paper presented before the S. L. A. First General Session, June 19, 1944.
tunity to experience the shortcomings of centralized control of the details of our personal living. Rationing and price-fixing have taught us more than a thousand treatises could have done about the unworkability of many of the theories of the planners who believe that the salvation of the country is dependent upon control by Washington bureaus. The atmosphere of the present is therefore favorable for a sound appraisal of the new proposals. The people and their representatives in Congress are far less likely to be stampeded by alluring programs for achieving Utopia overnight.

TESTS TO BE APPLIED

In appraising such social security proposals as those now before Congress or in the famous Beveridge program in Great Britain, it is helpful to apply certain objective tests in the searching light of experience. Alluring promises included in a law are no guarantee that the promises can be fulfilled; or that they may not in the end leave matters worse off than they were in the first place. Some of the tests we should apply are the following:

(1) Does the program allow ample opportunity and provide adequate incentives for people to develop initiative and ambition, thereby reducing to a minimum the temptation to turn to government to achieve personal security? This is a fundamental question to be asked in connection with all social security programs. Sir William Beveridge correctly answers it affirmatively by emphasizing that social security benefits should be held strictly to a subsistence level, thus allowing ample scope for the exercise of individual initiative.

(2) Does the program undertake to do what can better be done by private, voluntary means? The priceless characteristic of a successful democracy is the strength that comes from the spontaneous urge of its citizens to achieve desirable goals through voluntary efforts rather than through governmental, bureaucratic compulsion. The voluntary procedure may take more time but its achievements are much more likely to remain sound and virile.

(3) Does the program enhance unduly the power of the central government? The central planners are always in a hurry to accomplish their objectives. They are impatient for example with the efforts of individual states to make social progress. They want the millennium to be reached in jig time and believe that centralization in Washington will do it. Unfortunately, it doesn’t work that way. The reason why the attempt to use their method is dangerous is that when the program falls down, as it is so likely to do, the blame will be placed upon failure to have given the central agency sufficient power in the first place. The reasoning will be plausible but false. And since the local mechanisms will have been weakened or destroyed in the centralization process, the central planners are likely to win out. The result will be more and more control over the lives of individual citizens, and less and less tolerance of the views of dissenting minorities, with the consequent development of totalitarian powers exercised from Washington. After observing the events that occurred on the continent of Europe after the last war, it is not difficult to understand the real menace to democratic institutions inherent in centralization programs. Let no one delude himself that “it can’t happen here.”
OLD AGE AND SURVIVORS INSURANCE

With these general principles as a background, we shall discuss some of the most important features of the social security proposals now before Congress. Of great interest, of course, are the ones relating to old age pensions. It is proposed that the minimum pension be raised from $10 to $20 per month per single individual, and to $30 per aged couple. If eligibility conditions are properly set up, this provision has merit. The bill further provides that the maximum pension be raised from $85 to $120 per month, with smaller increases at the lower levels of earnings. This increased scale of pensions clearly violates the principle that social insurance benefits should be held to a subsistence level in order to allow ample scope for individuals to achieve adequate old age incomes by supplementing the basic minimum through voluntary efforts. The $85 maximum should not be increased.

It is proposed to extend the old age and survivors insurance program to include large groups not now covered, such as farm and domestic workers, employees of non-profit organizations, and governmental employees. These extensions should be made as soon as practicable. As far as farm and domestic workers are concerned, the problem primarily is one of overcoming administrative difficulties. Whether or not the retirement age for women should be reduced to 60 as proposed should in large measure be determined in the light of the costs involved. The increased costs would be incurred in two ways: First by the earlier retirement of women employed in covered occupations and second, by the lower eligibility age of wives or widows of men who had attained age 65 and become eligible for benefits. As yet I have seen no estimates of the costs of making this change.

To include the self-employed generally in the old age and survivors insurance program as proposed, would give rise to formidable administrative problems and afford many opportunities for persons in no need of governmental protection to devise ways and means of obtaining large benefits at the expense of the government. Before attempting to extend coverage to the self-employed group, whose members are on the whole relatively well off, it would be wiser to solve the practical problems involved in bringing into the plan other groups in much greater need of social insurance benefits.

It is proposed to include in the old age and survivors insurance system, total and permanent disability benefits calculated by the same formula as the old age benefits. If the eligibility age for disability benefits of this kind were made say 55, instead of 18 as proposed, much could be said for the provision. Many workers become totally disabled as they approach old age and there would be value in a plan which would bridge the gap until the old age benefits became available at 65. It would serve also to counteract possible efforts by pressure groups to reduce the general retirement age below 65. Such a reduction would be undesirable not only from broad social and economic considerations, but also because of the heavy increase in costs.

To provide total and permanent disability benefits at the younger ages would entail serious administrative problems. In this field the life insurance companies can contribute a wealth of testimony arising out of their exceedingly unsatisfactory experience with total and permanent disability insurance during the depression of the 1930's. The government would do well to heed that experience and limit its total and permanent disability provisions say to the ten years in a worker's life be-
fore he reaches age 65, where the great-
est volume of need exists.

**FEDERALIZATION OF UNEMPLOYMENT INSURANCE**

The proposals before Congress would do away with the present state-federal system of unemployment insurance and replace it by a federal system controlled from Washington. The mainspring of this program is a desire to simplify administration, to increase the unemployment benefits, to make them run for a longer period, to make them more uniform throughout the country and to pool all unemployment insurance reserve funds in a national fund in the hope that the financial basis would thereby be strengthened. The central planners are impatient with the states, believing that they are lagging in coming up to the standards Washington would like to see adopted.

This federalization proposal takes us to the center of the states rights' battle now being waged on several fronts. Despite what may appear superficially to be the advantages of centralization, the program would dangerously undermine our democratic institutions by placing enormous power over the individual in the hands of a vast, country-wide machine operated and controlled by Washington. Furthermore, the proposals would give that machine still more power by adding to the system of unemployment benefits a system of temporary disability benefits available to those unable to work on account of illness or accident.

Just consider for a moment the enormous discretionary power a plan of this kind would put into the hands of the thousands of federal officeholders from Maine to California who would be deciding whether individual citizens should receive benefits from rich Uncle Sam because they claimed they could not find work or were physically not able to work. And these benefits would not be small. They would run up to a maximum of $30 a week, that is at a rate of $1560 a year.

Since the control of the system would be centered in Washington, political influence could be exercised in a single direction from one end of the country to the other, with none of the neutralizing influences as between states that would be present if politics should perchance come to play an unsavory part in individual state systems. The temptation would be enormous for a federal administration facing defeat at the polls to use a federally controlled system dispensing unemployment and disability benefits to influence votes. And no civil service rules would stand up under the pressure. Furthermore, it would be equally dangerous no matter which political party were in power. If we want to take a long step toward totalitarian government, destructive of personal freedoms and the Bill of Rights, federalization of unemployment insurance would be an effective way of doing it.

In considering these arguments against the federalization of unemployment insurance it may be asked why similar arguments may not be advanced against the existing federalized old age and survivors insurance system. The answer is that very little discretion has to be exercised under that system since the falling due of benefits is so largely determined by the attainment of a given age or by the death of the insured worker, about which there can be little question. The operations of such a system are altogether different from those of a system granting unemployment and disability benefits where discretion plays such a dominant role.

As for the argument that the unemployment insurance system would be stronger financially if reserves were
pooled in a national fund, it may well be countered that the large increase in unwarranted benefit payments which would probably follow federal administration would be likely to make the federal system weaker than the present state system. If under the present system a state fund should be exhausted during a period of prolonged severe unemployment, one way of meeting the situation would be for those out of work to receive assistance on the basis of a needs test, the state and federal governments sharing the cost equally. Furthermore, it is not unlikely that under such conditions public works projects would be inaugurated to provide employment.

The proper procedure in the unemployment insurance field is to devote our best attention as a nation to improving the present state-federal program and to avoid federalization as we would the plague. Where it seems desirable to add temporary disability benefits, let it be done on a state basis, following the lead of Rhode Island which enacted a sickness compensation law last year. It should also be provided in any temporary disability program that more liberal existing private plans could be retained or adopted in the future if there should be a desire to do so.

The state system of organization for dealing both with unemployment insurance and disability insurance has the great merit of allowing for experimentation and for the variations required to meet varying local needs. It will take time to do all that is necessary to achieve the ultimate goal on a state basis but it will be accomplished in a sounder manner and avoid the peril of totalitarianism involved in a wholly federal system.

**Medical and Hospital Care**

We come now to an exceedingly controversial phase of the proposals before Congress, namely the recommendations for compulsory insurance that would provide comprehensive health and hospital care for the upwards of 110 million persons who would be covered by the old age and survivors insurance system if extended as proposed. That this phase of the social security problem is unusually difficult is evidenced by the fact that Sir William Beveridge does not work out a blueprint for the universal health and hospital care which he proposes in principle. He leaves that to others. This is in marked contrast to the concreteness with which he blueprints the other phases of his program.

The test, of course, of any plan to provide compulsory health and hospital insurance is whether or not it is likely to achieve the objectives better than alternative plans. And right here we encounter a strong conviction on the part of the great majority of doctors and managers of voluntary hospitals, that the rank and file of the population would be poorly served by such a plan run by bureaus controlled from Washington. Indeed, they are convinced that the plan would lead to an actual deterioration in the high medical and hospital standards achieved in the United States. It is evident, therefore, that the subject needs the most careful consideration before the country launches upon a program, that those best qualified to have a sound judgment believe would involve serious error.

It is, of course, generally recognized that there is need for substantial improvement in the field of health and hospital care. The point at issue is the method of achieving the objective. Again we are faced with a choice between a sound but relatively slow method which relies upon individual initiative, voluntary action and decentralization, and a dangerous program which would rely upon governmen-
tal compulsion exercised from Washington and seeking to solve the problem at one fell swoop.

Under the compulsory plan a worker's wages would be taxed 3 per cent and for that payment he would be entitled, when ill, to medical care without further charge to himself, by a doctor on a government panel; and to go to a hospital when necessary and have certain expenses met from the national fund. Theoretically, doctors would be free to enter or remain out of the system, and the same would hold for the voluntary hospitals. However, if the plan were to be adopted on anything like the scale proposed, exceedingly strong pressure would automatically be exerted to force the great majority of doctors and hospitals to enter the system. If they did not enter, the scope of their operations outside the system would be greatly restricted. Because of these forces tending to destroy private practice, the doctors and hospital managers are firmly convinced that in a relatively short time they would come under the deadening control of political bureaus. If this were the price that must necessarily be paid for better health and hospital care, we would have no choice but to pay it. When, however, we find that the doctors and hospital managers believe that the plan would be destructive rather than constructive, we would do well to heed their warning and strive to find a sound solution of the problem.

The main points of a threefold constructive program favored by many who are experienced in this field are as follows:

(1) Vigorous, continuous efforts should be made to achieve improvements in the field of prevention—a field in which all types of agencies, private and governmental, can play a large role. Our present excellent public health service should be extended and still further improved. A vast amount still remains to be done in the areas of sanitation, housing, recreation, education regarding nutrition, diagnosis of disease and education of the people to use the facilities that are available. Although all of these areas should be occupied by governmental agencies, local, state and federal, there remains a tremendously vital role to be played by private, voluntary agencies.

(2) The present system of free medical and hospital care for the lower income groups should be improved and extended to areas not now adequately served. Improvements should also be made in arrangements for care of the aged poor. Old age benefits under the Social Security Act need to be supplemented when the pensioner becomes ill and needs medical and hospital care. The provision of better care for the indigent is a proper function of government both state and federal.

(3) Maximum efforts should be exerted to encourage voluntary prepaid systems providing hospital and medical care. Already great success has attended the voluntary Blue Cross hospital service plans, which in six short years have increased their membership from one million to upwards of thirteen million people, and which are still going strong, at the same time looking forward to improvement in their service to the public. Progress in the development of prepaid medical care plans has been slower but is getting under way and may be expected to expand rapidly after the war. An exceedingly significant achievement has been the comprehensive prepaid medical and hospital service developed by Henry Kaiser and Dr. Sidney Garfield for thousands of workers in the
Kaiser industries. In recounting the ways in which private agencies can assist in the field we are discussing, mention should be made of the health and accident policies and policies providing hospital and surgical benefits which are offered by insurance companies and which appeal to large sections of the population.

A threefold approach along the foregoing lines would go a long way toward solving the problems we are discussing; it would have the all important advantage of encouraging private initiative and voluntary efforts and would avoid the deadening regimentation almost certain to develop under a compulsory government system. And is it not likely when the young doctors now in the armed forces return home that they will be strongly attracted by plans involving a maximum of private initiative and a minimum of governmental compulsion and political domination? Not only will they have learned from their wartime experiences the value of individual initiative, self-reliance and cooperation with others, but on the home front they will find the public, to put it mildly, in no mood to cheer for bureaucratic regimentation. The stage may well be set for a widespread, rapid development of prepaid group medical plans which would render a great service to the public. It is to be hoped that everything possible will be done both by government and the medical associations to bring this about.

PAYROLL TAXES

Up to this point we have been stressing the benefits of social security and saying very little about how they would be financed. Proposals are before Congress to raise the payroll taxes at once to 12 per cent—one-half to be paid by employees and one-half by employers. This means that employees would pay six times as much as they are now paying; and employers 50 per cent more. At present levels of employment, a 12 per cent tax would yield upwards of $8 billion a year. Even under peacetime employment conditions this rate of tax would yield an income that for several years would far exceed the outgo for social security benefits, old and new. The excess would augment existing reserve funds, now approaching five billions in the old age and survivors insurance plan, and over four billions in the unemployment insurance plan.

Following a four-year discussion of the financing of social security, Congress adopted in 1939 for the old age and survivors insurance system a pay-as-you-go plan supplemented by a contingency reserve to offset, during times of poor business, possible decreasing tax receipts and increasing benefit payments. It was felt that the presence of a large excess of income over outgo year after year, accumulating in a reserve fund that might reach a total of $40 to $50 billion, would make it difficult to protect the system against political pressure groups seeking to enlarge benefits dangerously or to spend the extra money in unsound ways. Successful efforts by such groups could easily undermine the foundations of the whole system.

In order to discuss satisfactorily the broad subject of social security financing, the taxes to support unemployment insurance should be considered apart from the taxes to support the remainder of the program. Generally speaking, the unemployment insurance taxes are 3 per cent of payrolls, paid by employers. In periods of high employment a substantial fund is accumulated to be drawn upon in periods when unemployment may reach such a level that benefit payments exceed current tax receipts.
Generally speaking, it is anticipated that the reserve will rise and fall with the ups and downs of the business cycle.

Deducting the 3 per cent payroll tax for unemployment insurance from the proposed 12 per cent tax, we are left with 9 per cent to apply to the remainder of the proposed social insurance program. Even in the unlikely event that Congress would approve that program in full, this rate of tax would be far higher than necessary to begin with. The correct procedure would be to adopt a pay-as-you-go, contingency reserve financing plan similar to the one adopted in 1939 for old age and survivors insurance. What the actual tax schedule over the years should be, would of course depend upon the benefits finally included in the program.

In any event, however, a low tax rate for several years would be indicated, rising as benefits increased and need existed to build the contingency reserve up to higher levels. In later years, after the system had reached greater maturity, it would be anticipated that benefit payments would exceed tax receipts and that then the government would make appropriations to the system out of general revenue funds. This, of course, underlines the crucial importance of keeping benefits within limits which at no time would impose undue burdens upon the national economy.

The argument that payroll taxes should now be increased in order to combat inflation is unsound. Anti-inflation taxes should be levied openly and aboveboard, specifically for the purpose, and then repealed when the inflation dangers had passed. Again the payroll taxes should not be increased on the plea that they are needed to finance the war. To use the social security taxes for a double purpose would be dangerous. Later when only the single social security purpose remained and there still was a large excess of income over outgo, there would be great danger that pressure groups would find ways to use the money that appeared not to be needed. The way to protect the system is to use social security taxes for social security purposes only.

When we attempt to visualize what must be done to provide adequate social security protection, it may help to think in terms of the hours of labor required to produce the goods and services needed by the beneficiaries of social security. If, for example, the money costs should be equivalent to say 20 per cent of payrolls, they can be looked upon as equivalent to seven or eight hours of work per week under peacetime conditions; and the problem becomes something like this:

Assume that under conditions of technological development and existing production facilities, this country can produce the goods and services necessary to support a given standard of living among the population generally, and to furnish support and care on a given standard for the beneficiaries of social security. If then it is desired to raise either of these standards, shall it be accomplished by varying the proportions of working time devoted to the two purposes or by increasing the total hours of work? If there is improvement in production processes so that we can produce the same amount of goods and services with fewer hours of work, shall we reduce hours and increase leisure time, or shall we not reduce and devote the excess production to one or the other or both of the purposes we are discussing? As we look into the future it would appear that society is not going to have to answer so much the question “Is social security worth having?” as the questions “How can social security protection best be provided and how large a proportion of its working
time is society prepared to providing that protection?"

There can be little doubt that this country is able to produce what is required to make reasonable provision for the aged, the unemployed, and those in need of medical and hospital care. Already large sums are being spent in these categories by private individuals and public agencies. We do not know their total but it must run into large figures. Doing the job as it should be done would therefore not increase the burden upon the national economy to the full extent that at first glance would be anticipated when the cost of a hypothetical social insurance program is brought out into the open.

The crux of the matter is the development of practicable plans which actually will improve existing conditions and accomplish effectively and efficiently what we seek to accomplish, without hampering our economic progress.

The solution of the problem, as we have seen, is complex and certainly does not lie in turning everything over to a centralized bureaucracy. It will require an appropriate combination of individual initiative, private agencies, governmental agencies, local, state and federal; and an appreciation of the fact that only as we build soundly, with a proper blending of these various functions, can we achieve the goal so greatly to be desired.

PEOPLE AND HOUSES IN THE POSTWAR WORLD¹

By DOROTHY P. SCHOELL

Managing Director, Philadelphia Housing Association, Philadelphia, Pa.

EXT to the prosecution of the war, the topic uppermost in most minds is whether the economic problems of the postwar world can be solved, whether every returning soldier will have a job; and whether every man and woman now employed, and wanting a job, can have one when the war is over.

The economic turmoil following the last war is still fresh in our memories. No one wants to see the same conditions again. And there is strong evidence that most of the soldiers at the front, while they are fighting bravely and with singleness of purpose, are at the same time wondering whether we at home are preparing now to provide the economic stability necessary to create decent jobs so that our heroes will not have fought in vain.

We all know that most everyone is thinking and talking about the postwar world. Practically every newspaper describes the proposals and recommendations of hundreds of organizations and agencies such as the U. S. Congress, the National Association of Manufacturers, the U. S. Chamber of Commerce, the labor organizations and virtually all of the large manufacturing companies. Every magazine carries articles ranging from glowing optimism to downright pessimism about the ability of this nation to convert to a peace economy. Even the

¹ Paper presented before the Joint Meeting of the S. L. A. Insurance and Social Science Groups, June 20, 1944.
advertisements carry the same message, although these are usually on the optimistic side.

We are told of the marvelous developments of science which will be available to us when the war is over. Depending on who pays the space rates, metals or plastics or electronics will completely change our lives. And the descriptions of our houses-to-be are probably the most glowing. If we believe these rumors, every family in the nation can expect to live in a house which will be completely exempt from all extremes of temperature, equipped so that house work will be virtually eliminated, and best of all, all this will be provided at a cost that will approach zero.

Personally, I should like to accept these statements at their face value, for the perfect solution of the housing problem would undoubtedly produce a heaven on earth. Since the building industry is the most basic one, we should almost automatically find that there were jobs for everyone. Mines and factories would be producing and fabricating building materials; the transportation systems of the nation would be busy forwarding the finished products to the sites of the new homes; a large segment of the population would be occupied in erecting the houses; and the demand for consumer goods and other commodities from the building and allied industries would put the rest of the nation to work. Furthermore, one of the worst handicaps to the dignity and decency of civilization—substandard housing—would be eliminated. No more children would be reared in depressing and dangerous surroundings. Health rates would be materially improved and delinquency would decline. Happiness and general well-being would prevail.

Unfortunately, no such Utopian conditions will spring forth without a lot of honest planning and general reorganization. Certain basic difficulties must be solved before the dream comes true. I believe we can do it, but not unless the people generally understand the problems which must be overcome.

First, we must discount some of the claims of the starry-eyed dreamers about the postwar house. There will be new materials and new methods of construction but they will not be as revolutionary as the copy writers would have us believe, nor will they be as cheap, for most of the glowing estimates ignore the costs of land development, such as streets, sewers, utilities and transportation. Nor will a good house by itself provide good living. There must be a complete neighborhood built at the same time with schools, churches, shopping centers and recreation facilities.

We have to face the fact, and we might as well do it immediately, that the proper use of land is the most important problem to be solved. While we are building homes, we must build neighborhoods, something that no individual family can do alone and unaided. If we propose to build neighborhoods into which the houses of the future will be integrated, we must decide where they will be located. Will they all be on the outskirts of the city? If they are, we will be continuing the process of urban decentralization which will ultimately lead to the decay of our cities. We will be abandoning miles of useful streets and utility lines while we are building new ones. Schools, libraries, churches, stores and all of the other essential community services will be duplicated, needlessly. New transportation lines will add to the taxpayers burdens. And besides, what will happen to the existing houses? Is it sensible to suppose that we can afford to move away and leave standing a ghost city?
REBUILDING OUR CITIES

Obviously we cannot abandon our cities. Instead we must plan now to rebuild them, and here is the crux of our whole postwar adventure.

Rebuilding does not mean a literal destruction of the entire city. It implies a careful master plan, such as can be provided here in Philadelphia by the recently established City Planning Commission. This plan would be based on a thorough study of existing conditions. It would determine what sections of the city should be torn down and rebuilt completely, what sections should be rehabilitated, where parks and playgrounds are needed, where the business and commercial activities can best be further developed. And most important, it would create a series of neighborhoods where families may finally realize the advantages of comfortable living while they have at hand the recreational facilities that have not for years been associated with city life. Trees, open space, parks, playgrounds, cleanliness and quiet, are all possible. When a plan is available, we have a partial answer of where to build the houses of the future and not before. But you will sensibly ask—is a plan enough? Can we have something just because we want it? The answer is no. The plan is just the beginning. An essential beginning to be sure, but it must be translated into stone and brick and mortar before the purpose is achieved. First we must have the will to accomplish the betterment, a wide understanding that the improvements are desirable and attainable. Then we must obtain the cooperation of all the people through their elected representatives in all parts of our government, local, state and Federal.

Earlier I mentioned the fact that no family alone and unaided can control the neighborhood in which their house is located. The problem is too big. In the same way, no individual organization or building company can do the job. It is still too big. So we come to the acceptance of the fact that the various units of government must be brought into the picture. Large tracts of land will have to be acquired, in some cases cleared and replanned for the new structures to be erected, then leased or sold to private developers. No single group of investors could possibly afford to undertake work of this magnitude, so State and Federal funds will be needed. But it is important to realize that no money will be available to any city until the community has determined through well developed plans that it wants to rebuild. Nor will the rebuilding be done by any agency of the Federal Government. Local initiative alone will do the job, and it should be that way since the community knows its own problems far better than any Federal bureau possibly could.

I can assure you that all over the United States, local planning agencies are preparing now for the day when it will again be possible to attack the problem of housing and the re-organization of cities. The extent to which their plans are actually translated into building will in large part determine whether this nation will continue to go forward, economically after the war is over. Naturally, those cities which do the most effective job of rebuilding will do the most for their own citizens, and provide the most jobs in the process.

Above all, we must keep before us the goal of providing a decent home in a decent neighborhood for every family. We must expect that some of this housing will be subsidized because part of our population cannot afford decent housing otherwise; we must expect that some of

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WILL THE BOOM IN MARKETING RESEARCH CONTINUE AFTER THE WAR? 1

By HOWARD T. HOVDE

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T IS with humility that I appear before this group of special librarians. I do so only to pay a debt of gratitude for the very patient treatment which members of your profession have accorded me. There are Friends of the Library, and friends of the librarian. Not being a man of wealth, I never qualified for the first group, but I have reckoned it an honored privilege to be counted in the second. In a small way I have contributed of my time as a faculty member to the Library Committee at the Lippincott Library of the Wharton School of Finance and Commerce, University of Pennsylvania. There I have known, through Dorothy Bemis, Librarian, the very excellent work of your Association and its members. It is only by first-hand acquaintance that a true appreciation and respect for the tireless efforts of a special librarian can be acquired. An ever-increasing proportion of businessmen have had that experience; more, I am sure, will require the services of the special librarian in the years to follow the war.

The subject which was assigned me by Delphine V. Humphrey is: "Will the Boom in Marketing Research Continue After the War?" The topic logically divides into two parts—Library Research and Field Research. I am tempted to change the letter "m" to "n" in the assigned topic so that the title would read: "Will the 'Boon' in Marketing Research Continue After the War?" Those of you engaged in library research have been a real boon to all marketing people. Library research should precede field research, although frequently it does not.

In instances where library research does not precede field research, expensive mistakes can and do occur. I know of one large corporation which authorized a field survey without adequate library inquiry in advance of field study. The survey cost $50,000 when it might have cost one-tenth of that amount had a careful, preliminary inquiry been made first among library sources. Management wanted action and insisted upon an immediate survey. Physical activity in itself is not productive of results when careful advanced planning is necessary, nor is mere physical activity, action or motion a true measure of the importance of research. Therefore the starting point is at library sources by study of the accumulated knowledge of the past.

LIBRARY RESEARCH

Thomas Carlyle said "A library is not worth anything without a catalogue—it is a Polyhemus without any eye in his head."

The comparison is not intended as a personal offense to the many attractive librarians who grace our libraries today. The quotation is apt only among those eyeless individuals who seek library information without use of catalogs which have been carefully prepared for general and specific applications to business problems.

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1 Paper presented before the Joint Meeting of the S. L. A. Advertising and Financial Groups, June 20, 1944.
For instance, the best illustration was provided me some years ago by Mary Louise Alexander when she was Librarian at one of the large New York advertising agencies. The older executives, Miss Alexander reported, telephoned her for material on a general subject. She assembled the material in a big pile and sent it to an executive's desk where it remained for some time for him to dig through. The younger executives, however, because they were college-trained in the use of special libraries, called at her library, used catalog indices for culling irrelevant material and returned to their own desks with the essence of that which they sought.

In the future, the services of the special library and its tools of research will be sought more extensively than in the past. Growth has been uninterrupted during the past two decades. The trend is upward both in the direction of more individual, special libraries and in the direction of greater cooperation among existing libraries. In Philadelphia, the Philadelphia Bibliographical Center and Union Catalogue was started through the services of Miss Alexander and a grant from the Carnegie Foundation. The Union Catalogue has been both a real and practical help in this city, and points the way to cooperation among libraries in any area or region.

About the time the Union Catalogue was being organized in Philadelphia, I spoke on behalf of its use to a group of businessmen. A further appeal was made to these executives that, if in their corporations, it seemed inadvisable to make an appropriation for the salary of an individual company librarian, that the total salary for a single librarian be shared by a few companies as an experiment and that one librarian divide her time among five or six non-competing companies. The idea was acceptable, but the corporation president who took the lead finally decided he wanted the librarian on a full-time schedule for his company alone. Later, I received a letter of appreciation from the marketing research executive of that corporation for the able assistant whom he secured as a result of my remarks. He told me that the special librarian was a real asset to his company. Parenthetically, I might add that a similar request was received last week from a leading midwestern corporation for a special librarian.

However, top management must be sold on special company libraries with competent librarians to staff these libraries. In this field there is ample opportunity for postwar expansion. "Every library", wrote O. W. Holmes in his delightful breakfast table essay, "should try to be complete on something, if it were only the history of pinheads." Business executives may disdain history, but they acclaim business experience. Today, more so than ever, the practical advantage of accumulated business knowledge is recognized by leading executives. Source material is being assembled in special company libraries. More library "know-how" should follow the war period.

As a Government employee, perhaps I classify in a related group of special librarians. The U. S. Department of Commerce is an "information arm" of the Federal Government. There is little need for me to tell this group of the special services of the Bureau of Foreign and Domestic Commerce and the Bureau of the Census. Most of you are regularly requesting publications in both the foreign and domestic fields. Corrie Cloyes, Economic Editor, Publications Unit, U. S. Department of Commerce, presented this morning a complete story about government publications and statistics. Ida
M. Meyer, Commercial Agent, U. S. Department of Commerce Field Office, New York City, is here in the audience and can tell you better than I the immense use which businessmen in the New York area make of the Department of Commerce material and her services. Experience at the Bureau of Foreign and Domestic Commerce in Washington indicates that more and more businessmen are forming the habit of calling on their Department of Commerce for information and advice, just as experience indicates greater use of special library sources in your fields.

Before turning to research through field inquiries, may I predict for you a greater use of library research by individuals of all types, particularly by businessmen in the future. This is, as I see it, a "boon" to your vocation, and in a professional sense, a real "boon" to those whom you serve. One word of caution, however: you must constantly be on the alert to "sell" the advantages of the library to businessmen or your services are apt to be relegated to the limbo of dusty books.

FIELD RESEARCH

A West Indian proverb says: "The market house is the woman's courthouse". In a similar sense, most business problems are resolved in the market place, and the arbitrator is the housewife in the consumer goods field. The development of marketing field research started with questioning consumers relative to their attitudes towards products which were purchased. Today a vast storehouse of information has accumulated on this subject in the care of special librarians. Solutions to business problems are not found, however, entirely in the past. Thus it is important to business management that the latest information be available upon which to formulate decisions. Hence the need for further growth and development of marketing research as a technique for reaching business decisions.

Marketing research has developed largely within the past fifteen to twenty years. Its growth has been accelerated during the war. Marketing research methods are an adjunct of mass production and mass distribution. It was found that the distribution of large numbers of units in manufactured products made errors more costly, and some way had to be found to reduce the cost of these errors. A scientific sampling method, generally accepted today, was found to be both practical and inexpensive. As a result, the cost of marketing research—both library research and field surveys—became relatively small as the savings it effected increased.

So today, marketing research deals with broad economic subjects relative to management policies, product stabilization and channels of distribution as well as in the narrower sense of the study of markets per se. Public opinion polls are the direct result of earlier efforts in marketing research to discover the attitude of the public toward a manufacturer's product. There is increasing evidence in use of the methodology of marketing research by governmental agencies as well as by private business and individuals. The specialization in this field is too numerous to mention, since specialization has followed management problems as new problems arose.

Although the great majority of marketing studies are specific to individual businesses, these studies play an important part in general economic planning because they comprise an aggregate of decisions of individual executives concerning production and distribution. Whether studies are private or public, whether their end use is solely for the eyes of business management or presented at pub-
lic hearings to influence national policy, whatever the purpose may be, there is no denying the influence of fact-finding information and service. Upon the accuracy of the facts depends the correctness of the decision. Both in quantity and in quality, marketing research after the war should continue in pace with business expansion and prosperity.

One reason for an apparent boom in marketing research, and particularly in field inquiries during the war, has been the dearth of Governmental information because current facts have been held as secret or confidential for war production. Data on Censuses of Manufactures, Business, Agriculture and Population all date back to the years 1939 or 1940. Thus pre-war information affords only bench marks from which corrections may be made by private fact finding studies. Even if the proposal for Census in 1945 is realized, new and complete data will not be available until 1946 with the result that business must continue to seek much of the information by methods now used through field inquiry. This fact, in itself, indicates a "boom" trend for private marketing research.

New lines of inquiry, however, are open to businessmen. The release of the Facts in Industry series by the Bureau of the Census in collaboration with the War Production Board has been helpful and will be more so in the future as more releases are available. These studies give additional bench marks to business management, require additional interpretation by marketing research agencies. The effect is not competitive, but supplementary, with an influence favorable to private marketing research growth.

If the question asked of me, "Will the Boom in Marketing Research Continue After the War?", applies to a lush growth in field research due to easy money of war contracts and a desire for information of some sort which may be relatively cheap because of the tax schedule, my answer to the question is "No". There has developed during the period of the war a type of field reporting service that may be both uneconomic and undesirable in the period to follow the war. Costs of all types have risen and with them the costs of fact-finding. These costs are represented by less efficient and less qualified workers entering the field. Corrections are obvious in the marketing research field for the postwar period as in costs of other phases of business operations.

Nevertheless, during the war a greater appreciation of the value of marketing research has been accorded both individuals and organizations. There has been an entrance into the field of many new organizations and employees. New types of personal consulting services, specialized operations and expanded activities have been part of the wartime development. Additional expansion and entrance by new organizations and individuals is contemplated when manpower shortages are no longer acute. All of this speaks well for what might be termed a "boom".

With the entrance of more individuals and organizations in the marketing research field, competition will be keener. Today there are some organizations which will not touch a marketing research job under $10,000. Compared with general management consulting services, this figure may not appear high, but much of what has been termed "marketing research" has been short-run studies rather than long-run projects. In the future, it is possible that a longer run approach will be made in the field with continuing studies dominating the short-run, or spot checks. Confidence in the organization or individual employed to undertake this work should play a greater part than in
the past. Again, specialization, a professional attitude and proven ability will be some of the deciding factors upon which individual work will be carried on.

Supplementary services of a specialist—whether in the field of law, accounting or marketing research—tend toward two divisions. Large corporations employ these specialists within the corporate structure. More marketing research, it is predicted, will be carried on within large-scale business organizations by direct reporting to top management. On the other hand, supplementary services not afforded on a full-time basis by smaller businesses will be available through private counsel. Specialized marketing research counsels will serve on a professional basis the smaller businesses unable to afford the full time services of individuals or departments.

Prior to and during the war, the trend has been toward expansion of separate field reporting services, as contrasted with consulting services. It seems likely that after the war such expansion might easily reach a limit. Not all consulting marketing organizations need to employ their own field staffs. There is a distinct difference between field operations for securing sample coverage and the formulation of broad research programs and the interpretation of field survey results. It is likely that this difference will be more fully recognized in the future.

Some businessmen have complained to me about the high cost of integrated marketing research service where an attempt has been made to maintain a full-time field staff. Various methods will be attempted to reduce such costs. It is unlikely that earlier attempts to use a sales force for field information will return to common practice. By temperament, salesmen are not good research men and when trained toward that end may lose some vital spark that makes them good salesmen. So, too, a part-time field staff of trained investigators has a disadvantage. There should be more careful field reporting and supervision in the postwar period. This can be brought about by business agencies specializing in this work.

It was said by Claude Bernard in his Introduction a la Medecine Experimentale (1865), “The investigator should have a robust faith—and yet not believe.” Tenets of marketing research have not developed fully in comparison with those of medicine or other scientific fields. Yet the principles of research remain common to all fields of inquiry. It is by steady application to the problem of marketing that better knowledge will be had in the field of distribution. In the postwar period much of our prosperity will depend upon an efficient system of distribution. The field of inquiry which must develop simultaneously with distribution is that of marketing research.

To summarize my answer to the question of “boom or depression” in the marketing research field, I can only reply that in my opinion an unusual opportunity lies ahead after the war. That opportunity is to solve new problems in distribution of goods and services in order that we may enjoy a reasonably high level of employment and business stabilization. In contrast to the problems of war production so ably met during the war, the challenge lies ahead to solve the marketing problems of our peacetime economy.

To check further an opinion—“Will the Boom in Marketing Research Continue After the War”—I referred the question to members of the American Marketing Association at the recent meeting here in Philadelphia, of the Committee on Research Technique of which Everett R. Smith is chairman. The unan-
SPECIAL LIBRARIES

imous opinion which I was asked to give you as a sister organization in this field is: "The boom will continue." No doubt Mr. Smith, who is your next speaker on this program, will have more to say on the subject because market changes indicate some trends for you to watch.

But "boom" infers financial prosperity to those who may engage in marketing research. It was J. Howard Brown in his presidential address before the Society of American Bacteriologists in 1931 who said, "A man may do research for the fun of doing it, but he cannot be expected to be supported for the fun of doing it." Dr. Brown's statement equally applies to the field of marketing research as well as to medical research. The difference between an academic inquiry and business analysis, the difference between "pure" research and practical research is well recognized by you.

Marketing research is a practical application to business management problems. It pays both the researcher and business management in direct relation to the returns it produces by increasing the efficiency of business organization and distribution of its products. There has been a noticeable "fluff" on some types of marketing research. Frills and fluffs, however, last only as long as a fad is popular and then disappear.

Sound methods of research produce sound results. In the future, marketing research is likely to stabilize its growth at a level comparable to all top functions of business management. Because the results of marketing research activities have been acknowledged as practical and have produced a profit to business, there should be a continued upward trend in this field.

MARKET CHANGES AND SOME TRENDS TO WATCH

By EVERETT R. SMITH

Director of Research, Macfadden Publications, Inc., New York, N. Y.

THE librarian in the advertising and marketing fields has her problems multiplied manyfold these days. Not that it was ever an easy task to keep ahead of all of the developments in the field, but the dislocations and changes brought about by the war have vastly complicated the situation. What was true two or three years ago is no longer true and the one thing of which we can all be sure is change.

There have been disruptions in the population, with members of the family taken into the armed services and other families moving to new locations in connection with war production. There also has been a vast change in the income status of a large proportion of American families. With these income changes have came changed habits and standards of living which, however, have not taken a normal pattern because so many types of goods have been unavailable. With it all are developing changes in distribution.

These are just some of the things which make our library and research material of only a few years back of interest only as an historical background.

1 Summary of a talk presented before the Joint Meeting of the S. L. A. Advertising and Financial Groups, June 20, 1944.
On the other hand we must project our minds ahead. What about the postwar period? What of, let us say, 1947? We all know that it is essential that there be a high level of employment and that the Committee for Economic Development and other organizations, as well as individual producers, are setting their sights toward that level. That means jobs for fifty-five million people or six million above any previous point.

To maintain those jobs means sales of at least $135 billions of goods and services. That is seventy to eighty percent above the four-year average of 1935 to 1939, and forty to fifty percent above 1940. It means five or six million automobiles a year, three and a half million mechanical refrigerators and as many electric irons, a couple of million washing machines and vacuum cleaners, and perhaps eighteen or twenty million radio receivers.

That we may be prepared to furnish the essential marketing information which is necessary in looking toward that future, we must know the changes which have taken place during recent years.

The income pattern of the American people has changed. Fewer than half as many people or families are in the group receiving incomes of under one thousand dollars a year as was true in 1939. No longer are one-third of the families in that group, but only some fourteen percent. The big income group today is those receiving between two and three thousand dollars a year, which accounts for better than thirty percent of them all as against not more than half that many in 1939. The pattern of these income changes is something which the research librarian must know.

And these people are saving money. The savings in the hands of the public will amount to 135 billion dollars or more at the end of the war and it is estimated that three-fourths of this will be in the hands of people in the so-called middle and lower income groups. That is almost as great as the total national income in 1943.

People have changed jobs, have changed home towns. People are working who have never worked before. How many of those will continue to work? How many of the people who have moved to Bridgeport will stay there or will go back to their home town?

Right here is where the research librarian will see that figures do not mislead her organization. It is true that North Dakota has shown a population loss of sixteen percent while New York has shown a population loss of only a little over seven percent. Yet New York’s loss is one million people and North Dakota’s loss only one hundred five thousand.

With all of these changes have come very sharp changes in living standards. We must have current information as to the degree to which those standards mean moving into a better section of town, or the family staying where it is and acquiring those products which are indicative of a higher level.

One of the marked changes which has occurred is that in buying habits. Rationing has had its effect on that. When a ration stamp buys either the poorest or best quality and the bulk of the people have money for the best quality, it is obvious which they will buy, and the records show that that has happened. Those are new habits and they will be maintained as far as possible.

Highly significant trends and changes in attitudes are appearing in the Reader Research and Wage Earner family studies carried on by Macfadden Publications. Many of these attitudes will find expres-
sion in new buying trends and habits and new market opportunities after the war.

Then there are changes in distribution methods. There is a great swing to self-service. Those changes must be watched, and the geographical variations of them must be noted. For instance, certain types of self-service are much more popular on the Pacific Coast than they are in other sections of the country.

These are just some high spots of the changes which have been taking place during these war years. We can be sure of one thing, that conditions will not go back to the old days. We can be sure that the patterns of a few years ago will not return again. We can be sure that many of these changes will continue.

So the research librarian must watch closely the trends, particularly as war production is cut back and as we begin to switch over to production of civilian goods.

There are other elements which will affect these changes. There is the element of fear. The family which has accumulated substantial savings may be reluctant to spend them because of a fear of a loss of job. On the other hand, the backlog of those savings may give courage to spend up to the limit of current income and even to incur obligations of installment purchases. Which way will it go? That is one of the trends which will be highly important to watch.

So the librarian has a much more complex task today in studying and analyzing these changes, being sure that all of the information on it is available, and then watching the changes as they change still further. There is today a wealth of material available from Government sources such as the Department of Commerce, Bureau of the Census, the Department of Labor, the Office of Civilian Requirements of the War Production Board, and others. Many other studies are being made by individual companies, by associations, by publishers, etc. These too, must be watched.

The research librarian is now and in the days to come in a position of increased responsibility and importance. She must be aware of and well-informed on all of these market changes which have taken place, and must watch with the closest attention the trends during the next two or three years. Her degree of sensitiveness to and awareness of those trends may well be of utmost importance in guiding the company and avoiding for it errors of judgment.

HOW THE LIBRARY CAN HELP MARKET RESEARCH PREPARE FOR THE CLOSE OF THE WAR

By MARGARET C. BOOSS
Manager, Market Research, McCann-Erickson, Inc., New York, N. Y.

IN looking ahead to the problems which we will face after the war, we must consider, first, general economic conditions; second, the problems of production; third, marketing and advertising.

GENERAL ECONOMIC CONDITIONS

Most companies cannot make original studies along these lines, but it is im-

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1 Paper presented before the S. L. A. Advertising Group, June 19, 1944.
important for them to know what is being done by the Government, by well financed commissions and committees. It is in this phase that the library plays a leading role. We in research look to you for the tools with which we work.

The first thing to be considered is national income. In 1929, national income amounted to 82 billion dollars. In 1941, the first war year, and also a time when we were very active in defense work, national income topped the 1929 peak and rose to 92 billion. In 1942 it was 119, and in 1943 it is estimated at 142 billion dollars. We have placed the income to aim for after the war at 100 billion. Some people put the figure higher than this, but we think we'll do well if we reach and maintain an income of 100 billion dollars in the postwar era, and we think it is a safer and more practical figure for which to aim.

Prior to the present war situation, retail sales reached their highest point in 1929, when they were $48 billion. In 1941, they were $54 billion, and in 1942, $56 billion, and in 1943, $63 billion, or 31 per cent over the 1929 level. This increase in dollar volume is due largely to higher prices.

The Department of Commerce breaks down retail sales into Durable and Non-Durable Goods.

The index of Non-Durable Goods for the year 1929 was 117 in relation to the base period. It reached 132 in 1941, 159 in 1942, and 181 in 1943, or a rise of 55 per cent over 1929.

The picture is quite different on Durable Goods. This index was 149 in 1929. A sharp drop-off occurred during the depression. Due to industrial defense activity, the index rose to a high of 157 in 1941. This was partly the result of efforts to liquidate the backlog of deferred wants that had been built up during the depression, plus fear of shortages. Last year as a result of curtailments, Durable Goods dropped to 95, a decline of 36 per cent from 1929.

There will be a very heavy demand for many commodities after the war. In September 1943, the U. S. Chamber of Commerce conducted a survey on what the public expects to buy within six months after the end of the war. Sixty-four per cent of the respondents intend to make major purchases either because their present equipment is already worn out or wearing out very rapidly.

The number of purchases indicated of restricted items such as automobiles, appliances and new homes in the 1943 survey have shown a spectacular rise over a similar survey in 1942. The number of people saving for a definite purchase has increased to 25 per cent as against 19 per cent in 1942.

Here are some of the figures on the number of families who intend to buy:

- **Automobiles** ......................... 3,675,000
  (probably more than Detroit can produce within the first six months after the war)
- **Mechanical refrigerators** ........... 2,600,000
- **Washing machines** .................. 2,100,000
- **Stoves** ................................ 1,600,000
- **Vacuum cleaners** .................... 1,400,000
- **Radios** ............................... 2,600,000
- **Living room furniture** ............. 1,400,000
- **New homes** ........................... 1,500,000

A great increase has taken place in exports. In 1938, exports amounted to 3 billion dollars. In 1942 to 8 billion dollars. This has been due to the shipment of war materials and food.

The question of export markets after the war is extremely important, and our whole international trade will depend on whether tariff barriers are higher or lower.

Imports declined in 1942, but in 1943 they have been holding their own pretty
well. So far as the United States is concerned, import duties will probably be lower, but we shall still have protective tariffs.

We now come to the shifts that have taken place in the distribution of families by income groups before the war as compared with 1942. There are five such groups: (A) over $5,000; (B) $3,000 to $5,000; (C) $2,000 to $3,000; (D) $1,000 to $2,000; and (E) the very lowest bracket under $1,000.

In 1938, there were 9,700,000 families in the income bracket under $1,000. In 1942, there were only 6,400,000. In other words, 34 per cent of the families in this group had moved out of this very lowest economic level up into the higher brackets.

In the D income group, $1,000 to $2,000 a year, there were 11,900,000 families in that group in 1938; in 1942, 11,256,000, or a decline of five per cent.

As we get into the middle and upper groups, we begin to see gains. People have moved from the lower brackets up into these groups. In the $2,000 to $3,000 group in 1938 there were 6,053,000 families; in 1942, 9,278,000 or a gain of 53 per cent. In the $3,000 to $5,000 bracket in 1938, there were 2,522,000; in 1942, 5,296,000, or a very spectacular gain of 110 per cent. In the over $5,000 bracket there were in 1938, 1,324,000; 1942, 2,586,000, or an increase of 95 per cent.

One of the many problems facing industry is not only to maintain employment, but also, as far as possible, to maintain this new income pattern that has been established. It will mean richer markets and the greater buying power for goods.

Very important shifts have occurred in population. This can be shown by the changes in population between 1940 and 1942 of a few sample cities.

Take San Diego, for instance. In a two-year period, that city had a gain of 35 per cent, and, as of November 1943, the increase was 43 per cent.

Mobile, in 1942, showed a gain of 33 per cent; it is now up 61 per cent. Detroit had a gain of 14 per cent; in 1943 it was up 10 per cent over 1940. Dallas had a gain of 8 per cent; in 1943, it was up 11 per cent.

On the other hand, some places have had losses. Topeka was down 12 per cent in 1942, and 7 per cent in 1943; Duluth-Superior, down 5.5 per cent in 1942, 9.9 per cent in 1943; Wheeling, W. Va. down 4.7 per cent in 1942, and 12.8 per cent in 1943; New York City down 3.3 per cent in 1942, and 7.1 per cent in 1943.

There will probably be some shift back to prewar conditions, and each community is going to make every possible effort to try to maintain the population growth that it has achieved during the war. These shifts in population will be very important in judging your territorial sales potentials after the war, and in the allocation of selling and advertising pressure.

Dr. Hauser of the Bureau of Census has been surveying the postwar population prospects of 137 metropolitan areas. In his report, he pointed out that the north had the largest percentage of areas which would have the least chance of postwar growth. The west, on the other hand, had the highest percentage of communities most likely to retain wartime population gains. The south is second in the proportion of communities which will hold their population increases.

There are also many other general economic problems that must be taken into consideration, such as taxes, the national debt, wage rates, price levels, government regulations, social security, etc.
HOW THE LIBRARY CAN HELP MARKET RESEARCH

PRODUCTION

Here are some questions worth asking:
Can a company make the same products as before the war? What products should be revived after the war? What products, if any, abandoned permanently?

What new products can be made?
Should there be new models or new designs of old products?
What new inventions can be used?
What new materials can be used, such as plastics, synthetic rubber, light and strong metals?

Before any decision is reached to manufacture new products or new models, careful studies have to be made to determine the market. Just because a manufacturer has the production facilities for making a particular product, there is no point in his entering the field unless the market is of such a character as to yield a good return on his investment.

MARKETING AND ADVERTISING

First is the problem of the volume of the production a company should strive for after the war. The company must estimate its probable output after the war and be prepared to both produce and market this volume.

In order to make these estimates on a sound basis, an intensive study must be made of the history of the volume of entire industry. Second, we would want to know what has been the company’s percentage of the total. Third, competition, both the number and size of competitors, including old companies in the field and new companies that may enter it.

Your knowledge of the work being done by the Government Bureaus, trade associations, trade journals, consumer publications, means much to us in the solution of the problem I have just mentioned. Your files can often save research people many days of work and greatly aid us in outlining the scope of our job—how much must be original work, how much we can draw upon studies already made.

In order to most effectively market these products, a company must have an accurate measure of the sales possibilities for its products in different parts of the country.

The development of these potentials involves the use of state, city and very often county data, on such factors as retail sales, income, native white and foreign born persons, automobile registrations, homes wired for electricity, climatic conditions—temperature, rainfall, etc. No single index of general buying power can adequately measure the market for individual commodities. For most commodities special indexes have to be constructed which take into account the particular factors which affect the sales of the commodities.

This means we must have many kinds and types of data broken down in small geographic units so that we can build special potential market indexes. For example, in the case of oil burners, purchasing power is a factor, but climate is also important. In the case of a food product, racial information is often very essential. In marketing medicinal products we frequently have to know the number of doctors or dentists in various communities. In the case of a product for grooming, the number of white-collar and professional peoples as against the number of wage earners may be a factor.

An important adjunct for any sales index for sales potentials is a good barometer of current changes in regional conditions. The potential index provides a basic pattern for sales direction, but it is also necessary to have a gauge of month-to-month trends in each part of the country in order to keep selling policies
attuned to changing conditions. You should have such indexes in your files.

The first real instrument for providing a picture of current business conditions by region of the country was published in the fall of 1936 by Dun & Bradstreet in *Dun's Review*, and has appeared there monthly since that time. We take pride in the fact that it was originated by Dr. L. D. H. Weld of McCann-Erickson.

In marketing after the war, a company must also know as exactly as possible:

1. Consumer opinion and attitude toward the company itself, and its products.
2. Consumer opinion of new products that it might produce.
3. Consumer opinion of new designs of old products.

This means consumer surveys to determine what the public thinks of the company's standing and reputation; what users and non-users of the company's present products really think about them; or how they would have them changed. It also means consumer tests of new products and of new designs of old products as it is important that the company know the degree of consumer acceptance it is likely to have, before any decision is made on the new models or new designs to be produced.

Let's look at the *Printers' Ink Index* of General Advertising Activity. It runs from 1917 up through 1943. You will note that following the last war, advertising took a very spectacular spurt. It declined slightly in the depression of 1921, recovered rapidly and reached a new high level which was really the golden era of advertising. Then, after 1929, it dropped down with business conditions, picked up again, and in 1942, the first year of the war, it dropped off about 6 per cent. That decline, however, took place principally during the first six months of the year. During the last half, advertising began to recover. In 1943, advertising was on the up-grade and rose about 15 per cent above the 1942 level.

**WHAT ABOUT ADVERTISING AFTER THIS WAR?**

After the war, manufacturers must be prepared to face intensified competitive advertising efforts. There is every reason to believe that following this war, advertising will probably take as great, or an even greater, upturn than it did following World War I.

Advertising budgets will increase: first, to maintain or improve competitive positions; second, to establish markets for new products; third, to find markets for increased capacities; fourth, to take advantage of the better realization of the value of advertising as a cheap and effective selling tool.

Intensified competitive efforts cannot be met by expenditures alone. The character of your advertising must be such as to yield the greatest effectiveness per dollar expended. Work in the field of advertising research has progressed very substantially in recent years.

Today, a complete program is available for predetermining what the advertising performance is likely to be, and, later, for measuring what it actually is in all major media.

Perhaps the most important problem in the creation of advertising is the selection of the best fundamental appeal to use. General consumer surveys throw considerable light on what prompts people to buy a particular product. However, the problem is so vital, the advertising profession felt that it called for the development of special research techniques. These techniques make it possible to select appeals on a scientific basis, and not by conjecture.

After the fundamental appeals have been established, and ads built around
them, as further insurance, pre-tests of complete advertisements are made. These pre-tests make it possible to measure the quick attention value of the advertising, the sustained interest value, and the efficiency of the advertising in getting across the selling message. Finally, these pre-tests indicate the general feeling or impression of a company and its products created by the ads.

These pre-tests have the further advantage of requiring a comparatively short time and are not costly. They provide a quick, inexpensive, reliable answer to the relative merits of various ads which may be under consideration.

These are studies made after the ads are run. They are made by independent research organizations, of which Daniel Starch is the most prominent at the present time. They indicate the extent to which magazine and newspaper ads are actually seen and read.

Checks on ads after their appearance are possible moreover, not only for magazine and newspaper advertisements, but also for outdoor advertising, although in the case of this medium no general service is available—special studies must be made.

The cost of a complete advertising research program including determining fundamental appeals, pre-testing complete ads and later making readership or post-checks need not be great. And, when judged in relation to the increased effectiveness of the advertising, the cost of the program is very nominal.

(This article was illustrated by charts.)

GOVERNMENT PUBLICATIONS AND STATISTICS

By CORRIE CLOYES

Economic Editor, Bureau of Foreign and Domestic Commerce, U. S. Department of Commerce, Washington, D. C.

WHEN your Chairman, Miss Humphrey, asked me to talk to you, I immediately thought of the innumerable times I have gone to special librarians with the proverbial "Can you give me...so and so, and such and such?" Always I secured what I needed—and quickly. That I could possibly give something that might add anything to your knowledge seemed doubtful. However, once I started gathering material on Government publications and statistics, I decided my subject was an endless one.

I hope that I can tell you about some statistical reports that are new to you. At least I can promise some advance information on a few studies that are now in process.

I have not attempted to cover all government agencies. But in addition to the Bureau of Foreign and Domestic Commerce and the Bureau of the Census, I have checked with the Bureau of Labor Statistics, the Bureau of Agricultural Economics, the War Food Administration and the Treasury Department.

GOVERNMENT PERIODICALS

As you know, wartime restrictions on paper and other critical materials have
necessitated cutting out many separate releases. This has made Government periodicals more important than ever, for much of the information formerly printed separately now finds its way into these magazines. In the case of the Department of Commerce, you are all familiar with Domestic Commerce and the Survey of Current Business, but do you follow Foreign Commerce Weekly? Those of you who are interested in international commerce or finance or economics will find Foreign Commerce Weekly an excellent current sourcebook of information. It carries timely feature articles and several regular departments such as “News by Countries”, “News by Commodities”, “Export Control and Related Announcements” and “Latin American Exchange Rates”. A recent new feature is called “Late Airgrams”. Here you'll find spot news sent in by the U. S. Foreign Service officers located in Latin America.

As to Census publications, the pamphlet called Census Bureau Publications is brought up to date every few months and is the best guide on finding out what printed or processed releases are available. If you are not receiving it, a request to the Bureau of the Census will put you on the mailing list.


The Treasury Department issued a list of Publications as of May 15, 1944, with a convenient key showing how each is distributed. As to the Department of Agriculture, I imagine you all receive the monthly Bibliography of Agriculture which is available to all librarians. It covers everything both processed and printed by the Department.

There is also the pamphlet listing Reports and Publications of the Bureau of Agricultural Economics and the check list of printed and processed non-periodical publications issued by the same Bureau. The AMA Reports outlines reports prepared by the Agricultural Marketing Administration of W. F. A. The 1943 issue is expected about the end of this month.

DOMESTIC STATISTICS

Now let us consider Government statistics. Probably the best news I can bring you is that progress is being steadily made toward uniformity through using the standard classification system. This was devised by the Bureaus of the Budget and the Census and other agencies. As you probably know, under this ideal classification, approximately 6,000 commodities made by 447 industries fall into 20 broad classifications.

When Government, all libraries and all business use the same system, subject, of course, to minor special needs, there will be a uniformity that should certainly be a boon to each of us. Nor will the uniformity stop at commodities. The plan is to carry it over into every field of the economy, including the professionals, will have their own standard of classifications.

In the meantime, the statistical and analytical forces of the Department of Commerce are being marshaled to give more efficient and more useful service than ever before. You have read no doubt of the Committee formed by Secretary of Commerce Jesse Jones. The program called “A Statistical Program for Government, Business and Industry” is now under way and some definite
plans for the future have been made. As a part of the program and of immediate value to business is the Facts for Industry Series. These are brought out by the Bureau of the Census in cooperation with the War Production Board, and cover wartime statistics that until last year were unavailable to business.

The Bureau of Foreign and Domestic Commerce took the next step in the broad program by inaugurating its Industry Report Series. All during the war industrial analysts have been preparing, for the war agencies only, confidential reports on conditions and trends in various industries. These same analysts are now prepared to give the same service to business. To date, restrictions have been lifted on pulp and paper, sugar and lumber.

There are long-range aspects to the Statistics program. For instance, preliminary work is already under way toward publishing a Census of Manufactures in 1946. It will cover 1945 productive activities. More important, however, are the plans to increase the usefulness of this Census. For one thing, there will be more information on specific commodities and the consumption of materials. Tabulations are being redesigned and there will be more of them. Thus librarians, market analysts and management engineers should have more useful information than ever before.

The Department of Commerce will seek funds to conduct a Census of Business for 1945—also to be issued in 1946. This will fill in the gaps now unknown as to what occurred to our channels of distribution during the war.

A Census of Mineral Industries is also planned for the same year and will be designed to provide benchmark information in planning for postwar operations.

As for the Census of Population, it is thoroughly recognized that information on changes in both the distribution and characteristics of the population is vital for consumer market analysis. The Bureau of the Census has worked out plans to obtain such information at a minimum cost through the use of sampling techniques. This cross section survey of population will provide statistics for the nation as a whole and for each state by urban and rural areas. It will also cover each city of 100,000 or more inhabitants and smaller cities by city-size groups.

In carrying out this entire program, the Department of Commerce is obtaining the advice of technical experts and commodity specialists of the Departments of Labor and Agriculture, the Interior and Treasury, the U. S. Tariff Commission, the Federal Reserve System, Social Security Board, War Production Board and the Bureau of the Budget. This group will also assist in relating the Department's statistical program to the data collected by other agencies in special fields. Thus a greater uniformity than ever before should result. Once the development stage has passed, and individual programs begin to take shape, the opinions and suggestions of individual businessmen and trade organizations will be sought.

FOREIGN TRADE STATISTICS

So much for the domestic part of the Statistics Program. An equally important part of it has to do with foreign trade statistics. With the relaxing of certain restrictions, the Department of Commerce has taken the initial steps in a broad program of providing business with sorely needed import and export figures.

The first release put out by the Bureau of Foreign and Domestic Commerce was United States Trade with the Other American Republics for 1942. Here will be found 1942 data on trade in commodities with the exception of strategic and
critical items, and complete data for 1941 and 1940.

The next release prepared by this Bureau was *Summary of Foreign Trade of the United States for the Calendar Year 1941*. This report is confined to summary data. You will find in the foreword that information on commodity trade of the United States with individual countries is available in the international files of the Bureau of Foreign and Domestic Commerce. Another recent release, *United States Trade with Canada for the Year 1942* gives statistical data in summary form on all commodities, except a list of strategic and critical items shown in the explanatory notes. Similar data are being prepared for other Western Hemisphere countries.

A source “Bible” for anyone interested in international trade is the *Foreign Commerce and Navigation of the United States*, issued by the Bureau of the Census. The last edition covered 1940. To provide badly needed later figures, tables I, covering imports, and IV, covering exports in Foreign Commerce and Navigation are available in processed form for the calendar year 1941.

Reports on foreign trade statistics by separate commodities are also planned, as restrictions are lifted. *Pulp and Paper Trade Statistics of the Other American Republics, 1938-1941*, is indicative of the series.

As many of you know, the Bureau used to issue statistical reports on a wide range of domestic commodities and industries. War has put a stop to the flow but with the increasing need for missing data various handbooks have been issued during the past year. The latest is on household furniture.

**SPECIAL CENSUS SURVEYS**

So much for this bird’s-eye view of available statistics. There are many times, however, when your agencies or banks require statistical pictures that are not to be found in such reports. Individual surveys must be made. Certain very specific data are needed. Sometimes the missing link of information is small. Other times it is expansive.

As you know, the facilities of the Census Bureau are available to business for specialized work. On the chance that you might be interested in knowing something of the scope and the cost of this Census service, I talked with one of the specialists and learned that a special request for a simple tabulation taken off available Census records can range from no charge, where no appreciable time is involved, to say $30 if considerable work is necessary. However, for the broader and more detailed analyses, such as a publishing company, or a national or large regional distributor might require in conducting their marketing analyses, the costs that have been paid by business go all the way up to $50,000.

All costs, by the way, are based entirely on the time required by the Census clerical force to dig out the information, either from the mass of available data or from questionnaires if a special survey is made. If you have never used the Census for special tabulations and you have occasion to at any time, be sure to give as much detail as possible on what you want and what you’re trying to accomplish. The Census Bureau will then send you an estimate of what it will cost, if anything. You will also be advised as to the approximate time it will take and when your particular project can be started. After all, you must realize that until the war is won, the Census and every other Bureau in Government must give first consideration to the war agencies.
GOLDMINES OF INFORMATION IN
GOVERNMENT AGENCIES

Before telling you of new studies and reports now in process, there is the very important matter of sources. I think if you had had my experience of two years in Washington you would agree with me that our Government agencies comprise a veritable goldmine of information. On the other hand, for 12 years before 1942 I was in advertising. So I can appreciate how you want what you want as quickly as possible. You want to know what is available and how to get it. In fact, you'd like to know about projects while they are still in the works so that you could receive them the moment they come off the presses.

To bring you any possible short-cuts in securing material and in keeping in touch with what is going on in various agencies, I did considerable questioning. But first and foremost, we must recognize that all agencies are operating under war conditions. All must abide by the OWI regulations. So the number one handicap is that under these necessary wartime regulations, no agency can send publications out without a written request. Of course, every agency issues press releases on its reports and studies. Representatives of the press gather them daily and probably a large share of those releases find their way into the newspapers of the country.

I know of one trade association that has runners visiting each agency each day. The Washington headquarters of the association then gets out a daily bulletin to all its members. This is certainly the ideal way of keeping in touch with business information the minute it is made available. Obviously few can carry out such a plan. But I do think that in many a business section news story there are indications of new material on specific subjects. The agency source is usually given which is the lead as to where to send a request.

Speaking of written requests, I heard on all sides this advice—"Tell them to be specific when they write." The information head of one Bureau, for instance, told me that a letter asking for a specific study and then adding the sentence—"and send me anything else you have on the subject" immediately went to the bottom of a pile so that someone could worry and fret and take considerable time figuring out what else to send. On the other hand, and this excludes you, we receive requests in the most minute detail but asking for data that would take a terrific number of man-hours. Usually the person making the request could obtain the information if he would visit a Department of Commerce field office, if there is one in his vicinity, or his library.

Many of the Government reports are prepared in series. Facts for Industry and the Current Statistical Service of Census, and the Industry Reports put out by the Bureau of Foreign and Domestic Commerce are typical. In such cases, one can request to be put on the mailing list for the particular series.

As far as the Department of Commerce is concerned, the best and quickest source of keeping up with available material is to use its Field Service. While there are only 26 of these offices, I imagine most of you here today are within telephone distance. But whether you are or not, you can be placed on the mailing list to receive an important field service release. This is the Regional Commerce Bulletin. Here all new reports and studies prepared by the Bureau of Foreign and Domestic Commerce and the Census are reported. Published every two weeks, this leaflet is distributed by the regional offices in Atlanta, Boston, Chicago, Cleve-
All Department of Commerce field offices maintain libraries of all Department published material and much from other agencies. They also can take subscriptions or orders for the few Department of Commerce publications that are not free.

Finally, I want to tell you something about two books with which, I am sure you are all familiar, The Statistical Abstract and the United States Government Manual. The Statistical Abstract is the answer to practically every question provided highly summarized information will do. But you want much more data on a particular subject? Do you know about the section way back on page 1033 which is called "Bibliography of Sources of Statistical Data"? There you’ll find general headings and under them references to all the important sources of data—both governmental and private. The United States Government Manual, published twice a year, not only gives the functions and activities of all agencies in brief form but it also carries an Appendix B and here you can find a very valuable list of the leading publications issued by all Departments and agencies in the Federal government.

Although I haven’t brought you any magic solution as to how you can know of every publication either ahead of time or the moment it is released, I hope the few suggestions I have made will be of some help to you.

FUTURE GOVERNMENT PUBLICATIONS

Now for a few examples of things to come.

The Bureau of Labor Statistics will shortly release a summary report called Impact of the War on Critical Areas, which will contain a few statistics on each of about 180 areas most affected by the war. It will give estimates of population increase; estimates of employees in chief industries for both war and prewar periods; and data on the amount of contracts for war plant expansion and war supplies. You can write and ask to be put on the mailing list for this report.

The Bureau of Agricultural Economics will have available in approximately two months time a new Food Margin Report. This will incorporate a number of improvements and new developments. To mention just one, the statistical series will be designed to furnish comprehensive coverage of all farm sales of food products and all consumers' purchases of such products.

As to coming studies underway in the Bureau I represent, the Bureau of Foreign and Domestic Commerce, the June issue of the Survey of Current Business will carry for the first time quarterly estimates of consumer expenditures by major groups. This will tie in with the annual estimates.

Another big study which is scheduled to be completed around September 1 is on estimates of the American Economy in the year after the end of the European war. This will be a broad analysis covering expenditures by Government, consumers and business, as well as employment. It will also appear in the Survey.

Other articles for which you can be on the lookout in the Survey include: A new series on the supplies of non-ferrous metals, giving on a monthly basis statistics on supplies and production and imports; estimates of the National Debt for 1943; and the Corporate Profits for 1943. Analyses of Retail Sales or patterns during the first postwar year is another study. Like Markets After the War, the projections will be based on high levels of employment. This particular study will
probably not be completed before three or four months. In the August issue of the Survey the 1943 Income Payments by States will appear.

Bureau income analysts are working on a Handbook of National Income Statistics which will probably take at least a year to complete. It will give statistics on all phases of the subject and will possibly go back as far as 1919, certainly to 1929.

Due in September is a study on the concentration of industry during the war period. This is a major project sponsored by the Senate Committee on Small Business, and will cover profits, production, sales and inventories. Two hundred of the largest manufacturers will be compared with 1,000 smaller, and both will be compared with the whole group of manufacturers.

At the request of the President's Board of Investigation and Research, Bureau transportation experts are studying the Postwar Capital Requirements of the Domestic Transportation Industry.

As to future plans in the international side of the Bureau's house, Foreign Commerce Weekly will carry in the very near future an important article on the dollar value of our exports to and imports from Latin America for 1943.

I mentioned Foreign Commerce and Navigation being a source "Bible" a few moments ago. In the same class is Foreign Commerce Yearbook, which contains summaries of the principal economic statistics of foreign countries. The 1939 edition was the last printed on account of the war. But to fill in some of the badly needed gaps, plans are progressing on issuing a series of processed reports by various countries. The first will be on Colombia.

If you are interested, you can request the Bureau of Foreign and Domestic Commerce to place your name on the mailing list for this Foreign Commerce Yearbook Country Series.

As a continuation to The United States in the World Economy, work is progressing to provide data on the international transactions during wartime. Although great difficulties are being encountered, it is hoped that a study can be released by the end of the year covering the international transactions during the war, including 1943.

These few studies, plus all the available material, either in publications or periodicals, indicate, I think, that every effort is being made to supply business with information and statistics that will aid in analyzing future markets. I hope they may suggest workable tools for your own difficult and never-ending role of finding the answers to "Can you give me ... so and so and such and such?"

PUBLICATIONS MENTIONED DURING DISCUSSION FOLLOWING PAPER

Included in the domestic compilation of postwar studies is one on the Graphic Arts Industries which some of you in advertising agencies may not have seen. This has been reprinted by the General Printing Ink Corporation and is available on request to this concern.

I won't take the time to describe such studies as Shifts in Population, Production and Markets as I imagine they are thoroughly familiar to you. You no doubt have the Bureau directory called Trade and Professional Associations of the United States issued in 1942. But you will be interested, I think, in knowing that State lists are now being issued and very shortly the complete 48 States will have been covered. The entire series will include 10,000 Trade and other Associations and 4,000 Chambers of Commerce and like organizations.

The International specialists in the Bureau are preparing a series of studies on
the industrial developments of various Latin American countries. The latest is on Honduras.

Do you know about the booklet issued by the Bureau of Labor Statistics entitled *Income and Spending and Saving of City Families in Wartime*? A companion booklet which must be purchased from the Superintendent of Documents, price 5 cents, is *Spending and Saving of the Nation’s Families in Wartime*, Bulletin 723. The Postwar Division of the Bureau of Labor Statistics is issuing a series of studies on the Impact of the War on Industrial Areas.

Also, from the Treasury are two Preliminary Draft Outlines of a Proposal for *An International Stabilization Fund of the United and Associated Nations*, and *A Bank for Reconstruction and Development of the United and Associated Nations*.

The *Agricultural Situation* and *Crops and Markets* are two of the best known publications issued by the Bureau of Agricultural Economics. The *Agricultural Situation* gives a brief summary of economic conditions, issued monthly, on a subscription basis, 50 cents per year. *Crops and Markets* is published quarterly and is available on request to the Bureau of Agricultural Economics. Another monthly is the *Statistical Summary* leaflet which gives a quick picture of the agricultural situation.

The Bureau of Agricultural Economics issues a series of about 10 studies called the *Situation series*. These are typical—*The Farm Income Situation* and *The Marketing and Transportation Situation*. Another recent publication is—1944 *Agricultural Outlook Charts* with accompanying statistical tables. But for the most comprehensive statistics, you would want, if you don’t already have it, the annual report—*Agricultural Statistics for 1943*, the last edition.

**LIBRARIES IN WAR PRODUCTION**

By WILLIAM F. JACOB

Librarian, Main Library, General Electric Company, Schenectady, N. Y.

To open his discussion the author quoted, as an appraisal of the work of special librarians in wartime, from the letter written by President Roosevelt to SLA Past-president Laura A. Woodward. (See SPECIAL LIBRARIES, July-August, 1942). The author was unable, because of lack of time, to make any survey of the activities of libraries in various war industries, and therefore confined his remarks to the effect of the war on his own library, the Main Library of General Electric at Schenectady, as a typical example.

To lead up to his library’s wartime activity, he dwelt briefly on the fact that G-E is a peace-time industry making and selling electrical machinery and appliances, and by analyzing a simple G-E business transaction, he intimated wherein the library could and does serve the various branches of the Company involved in such transaction.

With the advent of the period of preparation for defense—and war itself—the many industries of the country, large and small, manufacture all sorts of material for the military establishment: not only armament, munitions and other military
equipment, but also many items which have their counterpart in civilian life—clothing, rations, communication equipment, power plants, heating equipment etc.

As a large industry like G-E gears itself for war, its products become unavailable for a time to civilians, because of military necessity. The public suddenly discovers it can no longer purchase, for example, electric irons, electric fans, electric refrigerators, etc. A layman might innocently assume that G-E has ceased manufacturing such equipment and devotes its efforts instead to making armament—cannon, shells and bombs. This is true only to a small degree. In the main, many peace-time G-E products are needed in the military establishment: light bulbs, refrigerators, power plants and so on, with little or no modification. Also in some cases, G-E apparatus may be redesigned to fit military specifications, while in other cases existing apparatus—as is, or somewhat modified—may be put to radically different use when serving the Army and Navy. The author illustrated with a number of examples. The point he made was that though some divisions were devoting their research and developmental efforts to new and exclusively military apparatus, a great deal of G-E engineering activity is applied to adapting peace-time products to military uses.

An additional activity growing out of the war is its maintenance or sponsorship of schools for teaching military personnel how to operate intricate equipment both in its plants and in the field. Supplementary to this, he described the extensive set-up for writing, editing and printing the many technical instruction books for servicemen to learn how to operate and repair such equipment in the war areas.

With the foregoing as a necessarily superficial picture of how G-E was converted from peace to war, the author then devoted the remainder of his talk to the effect of this conversion on the activity of the library. Because many ask how the library's research may have contributed to the development of some piece of G-E military equipment, he explained in some detail why the nature of this war required extreme secrecy for the sake of national security, and illustrated this point with examples of how taciturnity, even among associates in a war plant, is the order of the day. Because of this necessity, it was impossible to quote specific examples of how a library research may have had a part in such development.

Since the technical activities of the Company itself did not change very radically, it is obvious that the activities of the library were more or less of the same type as before Pearl Harbor. The type of information sought is the same, only the volume of such requests increased considerably with less time allowed to do the job. (Here the author gave some examples of wartime questions.) The amount of purchasing and circulation increased tremendously despite the fact that G-E men were busier than ever with war orders. In indicating with several examples, the difficulties occasionally arising in purchasing necessary library material during wartime, the author gave a striking example of how international radio and airmail, the professional cooperation of a foreign technical librarian and American diplomatic channels all were involved in obtaining a vitally needed foreign publication.

Because of the speed needed in war production, G-E has had to expand considerably its nation-wide communication facilities to a coast-to-coast teletype network as well as an extensive network of
interstate telephone circuits. Information needed from the library or the urgency of purchases frequently made necessary the use of the available telephone and teletype circuits to gain days or hours in “putting the data through”.

The author acknowledged the help, in certain cases, of the Joint Committee on Importations and the Library of Congress, and paid tribute to the activities of the Office of the Alien Property Custodian in making available important technical books and periodicals of enemy origin. Because his library has had difficulty in acquiring certain important technical books of British origin which are reported as out-of-print or out-of-stock with no promise of when such books would again be available, the author suggested that SLA, in conjunction with its sister association ASLIB of England, consider some project of endeavoring to effect a temporary wartime expedient where such books could be reproduced in this country by the photo-offset process—with the permission of the British copyright owner, of course. Such a proposal would avoid reducing the dwindling British paper stocks, eliminate tying up vital British man-power for this purpose, conserve transatlantic shipping space and yet result in royalties for the author or publisher. The author indicated that, paradoxically, it is occasionally easier to obtain an enemy technical publication (in authorized reprint form) than a similar type of publication of an Allied nation.

In concluding his talk, the author said: “I sincerely hope that this rambling discourse has given you some picture of how a peace-time industry has quickly geared itself for an all-out war, and how its organized library takes its place in the ranks to serve with speed and accuracy. This it will do—God willing!—till the wonderful dawn of V-Day breaks all over the world. Then, as all thoughts turn to the four freedoms for mankind, the G-E library staff hopes to offer a fervent prayer of thanksgiving, heave a deep sigh of relief, and then be ready to help G-E do its share in rebuilding the ravages of this most devastating world-wide cataclysm.”

LIBRARIES IN THE POSTWAR WORLD

By LEAH E. SMITH

Librarian, Bell Telephone Laboratories, New York, N. Y.

Whatever aspect the post-war world takes, one thing is certain—libraries will be more important than ever. They should and must play a leading role. Their future is unlimited provided everyone associated with libraries is ready and willing to accept the challenge and contribute the very best possible effort. Librarians will need courage, clear heads, concrete ideas, dynamic personalities and infectious enthusiasm for their tasks. In a war torn and exhausted world, they will have to assist in the rehabilitation of millions. To meet this problem, the needed approach is one that will inspire and stimulate the thirst for knowledge. A library is a university of books in the making—it is cer-
tainly not a stock room or a book store. It is essentially a technical consulting service. This, however, must never be advertised—no one must know just how important this consulting service is. It must all be done very cleverly without seeming effort. But the librarians attitude must be that this service is an honor. Although most libraries have been streamlined for the war effort each should be scanned critically after the war to see that nothing has been built up that is unnecessary. Often services are started because someone once wanted some information that couldn't readily be found at the time. Probably this same information may never be needed again. Librarians must constantly be going over routines to eliminate the unnecessary.

IMPORTANCE OF LIBRARY SERVICE

Where should the library be in an organization? Too often it is placed in a service group where it definitely does not belong. It should be divorced from any particular department which might influence its use. It should be important enough to report to an executive department. If there is an Educational, Publications or Public Relations Department, there is an ideal spot for the library. The head of this department should be one who loves books and has honest intellectual curiosity. He must be sympathetic and wholeheartedly interested in the library and realize the potentialities of library service. There must be mutual confidence. Organization charts and a good set-up on paper are worth absolutely nothing unless the understanding is there. The head of the department to whom the librarian reports must realize that her function is creative and educational. The ideal cannot be expressed but it must be the goal. There should be no partisanship for any particular department. Everyone should be treated alike—each problem a separate one to be solved efficiently and effectively whether it is for a porter or an executive. Each problem is important to the individual and should be treated accordingly. There are bound to be some departments more library minded than others. It is our job to keep these people as satisfied customers and at the same time to build up efficient service for other departments. Once you have done a job for some one and he is pleased, he passes the word around and you have more and more customers. A librarian should be one of the key people in an organization or in a community. Through knowledge there is power. Leadership, foresight and ability to sense what is coming are all important.

The librarian must have a philosophy underlying her library and certainly must follow psychological lines. What she accomplishes must be based on knowledge and a philosophy of education to develop and create.

The future of a company or organization depends upon its youngsters. It is well to cultivate these youngsters by being helpful and it is, in my opinion, the only way to have your library a going concern. Find ways in which you can help them get ahead and your library has no worries for its future. It will grow with them. One must find the likes and dislikes and cater to any idiosyncracies that users may have. Librarians must be salesmen without seeming to be—a vital force but without obviously seeming so.

Personal contact is an ample reward for the seeming inconvenience and time consumed. An important and busy executive may want some information. Take it to his office immediately and explain your reasons for choosing this particular material. While you are there the telephone will ring, you will see how he disposes of a question. He may even com-
ment on the assininity of Bill Jones. You immediately see this man in operation and see the inside working of his mind and have made a solid and substantial contact.

Fundamental library philosophy should be service, willingly and efficiently given. One should look ahead to unseen problems, be alert to company problems and be a general clearing house for information. Encourage anyone starting on a problem to find out what has already been done in the field. Encourage people to tell you in what subjects they are interested so that you can send them current information. This must be sifted and annotated, for it is an art to get the right information. Too much is just as irritating as not enough. A good review article on a particular subject that you know a man is working on, is just like a tonic to one who is very busy.

TRAINING LIBRARY PERSONNEL

Personnel is very, very important. Quality not quantity should be a slogan for every library. One unsatisfactory person can spoil the whole group. Courtesy and efficiency are essential. Even if your customer is very vague and hazy about what he wants, you should never let him know that you sense that. People should be treated with graciousness and tact. If you cannot find the material a person needs, then assure him that you will make every effort to obtain it. In making a search while a person is in the library, endeavor to find a good article, preferably with references, at once so that he can be looking at this while you ferret out additional material. Everyone dislikes to waste time. Training personnel efficiently is hard work but it pays dividends. Unless your employees have company background before you get them, it is most essential to each and everyone to acquire that fundamental philosophy and background that every company has. If you start by giving them this, a little at a time, you will be rewarded by loyalty and devotion to their job. Always explain why so that they will know that nothing is done arbitrarily—that there is a definite pattern. Discuss plans and prospects freely. Developing subordinates so that they can think a problem through and carry out a project outlined by you is good management. No one can have a good working library and carry a lot of dead weight in personnel. Training in library work never stops for there are so many new things constantly coming to the fore that the process of learning is continuous or should be. After the war this will be particularly true for there will be so much written about war developments that will have to be digested by librarians and staff, that it almost seems to me as if some new process for a quicker mental consumption should be developed. Flexibility in staff is important for so often the users of a library do not know which person is responsible for a job and asks his question of the first person he sees. Whoever this is should be able, if properly trained, to find him what he wants. Of course, it isn’t always feasible to have absolute interchangeability of jobs but to be successful I believe there has to be some.

The library should be a department where there is just enough specialization so that a member of the staff can feel responsibility and authority for some project, but not so much that she dislikes to do another job or feels that anything else to be done is not her job. Satisfying ego is important. The library crew should be informed of company aims and growth. One can never have too much background in a library. Always your people can be a potent factor in education and social consequences without being obstrusive. Another point to be
stressed in training is the approach—to be able to ask leading questions without seeming to pry. There will be satisfaction on both sides if the proper approach and attitude are there. It probably will be increasingly difficult to get trained librarians after the war. It may be that most people will have to do their own training. We probably could do a great deal more than we do along this line. We could also work a lot more closely with library schools.

As a public relations job, librarians can contribute to peace by enlightening people. Too often individuals think their education is completed when they finish school. In reality, their education is just reaching another phase and must continue throughout life, if we are to have a better world. Librarians must be quick, eager and anxious to improve their background. That may be stimulated by talking to people, getting their ideas and incorporating these with one's own. Reading widely on all subjects is important.

BOOK PURCHASES AND PERIODICAL SUBSCRIPTIONS

The philosophy of book buying and periodical subscriptions can make either a good or a poor library. In building a library collection one must decide the scope to be embraced and then go after the necessary books and periodicals. Of course, one cannot foresee all the fields that may be needed but one can certainly build a good foundation and the nucleus of a good collection. In buying books and periodicals, it is well to consult some of the prominent users of the library to find their needs. Two reasons for this are: first, you secure the benefit of direct first-hand information; second, psychological—it is flattering to your customers. One must read book reviews, scan periodicals, know the important authors on subjects of interest and act immediately to obtain the books that will be timely and important. The ideal is to have the books as soon as they are published and then route them to the individuals who may be interested. If a book is asked for and the library does not have it, time is lost—here again leadership and aggression can play a constructive part. Too many librarians expect their patrons to tell them what to buy instead of taking the lead and formulating policy. Just an example, suppose you see an existing need for a certain thing that does not exist but is in line with the general products of your company, why not make the suggestion that it might be a good idea. Dig up background information that might help decide whether it is worth while. A constantly constructive viewpoint, combined with alertness will win through and make itself felt throughout the organization.

In ordinary business, telephone pads, tools, stock rooms are recognized as important and are always fully stocked. Just so a library must have working tools such as handbooks, dictionaries, mathematical tables and other reference works, in plenty. There is enough difference in contents to warrant purchase of all. There should be sufficient basic books to answer all and sundry questions. No library is good unless you can furnish information, not only in your own field but allied fields as well. Multiple copies can be justified on the basis of timeliness. A handbook may cost $7.50 and have a 5-year life. By routing a book to an interested individual as soon as it comes out, you not only make an impression with that individual but you gain knowledge of the usefulness by the man's opinion of that book. You may send the same book to a man in a department and another copy to his boss at the same time. The first man sees the same book in his boss's office and it makes him feel important to
know that the library has no distinction for organization level. Know which are the good books in the fields that you cover. Always be able to give reasons for choosing a certain book.

Permanent charges are the plague of every librarian's existence. People want to hold on to a book and ask to have it assigned to them. The only way to combat an abuse of this is to know what subjects and projects a person is working on, so that you will know if it is a legitimate request or merely an attempt to fill a bookcase. Not long ago I had occasion to borrow a book assigned on indefinite charge—we call it this, rather than permanent—and the man assured me that he could not part with it for five minutes. This seemed a little strange and suspicious so I told him that I would come to his office to look at it. In great embarrassment he had to confess that he hadn't seen the book for six months.

MAKING OF INDEXES

Although there are many indexes published, none, alone, is particularly suitable to a specific purpose. If a library covers a large field of subjects, you are practically forced to make your own index to periodical literature. This must be done by someone having the educational background in the fields to be covered and also a common sense point of view. Indexing should always be done from the user's point of view. If the person to do indexing has done reference work previously, it is a big help. She knows the terminology and knows the pitfalls from firsthand experience. If you are going to get out a bulletin, then format, scope and contents must be planned. Here again, one must consult the experts to see what would be beneficial to them, get their suggestions and help. Once set up, there must be flexibility at all times in the subject matter as everything is changing constantly and new fields of endeavor are being developed. When a new subject crops up in the literature it is wise to talk to someone working in the field to see how he is thinking. In this way your subject headings are kept up-to-date and the users have no difficulty in finding what they want. If you can keep one jump ahead in the fields that are of interest or should be of interest, it is a distinct advantage. A file card index arranged chronologically by subject is one of the best working tools that a library can have. You are fairly sure that you can furnish a complete bibliography on the subjects of interest—always providing the indexing has been done competently.

COOPERATION BETWEEN LIBRARIES

Stronger cooperation between libraries would tend to benefit everyone. Exchange of ideas and information should be considered in the postwar plan. Duplication in translations, indexing and bibliographies reaches astounding proportions. Build this exchange by trial and error. Send occasional information to another library. See what use is made of it. If no response, cease sending.

In closing, I should like to give my definition of the qualifications for a librarian. It is 90 per cent common sense and 10 per cent genius. More than ever after the war, common sense will be needed. Libraries can become an integral part of life if librarians exercise this talent, not only to meet but to foresee the needs of their clients.

What these needs and problems will be remain to be seen but I am convinced that they can be met by courageous and honest thinking. Books, periodicals, their availability and usefulness depend upon libraries. Publishers can advertise but only librarians can stimulate. Very often what a library user needs is a spark—but, that spark must be effective.
RAILROAD TRANSPORT—WAR AND POSTWAR

By J. V. B. DUER

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In the summer of 1942, the Association of American Railroads authorized the formation of a Railroad Committee for the Study of Transportation under the direction of Judge R. V. Fletcher, Vice-President of the Association, for the purpose of compiling and presenting to the Association the information necessary to enable the railroads of the country to adequately meet the transportation conditions that might be expected to exist in the postwar period. Accordingly, Judge Fletcher selected a group of fifty railroad officers whose duties covered all phases of railroad activity and asked them to meet him in Chicago to assist in forming the Committee and starting the work.

When the Committee assembled for its first meeting with Judge Fletcher, discussion centered on the most effective way of approaching this complicated problem, and resulted in the conclusion that the first thing to determine was the volume of freight and passenger traffic to be expected in the period after the war. The necessity for determining, if possible, the economic condition of the country in this period as a prelude to ascertaining the volume of freight and passenger business which might be expected, led to the formation of a Subcommittee on Economic Study.

This Subcommittee has engaged an experienced research analyst who has set up groups of qualified personnel to study the past history and possible future of 42 basic commodities forming the backbone of railroad freight traffic. The Bureau of Railway Economics, under the direction of Dr. Julius Parmelee, is handling the broader statistical and economic surveys required for the full determination of the economic future.

Closely allied with this Subcommittee is a Traffic Subcommittee which will follow this work as it progresses, advise and assist in the conclusions arrived at, as well as in determining what further investigations may be necessary to insure the traffic officers of the railroads being thoroughly informed as to the economic conditions they may expect to meet.

With responsibility for this matter disposed of, consideration was then directed to other important phases of the work, such as the effect which air transport and other competing forms of transportation will have on the business of the railroads, and the designation of committees to handle the important subjects of air, motor, pipe line and water transport. Next was the necessity for determining the best method of applying to railroad equipment and devices, the advance in scientific and engineering knowledge that has taken place in the last few years, and a committee of engineers prominent in railroad work was selected to give this matter detailed attention.

A committee of railroad operating officers was then selected to review the
operating methods and procedures of the railroads to determine what permanent advantage could be secured from the developments in the railroad art, that have been applied so effectively to handling the enormous traffic presented to the railroads during the war emergency. Other important subjects which received attention and to consider which Subcommittees were appointed, are public relations, taxation, legislation, finance, accounting and statistics and railroad consolidations. All of these are important matters upon which the railroads should have up-to-date information for use in the rapidly changing conditions to be expected during and after the war.

While the work of these various Subcommittees is progressing, it is being coordinated through the activities of the main Committee under the Chairmanship of Judge Fletcher and meetings are held as occasion requires, but not less frequently than every two months, to review and dispose of such reports as are presented by the Subcommittees for consideration. Notable among the reports already presented and accepted are those on air transport, post-war fiscal policy and public relations.

Important also are the results accomplished by the Subcommittee on Engineering and Mechanical Research. Early in its consideration of its assignment, this Subcommittee decided that the Association of American Railroads should have a Director of Technical Research to supplement and extend the wide research activities which have for many years been carried on by the Association, individual railroads and the railroad equipment industry, and so recommended. With the approval of the Association, Dr. Clyde Williams, Director of the Battelle Institute, was selected as Technical Consultant on research matters preliminary to the filling of the post of Director which the Committee recommended. Dr. Williams has already started his work and is contributing greatly through his advice and assistance on research matters.

Obviously it is impossible in the brief time available this afternoon to give in detail the conclusions which are being arrived at by the Railroad Committee for the Study of Transportation. Suffice it to say that as these conclusions are submitted to and approved by the Association, they will be made available in the form of reports. When the work is completed, which should be in the early part of 1945, the Association of American Railroads should have at its disposal an up-to-date and accurate picture of the economic condition which may be expected to exist in the country when the war is over, as well as the volume of freight and passenger traffic, and the steps necessary for the railroads to secure their portion of the transportation business of the country.

THE CAPITAL TRANSIT LIBRARY

By ELIZABETH A. WHITE

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BURIED beneath war agency releases and the usual periodical accumulation of a morning’s mail was a request from Miss Edith C. Stone, Librarian of Simmons-Boardman Publishing Corporation. A request from her
could hardly be denied and so I take this opportunity to answer her request in this manner by telling you very briefly the story of my one-man library, which from the very beginning has been a challenge and an adventure, I am sure any librarian would envy.

For a long time in Washington it was the hope of many people that the two major transportation companies in that city could be merged into one operating company. The unification of the Washington Railway and Electric Company and the Capital Traction Company was successfully brought about under the Merger Act of Congress and put into material effect as a practical proposition in December of 1933.

Nearly eight years lapsed before thought was given to a project which would serve a dual purpose, namely, to index material so it would be immediately available to everyone concerned, and thus relieve space by eliminating duplication of filing material. The proper administration of such a program naturally led to the installation of a library. On June 15, 1942 it became my job under the direction of the Vice-President and Secretary of the company to create a department to serve as a source of information and service for all officials and personnel. It was and still is the intention to centralize in the Library material of a general nature which will in effect represent a record of the activities of the company. Up to the time of organization, books were housed in bookcases in departments and periodicals were either discarded or placed in a storage vault.

Prior to the collecting of the material that was to form the nucleus of the Library a formal memorandum was sent out by the Vice-President, stating the creation and purpose of the Library. This initial step paved the way for the successful cooperation I have had in building the Library into a working unit of the company. Personal contact with each official and a short conference with him followed this memorandum and this meeting furnished a background for his needs, while at the same time he was introduced to a new service in his company. A simple card inventory of the material in each office was taken and the material forwarded to the Library to be properly cataloged. Certain material by its very nature will always remain in its respective office but there will be a card in the catalog to indicate the subject matter as well as its location.

A suitable reference collection including the Encyclopedia Americana, Van Nostrand's Scientific Encyclopedia, Encyclopedia of Corporate Forms, Who's Who in Transportation and Communication, Municipal Yearbook, engineering handbooks and many other fundamental reference books was an immediate purchase. A complete set of the American Transit Association's Proceedings was quickly assembled and classified under the Library of Congress scheme. Collection of some 80 odd periodicals followed, these covering technical, business and financial subjects. The American Transit Association weekly and monthly publications were brought together and last, but not least, Public Utility Commission reports, Federal, state and municipal documents. Each has its place of importance in strengthening the usefulness of reference data. The desire for knowledge of the activities of other companies engaged in the operation of a street railway led to an exchange of annual reports and house organs.

With an unpretentious beginning of an accumulation of several hundred volumes and a steady flow of magazine material to the Library, it seemed an opportune time
to advertise our wares. Because of the temporary location of the Library in the office of the Vice-President and Secretary it has never been possible to operate to the best advantage. Despite this arrangement many services have been offered.

Reference work ranging anywhere from answering a telephone request for a geographical location, offering advice on decorating a waiting room for women street car operators and compiling a record book of company forms, to research work on a problem of management have all been accepted as part of the day’s routine. Circulation bi-monthly of the Library Bulletin which acquaints the organization with the growing collection in the Library keeps my department in the foreground. This publication will be superseded by a weekly abstract giving the latest accessions and summaries of magazine articles on trends in street railway operation. The arrival of a pamphlet, release or clipping which has special significance is not held for cataloging but dispatched immediately to the party interested. Bibliographies are also compiled when requested.

Since this Library is operated by one person but in that person’s absence may be used by personnel not acquainted with library procedure, it was thought best to employ the most simple type of card catalog indexing. Salmon colored cards with v. f. (vertical file) typed in the upper left hand corner are used to denote pamphlet and clipping material in the vertical file cabinets. Blue cards which are temporary represent material which is in progress and not yet on the shelf. Supplementing the descriptive catalog we use the Industrial Arts Index, Cumulative Book Index, Technical Book Review Index, Business Literature and Business Information Services.

It was Cicero who said “the beginnings of all things are small.” This Library began in a small way and at present is functioning on a small scale as it is faced with the handicap of an undesirable location as well as lack of space. The size of the collection is not phenomenal. At present we have over 1,500 volumes and 450 pamphlets and clippings. Special attention has been given to the collecting of items on predecessor street railway companies operating in Washington as well as Capital Transit Company, whether they are of an historical nature or current interest. All material that is not of a confidential nature is loaned to officials and employees for two weeks. The greater part of the circulation and service to date has been to officials and supervisors but with the establishment a permanent location, an expansion of service to our 4,000 employees is anticipated.

Our trade organization, The American Transit Association, in a recent statement reminded us that no other industry in the country is responsible for moving so many people as is the national transit industry. Some idea of its service will be noted in this comparative passenger record of 1943. Class I railroads, commutation, inter-city buses, taxicabs and scheduled airlines carried over 3 billion passengers and the Transit Industry for the same year carried 22 billion passengers. From this statement we have some conception of the responsibility placed on local transportation companies under wartime conditions.

The transit librarian realizes the pressure that has been accepted by her company during this emergency and it is a signal for her assignment in the postwar period. Provision by her to obtain better information to further the firm’s interests will establish her library as an active and greatly needed asset to the Company.
In this wartime Conference, it is most significant that the Library of the United States Maritime Commission and the War Shipping Administration is taking part.

To give you a little insight into its creation, I shall take you back a few years to September 7, 1916. This date was the enactment of the Shipping Act of 1916, establishing the United States Shipping Board. The Library was an emergency and organized by a young attorney, who had served the previous two years as librarian of the House Document Room at the Capitol. Hampered by no appropriation to furnish the Library, and invest in sufficient books, it was necessary to borrow extensively from the Library of Congress.

During those days the legal side was most involved, consequently the first purchase made was the Supreme Court Reports and the Federal Reporter. In the haste to get things set up, the attorney went to one of the local book stores, and made this purchase, then to his astonishment found there was no provision in the act to take care of the amount expended. The store waited most impatiently, until more money could be appropriated to pay for the volumes. That was some experience, leaving him by far “sadder though wiser”, and from then on in a much more judicial mood.

All peacetime projects were now forgotten. Those war days were fraught with many difficulties and perplexities, and there was great need for books on admiralty and shipping. Our association with the British had been of inestimable advantage and we were profiting by their experience. Soon the Library had the finest collection of rare admiralty material, not even obtainable today, including numerous English Reports, that have aided our attorneys all down through these years. The Library grew and expanded as the work of the Shipping Board increased, with the war instrumental in its development.

This organization had a twofold status: The Shipping Board was part of the administrative machinery of the Government designed in time of peace to develop an American Merchant Marine and to regulate foreign and domestic shipping. The Board’s war powers were exerted through the instrumentality of the Emergency Fleet Corporation, and was probably engaged in the greatest construction task ever attempted. Therefore it was essential to have books on ships and construction, to assist in building the needed 2,000 ships. President Wilson often would come over to the Board and say, “Build all you can!”

The Emergency Fleet Corporation was developing its own library, and publishing numerous articles on ships, shipbuilding, training, labor management, plant construction, housing the shipyard workers, etc. One can readily see how it grew, and soon its stacks were filled to overflowing.

1 Paper presented before the meeting of the S. L. A. Transportation Group, June 20, 1944.
In 1933 by virtue of the President's Executive Order 6,166 of June 10 the Board was under the jurisdiction of the Department of Commerce, where it became the Shipping Board Bureau. This resulted in the amalgamation of the Board's legal division with the office of the Solicitor of the Department of Commerce, and the Board's law books were incorporated into the Solicitor's library. This, however, was of short duration, for in 1936 with the enactment of the Merchant Marine Act, we were again an independent agent, and all functions of the Shipping Board were vested in the Maritime Commission.

From the very first, under the guidance of its dynamic chairman, Joseph P. Kennedy, later Ambassador to the Court of St. James, the Commission launched the greatest peace-time construction program in the country's history. It was determined to build a fleet of 500 new and modern cargo and passenger vessels over a period of 10 years. This country was all set to recapture a large portion of the tonnage lost to foreign flag lines, which had originally been ours during the glorious era of the clipper ship. The Commission soon heard the distant, but unmistakable rumble of trouble abroad. The construction program was greatly accelerated and it is chiefly due to such far-sighted policy that America has been able to startle the world with its shipbuilding records. The Library material which had been returned when the Shipping Board was made a part of the Department of Commerce, was once again back on our shelves.

The expansion of the Commission's personnel necessitated the acquisition of every book and pamphlet on ship construction and operation. Because the Commission was given authority to train the officers and crew for its new merchant vessels, works relating to seamen and labor relations were also needed. The quarters of the Library became much too small, and much of the material, especially connected with earlier years, was stored in the White House garage, where its accessibility was problematical. The entire National Reporter System was obtained, and the transactions of American and British naval and marine societies brought up to date. Finally, in 1942 larger quarters for the Library were secured on the seventh floor of the Department of Commerce Building, in which building the Commission is housed. The material in storage in the White House garage was brought back, and placed in storage on the eighth floor of the Commerce Building.

The War Shipping Administration was created by Executive Order No. 9,054, dated February 10, 1942. The Chairman of the Maritime Commission was made the Administrator of the War Shipping Administration, and the combined forces have taxed the facilities of the Library to the utmost. The Maritime Commission constructs the ships, while their operation is conducted by the War Shipping Administration. Regional offices and representatives of these bodies are located all over the world, and many requests are received for information.

As librarian for the Maritime Commission and the War Shipping Administration, I feel a just sense of pride in the growth and ever-increasing usefulness of the Library facilities. At the present time there are approximately 55,000 volumes in the Library. Bearing in mind the great responsibility of the Commission to ensure an adequate postwar merchant marine to carry a reasonable share of our commerce and to act as an auxiliary to the armed services in case of need, it is inevitable that our Library should keep pace with such activities.
ONE of the fine things about a specialized library is that it affords the librarian opportunities for "communion with kindred spirits" and I am grateful for this opportunity. No sooner had I landed in my new chair and taken over under the title I hope to justify, than letters of greeting came drifting in from members of this Association. In a little while I found myself at home in Katherine Long's Western Union Library, in Elva Ferguson's Pennsylvania Railroad Library, in Edith Stone's Railway Age Library and in Elizabeth Cullen's Bureau of Railway Economics Library—picking up new and fascinating ideas and storing them in my mind for future use. And now, here I am, deeper in this interesting new world and enjoying it to the fullest. I look forward to the time when we may be of service to those who have been so helpful to us.

By now you are probably wondering what an abecedarian both in library procedure and among library associates can contribute to this session of more or less professional membership. Frankly, I wonder myself. However, I shall do my best... I am told that if you set a monkey down to a typewriter and keep him there long enough, he will write something.

HISTORY OF B. & O. LIBRARIES

Through Edith Stone of the Railway Age, I learn that comparatively few railroads maintain research libraries. If we can show in our little story something of the usefulness of our own small project—even during less than six months of its existence—to our railroad’s officers, its employees and to the public, perhaps a few other railroads may be inspired to become library-minded.

From 1885 to 1931 the Baltimore and Ohio Railroad Company maintained a lending and circulating library for employees. First located in an office at Mt. Clare Shops, Baltimore, it became popular among the shopmen, who dropped in to read at lunch time and before and after working hours. After a few years the Library was removed to Mt. Royal Station, where it continued to function, chiefly serving employees along the line of the railroad. In 1931 its third librarian was retired, the books disposed of and thus ended the Baltimore and Ohio Circulating Library.

Last year a fine collection of railroad volumes from the library of the late Daniel Willard was presented to President R. B. White for such use of the railroad as he saw fit. Recognizing their value, Mr. White visualized in these books the nucleus for the development of a scientific research library. With post-war problems already under way, the time seemed ripe for its inception. On January 1, 1944, the Baltimore and Ohio Research Library was established. With one stenographer-assistant, I joyfully realized two of my life’s ambitions:

1 Paper presented before the meeting of the S. L. A. Transportation Group, June 20, 1944.
(a) To be surrounded with sources of railroad information, and time to delve into them,
(b) To "live in a house by the side of the road and be a friend to man."

**VARIETY IS THE SPICE OF LIFE**

The "house by the side of the road" is truly ours. We are located on the first floor of the B. & O. general office building in the heart of Baltimore. Our door is just under the big clock on the concourse. You can't miss us. Nobody else does. We receive some 15 to 35 people a day, not including messengers. As to being a "friend to man"—and woman—we have delved into such intricacies as the mechanics of the monorail, the history of English locomotives, of rolling mills and of small towns and furnished information for publications, including *Railroad Magazine* and the *National Geographic*. We also have ghost-written letters and stories and speeches—and we have found homes for destitute kittens, sewed on buttons and lent out our one spare stocking.

All of the latter may lead you to believe that our location has its disadvantages. In a way it has, especially in view of the many interruptions to our library routine. But in the long run we believe that we benefit by the library's popularity. Of course there are a few pensioned employees who think we should stop in the midst of important research while they explain, as did one, the nature of each of their "four infirmities." But it is not unusual to have one of these same people return later bearing a "nugget of gold" in the form of a fine reference book, dictionary, almanac or an unusual old time-table. Officers, too, find it convenient, to drop into the library on their way in or out of the building, to make a verbal request rather than take time to dictate a letter. When wives or daughters drop in before five o'clock to "wait for Papa," we set them to work. Next time they arrive at quitting time and meet Papa in the concourse. Our No-Smoking rule discourages idlers.

**ORGANIZATION**

Our staff still consists of two. We report to the President and as yet we do not work on a budget. Many of our supplies can be provided by the railroad's Stationery Department, or by requisition through that office. Books are purchased through our Stationer or direct, depending upon whether the need be immediate or not.

We serve the public as well as the railroad. We have done research for the Morse Society in California, for the Illinois State, Cleveland Public and other libraries and historical societies; for authors and teachers—even for school children when we can find the time, otherwise we send them such references as may be familiar to us. We have had to call a halt with a few hobbyists, however. Our first duty is to the railroad offices which we serve—both at headquarters and out on line. Ours is not a lending library, but there are necessary exceptions and emergencies.

Incidentally, we have abstracted thus far seven books for officers' consumption, i. e. current books dealing with postwar problems and ideas, such as new materials and designs, use of plastics, management and labor, race problems. Extra copies of these briefs are distributed to executives who are apt to be interested, together with a memo advising that the book itself is available in the library. One set of these briefs netted us 50 requests for the book. It is now in the hands of the superintendent of shops in Pittsburgh; next journey, to an executive in San Francisco.
"CONFESSION IS GOOD FOR THE SOUL"

Now sit tight for a shock. Although nearly six months have rolled by, we have not cataloged a book! Research started on the first day of the Library's existence, and we seem to have put the cart before the horse. Oh, yes, we know what you are thinking, "A library is only as good as its index." Our saving grace lies in several facts: (1) Through years of research for our public relations work we have become familiar with sources of information and, therefore, are familiar with many of the volumes on our shelves. (2) For nine years we have kept record of bibliographies incident to the subjects which we have handled. Both facts have saved us time, worry and a lot of shoe-leather. But we do realize the importance of cataloging, and, with some of our library routine now in hand, we hope to begin very shortly; rather, we must begin shortly. We are counting on the vacation season to slow up the research requests to some extent. Necessary materials are at hand and I am planning to start July 1, come Hitler or high-water. (3) We are fortunate in having friends among our railroaders who have never failed to help us in distress, if only by suggesting where we may find a lead for information. For example, the engineer, or even the mechanic, who worked on a certain job is often able to give us the date of construction. Many railroaders are sons of railroaders, whose fathers have told them details of railroad happenings. Although their statements must be verified, word-of-mouth records are valuable pointers to helpful sources. (4) Then there are executives' libraries. Before the research library was established many of our officers had amassed collections of volumes necessary to their respective functions, books which they have kept close at hand. To these small libraries we have access—in fact we have been urged to make use of them. The familiarity of the owners with the contents, and our familiarity with the duties of the various offices, have reacted to the benefit of our own Library. Its boundaries, therefore, are not its four walls; its branches cover many departments of the railroad. Some of the volumes from these smaller libraries have been turned over to us; gradually others are coming into our hands. We aim to have a complete index of each of these collections, most of which are in the general office building. Meantime, we call upon many officers and employees for assistance—and never a one has turned us down. (No man is unflattered by an appeal for his advice.)

Concerning the influx of books to our library, my stenographer accuses me thus, in proverbial language:

"Seest thou a volume in another's library, said volume being coveted by thine own eyes? Do thou invite said owner of ye book to visit thine own library. Force upon him a personally conducted tour. Show him yon spot where some day, thou hopest, there may be a volume such as the one thou covetest... and lo, before thou canst say "Jack Robinson," the same will be given unto you."

Be that as it may, it is not difficult to fill your shelves with worthwhile references, once you have convinced a person of the value of your library's service. And once having given a book, the donor is apt to remain a champion for your library. That's human. He has become a part of it.

AN EYE TO FUTURE BUSINESS

We never turn down an offer of a gift, but we do explain that if it happens to be fiction, or something that we cannot use, we shall be happy to pass it on to some other library in need of it. There are many libraries in small towns along our lines which are fairly begging for books—including anything of railroad in-
interest for special use of teachers and pupils. We receive, package and send out these books. Also, with an eye to business, we usually ship a book, or a package of them, to the local freight or passenger agent, suggesting that he may wish to make the contact personally. Furthermore, into each gift volume goes a presentation slip, bearing not only the name of our Library, but the name of the person who makes the presentation.

PERIODICALS

Thus far we have subscribed to few periodicals. Many subscriptions are carried by various offices. Current articles are generally needed for reference at once by several offices. As yet we have not gone into the matter of weeding out duplications, which really are comparatively few; these are usually publications which each officer concerned wishes to pass on to his employees for notation and to hold for ready reference.

CULLING FOR SCRAP BOOKS

The Public Relations Department turns over to us frequently dozens of railroad and industrial publications. Magazines for which we have no particular use are sent to our canteens. Some are held intact in file. The remainder are clipped for everything of railroad interest—commodities, new uses, aeronautics, plastics, electronics, engineering, traffic and transportation, economics, scientific discoveries of use, or possible use, in railroading; management and labor, racial questions, crop production, shop practices, etc. Railroad advertisements, or those picturing locomotives are clipped for the school children's envelope, which occasionally supplements material sent from the Public Relations Department.

Clippings are filed alphabetically for ready reference. When one subject has accumulated a goodly file of clippings, these are bound in a standard binder, labeled, sent the rounds, then shelved with books on the same subject. Each becomes a reference book.

Fortunately our railroad's clipping bureau, located next door to the Library, also supplies us with some current material. Whenever time allows we scan the contents of business and news publications at the newsstand down the hall, note those of railroad or transportation interest and advise those interested. If an officer wishes to see a certain article we purchase the magazine and it goes the rounds. If it contains more than one special article of interest to many, it is clipped, each article bound and treated as a lending-book.

PUBLICITY

Library news is a regular monthly feature in the Baltimore and Ohio Magazine.

The announcement of the establishment of our Research Library was sent out by the Public Relations Department. It made several of the large newspapers, with resultant requests for information from varied sources, and several requests for stories about the Library.

Since January 1 we have given some 15 talks before local and other groups, women's and men's clubs, church groups, sororities, etc. Although the talks are usually about some other phase of railroading, the Library receives due mention before we have ended our story.

At the outset President White suggested that we have a letterhead that should be "distinctive, different." An engineer and I put our heads together, the result being the letterhead we now use. I am not so sure of its distinctiveness, but it is "different." B. & O. colors are blue and white, interchangeable with blue and gold. We use the blue design on white paper for "outside" correspondence, on canary paper for inter-office letters.
SHORT CUTS

Our best short cut I am sure is the colored memorandum slip, used to refer certain articles, clippings or memos to those interested. There's a "method in our madness" in using various colors for these pads. First, a variation of color is an attention-getter. Secondly, the cost is little or nothing, since the pads are made from leftover scraps of paper from our printing office.

Another worthy short-cut is our "pulpit." Because of limited space our library shelves were built almost to the ceiling. An ordinary ladder fell short of our needs. We devised a gliding, pulpit-type platform, with steps on each end and a railing across the front. It serves as a ladder, as a book-wagon in transferring heavy volumes, and its rail-shelf is our desk for reference work when using books on the upper shelves. Another invention also grew out of our need for wardrobe space. A corner wash-stand was shielded by a screen. We replaced the screen with a built-in wardrobe, which serves the same purpose, and its back covered with green monk's cloth, becomes our bulletin board.

TEMPORARY BINDINGS

One item of which we are proud is the temporary bindings which we provide for well-worn books—volumes which we cannot spare long enough for the bindery to hold them for long periods, as now seems necessary. Using standard binders, joined with strips of bright composition leather, leftover scrap from the railroad's upholstery department, we cover the books and letter identifications on the backs. Pamphlets can be tied and glued, after the fashion of actual binding, but rare volumes are fairly wrapped in the soft leather and set up inside the protective covering. A bit of glue applied between the wrapping and the binder may be used to hold the volume in place. Glue does not touch the book itself. The identification is lettered on the outside. We have repaired 100 or more covers; there are possibly 200 more to be done. But this does away with pamphlets sticking out here and there, and adds to the attractiveness of the room. This hand-work is welcome respite. It is our "seventh inning" from which we return to the "headwork" with renewed vigor.

Our new purchases have been chiefly concerned with postwar planning. We keep our eyes especially peeled for material on this subject. Our little memos to officers concerned have brought gratifying responses. A little note of thanks on your desk in the morning lightens the day's work. One officer told us that we are providing him with a service which would cost real money to duplicate.

THE JOB

But our job is not all "beer and skittles." Frequently—and sometimes for days—the Library looks as though a hurricane had just passed. Eventually we get it into a respectable state—just in time for another cloud-burst of miscellaneous books, pamphlets and clippings which we may not have time to examine for another week, unless we put in many extra hours—which often is necessary. However, there are compensations:

When an electrician offers us his treasured reference books, fondling them lovingly and saying, "I know you will take good care of them," ... When a railroader's widow brings in an armful of her late husband's textbooks, with, "He would want some young chap to have the use of them," ... When an elevator operator spends his Sunday morning helping you to transfer a lot of heavy books ... When a trackman tells you, "That 'ere speech you writ for me went over big.
Them guys didn't know I knowed so much about railroadin' . . .

When our president and other executives are sufficiently interested in the development of the library to visit it frequently and offer helpful suggestions. . .

We just can't let these people down. It may mean "blood and tears and sweat" before we reach a plane where we can match our Library with yours—but I'm foolish enough to believe that some day we'll make that "Seventeen Mile Grade."

ESTABLISHING A GENERAL TRANSPORTATION LIBRARY

By ADRIAN A. PARADIS

Department of Economic Planning, American Airlines, Inc.,
New York, N. Y.

A transportation company general library is best established close to the top management, preferably reporting to the office of the President, General Manager or Secretary. This will guarantee the library recognition, ample budgets and a fairly free hand at shaping its own destiny since it is unnecessary to go "higher up" for decisions. Another advantage is the impartial attitude of these offices. Usually they are the only officials not in charge of an operating or administrative department as is generally the case with other executives. For example, a company library reporting to the Vice-president of Engineering might find itself not only predominantly serving the Engineering Department, but also specializing in that field to the detriment of other departments.

The old question of central vs. departmental libraries can be answered only after a careful examination of each transportation company, the type of service it offers, its particular needs, its organizational structure and its plans for the future. The very nature of the transportation industry makes it necessary for most companies to have far flung field, district and regional offices in addition to the home or administrative office. When the operations offices, engineering department and shops are located some distance apart from each other or from the executive offices, it is impractical to attempt a general centrally located library serving every division or department. The urgency attending the usual request for information makes it unsatisfactory to serve important departments or operating divisions by mail or inter-office communication systems.

In choosing a classification scheme it is well to remember that the library may eventually merge with others within the company. It therefore would be well to choose a scheme which will be best suited to a collection embracing subject interests of every department. If there is doubt as to the future of the library or to what extent it will grow, absorb others, or be absorbed, it would be wiser not to classify the books, but catalog and shelve only by author until a final decision is made on classification.

In a large company where individuals and one or more libraries purchase books and periodicals for their own use, it is well to have one library, preferably the general library, set up a "control" system

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1 Paper presented before the meeting of the S. L. A. Transportation Group, June 20, 1944.
for purchasing. Purchasing departments are zealous and adamant in insisting that they do the actual purchasing, but it is impossible for them to keep records of all books and magazines in the company. A satisfactory system is to have the purchasing department send all book orders to the central library or to that library designated as a "control" for checking. If a copy of the book or periodical is available within the company the library informs the person requesting the publication where it may be obtained. All books on order not listed in the catalog are approved for purchase and when received are cataloged before being sent to their purchasers. The library does not pass criticism on books ordered but acts as a check to avoid unnecessary duplication of books.

Many departments circulate current periodicals and bulletins by means of routing slips. This procedure enables all individuals listed on the routing slips to receive at his desk material in which he is interested. Such routing slips are usually marked "do not hold" "do not hold more than one day", etc. In spite of these requests, material is always held up. Either one member of the chain is out of town or another is too busy to read. As a result all circulating material is delayed thus losing its timeliness and value to subsequent readers, and is late getting back to the library. Another vicious characteristic of this system is the inevitable request for something that is circulating and the librarian's ensuing hectic search of a dozen desks and so many briefcases. An alternative to this system is a magazine rack for latest periodicals and a reading table on which can be kept attractive looseleaf notebooks to contain company memos and other miscellaneous materials. Thus all material is available the moment received to everyone on the former routing list.

Of late increased emphasis has been placed on library publicity, however caution is urged in the indiscriminate use of ballyhoo to attract the customers. It is important that the library not make rash statements or promises which are impossible to fulfill. Flyers or bulletins urging employees to call the library for answers to "that question" should only be issued when the librarian is sure she can deliver the goods. Nothing can hurt the library more than to infer that the library has materials or information which are not actually available. News releases and periodic book reviews or digests usually require the fulltime services of an editorial assistant trained in this work. The librarian with a small staff and a big job to do should beware of taking on too many sidelines. The best publicity is through word of mouth. Remember "Deeds, not words," tell the true story of library service to the company.

MICROFILM IN THE BUREAU OF SHIPS

By ENSIGN JANET BOGARDUS

WAVES, U. S. N. R.

T is nice to be with a library group again. Having been a librarian for a good many years before I joined the WAVES, I was a little uneasy about my ability to change my spots so quickly. When I was assigned to the Bureau of Ships in Washington, it was almost apologetically that I reported there, as I could
not believe they would be unduly enthusiastic about a librarian, nor could I imagine what they would find that I could do. But I was greeted as cordially as if I knew something about ships instead of books, and a job was found for me. It is one in which my library training has proved very helpful, and in which the experience I am acquiring now may quite possibly be useful to me when I return to the library world.

I think perhaps you may be interested in knowing in a general way what we are trying to do with microfilm in the Bureau of Ships. In peace time its major use may well be, as is generally the case with microfilm, a space saver, a time saver, a money saver, or all three. Right now the most vital use we are making of microfilm is that of photographing ships' plans in order to facilitate the repair of battle-damaged ships.

As you know, a ship is an intricate affair and may require anywhere from one to eight thousand or more building plans. These plans are large and bulky—approximately two by four feet in size. A complete set of submarine plans may weigh about 200 pounds. It is necessary that these plans, or at least some of them, be in the hands of the mechanics to repair the ships when damaged. During peace time it was sufficient for the Navy Yards and home bases of the ships to be supplied with the plans, as the vessels could make their home ports for repair. During war all that is changed. Ships in battle are damaged more frequently and vitally; they may be hundreds of miles and a couple of oceans from their home bases; and time is of the utmost importance.

Sometimes repair of a ship may have to wait until plans are brought from one of the Yards or from the Bureau in Washington. These plans are too large to be flown to the ship or the base or the small advance unit where the repair is to be done. For these reasons we are copying on microfilm as fast as possible the plans (machinery, electrical, engine, hull) of many classes of ships. The film, with suitable equipment for its use, is then sent to the ships themselves, to the repair tenders and the repair bases. We can, in an emergency, copy a number of required plans on microfilm, develop it, make a positive, and fly that positive overseas in less than a week.

Ultimately we hope to eliminate even that much delay by distributing microfilm files of the plans most likely to be needed to all spare parts distribution centers, repair bases and repair ships. At the present time we are engaged in supplying microfilms of plans to submarines, submarine tenders and submarine supply centers. Internal combustion engines are used on a great number and wide variety of craft, so we send microfilm of the engine plans to repair ships, SPDC's, Navy Yards, section bases, NOB'S and all sorts of repair establishments ashore and afloat, including some 125 advance bases.

**DIESEL ENGINE PROGRAM**

I will try to tell you a little more in detail about the diesel engine program and the submarine program. Here is a reel of microfilm for General Motors, model 6-71, 60kw. auxiliary engine on PC boats. The title on the box gives all the necessary information for its identification. The reel number is assigned arbitrarily from a block of numbers. Each reel is self-indexed at the front, middle and end; and every image carries its own frame number.

I also have our checklist of available reels here which we send to the advance bases. We try to anticipate their needs as far as possible, but if there are plans they need which we have not sent them,
they can order by reel number from the checklist. Generally we distribute about 100 positive copies of each negative.

One of the most interesting phases of the diesel engine program is the equipment of the E components. These are small repair outfits consisting of men and equipment which are made up in this country and then ordered to proceed as a unit on schedule overseas, to wind up finally as part of an advance base. Certain reels of microfilm and a portable projector are parts of the complements of supplies for these components. I will say a little more about the projector in a few minutes when I get to equipment.

SUBMARINE PROGRAM

The classification of plans for submarines above the SS212 class is extremely complex, so it was considered unfeasible to prepare self-indexed reels of these plans. Some apply to ten ships, some to only one in a class. Alterations are numerous and almost continuous. New alterations must be filmed as quickly as they are available to replace the obsolete plans. For all these reasons it was decided that the only possible method of getting on microfilm the correct plans for these classes of submarines would be to cut the film into individual frames, mount the frames in holders, file them according to Bureau plan number and then reassemble and pack it in the cabinets for the submarines and submarine tenders. We send the individual ships about 2,000 plans each and the tenders about 8,000 slides, covering all the classes of submarines in the squadrons they service. As fast as the new alterations come in we microfilm them, file them and throw away the old plans.

THE PORTABLE PROJECTOR

Along with the microfilm we send a portable projector such as I have here. It was soon apparent that we needed something a little more mobile than a Model C Reader and a Model A Enlarger. These we do send to all the large ships and the more or less permanent bases. But for small craft and those where space is at a premium, and for the mobile advance units, we tried to design a compact, light, and sturdy portable projector such as this. If necessary it can be screwed to the bulkhead or suspended from the ceiling so that the image is thrown on a table below. Then the mechanic can work from the image on the wall or the table just as he would from the paper plan.

I have tried to give you a very brief and general picture of what we are doing. There are many problems concerning filming, indexing, shelving and storage of microfilm which are common to all film collections whether film is of books or ships' plans.

(This paper was illustrated by slides.)
THE NEWSPAPER LIBRARIAN

By ROBERT C. MCCABE

GROWTH OF THE NEWSPAPER LIBRARY

The profession of newspaper librarian is only a few years old. I wonder how many in this distinguished gathering realize just how young it is. Fifty years ago it did not exist. Twenty-five years ago there was but a small handful of men working desperately but zealously trying to make a start. They had been caught by the demands of the First World War, and they were not prepared to meet them. It was only about twenty-three years ago that Mr. Joseph F. Kwapil, of the Philadelphia Public Ledger called a meeting of a few newspaper librarians at Atlantic City—and that was the real start of the newspaper library.

The library as we now know it did not start full-fledged, splendidly equipped. It came from very humble beginnings and like Topsy it just "growed". It was growth by trial and error. Each library developed its own technique, its own methods, and had its own objectives. Mr. Kwapil began to bring the newspaper librarians together from year to year to discuss mutual problems, different methods of handling the very important work that was before them, and to plan for the future. As a result the library is being recognized more and more as the cornerstone, the foundation of a great paper.

These are not just idle compliments. They are simple statements of fact. Just how newspapers got along before your vast accumulations of learning and records of events were organized I do not know. They must have existed somehow, for newspapers survived even before the advent of the library. But the papers were not so good, they were not so accurate and they were not so interesting as they are now. If you don't believe me then go back over some files of fifty or sixty years ago and see what they were like.

When I entered newspaper life in the early nineties of the last century as a cub reporter on The Philadelphia Inquirer, there was not a single library on any paper in the city. I doubt whether there were more than two or three in New York and Boston put together. I don't know positively because I did not work in those towns. But I did work in Philadelphia and not one of the ten or more big dailies here had so much as a dictionary for the use of the staff. A few forward-looking editors had their own pocket dictionaries, their own atlases and a few of them had a small collection of private clippings about events in which they were personally interested. I remember one such in the possession of Talcott Williams, an editorial writer on the Press, an Oriental scholar of distinction, and later in life the man who organized and started the Pulitzer School of Journalism in New York. Colonel Lambert, the political writer on the same paper, had a small collection of political clippings and the political reporter on The Inquirer had a scrap book. And that was about all the library equipment to be had to serve ten
big daily newspapers. Of course, there were no collections of photographs, for half-tone printing had not come into use and photographs were merely curiosities, or at best were used by the sketch artist to reproduce a portrait or a building. Only the line cut was used then. As to a library, there was no means at hand in any newspaper office whereby the editor or reporter could check his facts, get the background of what he was writing about or save himself a long and tedious journey to the public library.

Publishers even then respected anything that looked like a library. When the Cuban revolution started I became interested and made my own collection of clippings, books and maps about it. I finally had quite a nice little library on the subject and when the Maine was blown up I showed them to Jimmy Elver-son, the son of the man for whom I worked, and asked him to get his father to send me to Cuba as war correspondent. Thrifty James Elverson, Senior, did not send me to Cuba. He made me War Editor of The Inquirer and gave me a title and more work but no more pay. However, it was a step up and from there I went to writing editorials for the paper; merely because they thought I must have a literary bent if I collected clippings.

THE MORGUE

Around the first of the present century I went to New York and joined the Hearst Service on the New York American. There I made my first acquaintance with the “morgue.” There were no libraries in those days—on Hearst papers, anyway—and I never heard of one on any other paper in New York. Some of them had morgues. Originally they were planned to collect material for obituaries. Also by that time they began to collect pictures, photographs and even to keep stock cuts of important people and places. But from what I saw of the morgues on the American, the World and the Herald, they were all about the same. With the exception of the Herald, they were generally dirty, crowded holes with a few discouraged-looking file clerks. They were generally tucked away in corners of the city room. But even as collectors of biographical material they evidently were not always successful. I remember standing at the counter of the American morgue waiting for some material, when a dapper little grey-haired man came up and asked the file clerk for the obituary of Fred Opper. The file clerk went away and returned in a few minutes and said that they had no obituary of Fred Opper and no clips on him. The little gentleman turned fiery red, drew himself up to his full five feet four and exclaimed: “What, no obituary of Fred Opper, the greatest living American cartoonist!” And then Mr. Opper turned away to file his complaint with William Randolph Hearst.

However poorly the obit side of the work was done, I discovered that the morgue was a gold mine for me if I could learn properly to use it. At that time the famous Molineux case was being tried for the third time. It was a very famous murder case in which a man named Roland B. Molineux was accused of poisoning a friend at the New York Athletic Club. The American, which then specialized in crime, had used every picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again. So the city editor, knowing that I was an expert camera man, besides being an average reporter, told me that he would pay $100 for a new picture of Mrs. Molineux over and over again.
I stalked the lady on Fifth Avenue and saw that she was blind on the left side. I approached her on that side and took several pictures without her knowing it. Two of them turned out very well and my City Editor handed me a check for $200 for my work. That little windfall made me the friend of the morgue and the library for life. It also taught me that the library was a gold mine. I profited by that knowledge.

I have told you how my private library of clippings gave me a leg up in the newspaper world; secondly, how an accidental exploration of the files might be turned into real profit day by day. Nobody told me about these things, I had to learn them for myself. There was no trained librarian to guide. I had to gain knowledge about these things on my own. And I want you to remember this, for I will speak about it later on.

NEWSPAPER LIBRARIES ORGANIZED

During the next few years I organized a library for the Boston American. To do this I was fortunate in being able to secure the services of Mr. John Goetz, one of Kwapi's assistants. The Boston library was the filthiest thing I have ever seen and the most confused and disorganized. But Goetz and I put a couple of vacuum cleaners to work, had more shelving put up, let in a little light and within a very short time we had one of the best libraries in Boston for our work. Later Mr. Goetz, as you know, went to New York where I am sure he is now covering himself with glory.

From Boston I went to Syracuse where I started a library on the new Hearst paper there, the Telegram, and later went on to Baltimore where I went over the work again on the News. A little later I left the Hearst service and joined the staff of the New York Herald Tribune where I met the late David G. Rogers and where under his guidance I reorganized the photograph and stock cut departments of that paper, bringing them up to the splendid standard of the regular library that Rogers had organized.

So you can see that although I am not a librarian, I have had much practical experience with libraries. And for that reason I would like to call your attention to one or two things that I believe will be helpful to you in the great work that you are doing.

Recently in going over Prof. Robert W. Desmond's well-known work, Newspaper Reference Methods, I came across a very interesting statement. He says:

"The reference library is an integral part of the newspaper. What most librarians do not yet have is a definite understanding of their place in journalism and the importance of that place. Once the newspaper executives and workers have been shown how profitable their libraries may be, it seems likely that these departments (these libraries) will emerge from obscurity and that newspapers as a result will become more informative, more accurate and more interesting."

There you have my thesis. At the present moment you have more or less successfully solved your immediate problems. In other words you have put your plant in order. From now on your biggest job is, as Prof. Robert W. Desmond says, to show the newspaper executives and workers how to use your plant.

LIBRARY SALESMASTERSHIP NECESSARY

During a long life of sin and sorrow I have met many librarians. All of them have been charming men or women. Most of them have had scholarly foundations and all of them have had genial personalities. But most of them have had one very serious weakness. They calmly and dreamily go about their libraries waiting for the good things of this life to be handed to them on a silver platter. They do not go out and battle for recognition of their value to their papers, they do not
advertise their wares and when they have done a big piece of work for their papers, they do not brag about it. They seem to think that management and the higher executives must know all about what they are doing and that in due time recognition will come. To these librarians I recommend the reading of Browning’s poem *Hervé Riel*. It is the story of a Breton pilot who saved the French fleet from being destroyed by the British. He took the biggest ship in through the winding channels and led all to safe harbor. The admiral was so impressed by this and so grateful that he called Hervé before him and told him to ask for anything he wanted and it would be given to him. The honest Breton pilot fumbled with his cap and asked for a day off to visit his wife, “la belle Aurore.” And then came the pay-off: “That he asked for. That he got. And nothing more.” And I am afraid that that is just what is happening to most of our librarians.

May I tell you a little story of how a librarian got what he wanted? When I came back to *The Philadelphia Inquirer* in 1936 I met Mr. Paul P. Foster. He was deeply concerned over the fact that the library under his direction was being made the football by some elements in the management who did not have a proper knowledge of the work and the importance of his department. I took the matter up several times with Mr. Annenberg but for the time nothing was accomplished. The library was moved out of cramped quarters into others that were not much better. We needed room, a great deal more room, for Mr. Foster’s library.

Now there was one place in our building that both Foster and myself had had our eyes on for some time. This was a vast room on the fifth floor, known as the Auditorium. We wanted that for our library. But whenever we spoke about it we were brushed off, as though we had proposed to set up the abomination of desolation in the holy of holies. The old-timers on the paper were very proud of the big Auditorium—although they did not use it very much. It had somehow become a sort of badge of prestige and respectability. So finally, after many defeats, Mr. Foster and I started on a direct piece of propaganda. Whenever we talked to anybody, whenever there was an editorial or business conference we always wound up whatever we had to say with the words: “But the library should be put in the Auditorium.” Just that. No arguments and no frills. Just the plain bald statement. Everybody from the owner of the paper and the president of the company down to the humblest porter on the paper heard our demand. “The library should be put in the Auditorium.” It was Cato in reverse. We did not demand that Carthage should be destroyed, we merely made our demand for the Auditorium. In time the thing began to work. Finally one day, to our great delight, Mr. Tyler announced “The library will be put in the Auditorium.” That we asked for. That we got. It was a complete victory. So the library moved in. Some new equipment was purchased, additions were made to the library itself, a larger staff was put to work and today we have the foundations of a very fine library with plenty of room to expand.

Nowadays I never go into our library and see the massive rows of cases, the great shelves of books and the growing files of papers, all in orderly array with a fine staff at work in every section, that I don’t get a thrill of pride and satisfaction. Here is something that will long outlast this poor carcass of mine, and for years to come will help in the making of a great and fine newspaper.
I also believe that a great work can be done by each librarian in teaching executives and workers the value of his or her library and how to use it.

If you were to ask me how this could be accomplished I would suggest:

1—Learn to advertise your library. Give it the benefit of some good publicity. Send frequent reports of what you are doing and what you plan to do to the executives of your paper. When your editorial department draws on your resources for a feature, an editorial or a story, send a memo to the proper executive and tell him how your library contributed to the desired result. Never let anyone in authority forget that you are there and what you are doing.

2—Train yourself to be a salesman. When there is a big story in hand, or an important editorial to write, be just one step ahead of the editor and offer your goods before he has a chance to ask for them. In this way you will keep your library in the front of the picture.

3—in order to be able to do this, insist that you sit in on all important editorial conferences and as many of the informal talks as possible. By that means you will become aware of the future plans of the paper and have a chance to fit your activities into those of the whole paper. I am told that this is already being done on some newspapers, but so far I have never met with it.

4—You should always seek to employ a superior staff and you should make arrangements for paying them better salaries. In these days it is impossible to get the right kind of young men and young women to enter library work unless you can make it attractive from a financial standpoint.

5—Insist on proper physical equipment for your plant. You cannot get along with broken down desks and worn out cabinets. I know that this is impossible at the moment, because of rationing and the war. But it would be wise to start informing your management to prepare it to spend the money when the time comes.

6—Demand more recognition of your importance as a librarian. I know that there has been some talk about changing the name of library and librarian to something else. That is merely a hangover from the period when the library was a morgue or at most a reference library and when it was supposed to be a good place to put a bright office boy or a superannuated hack. But those days are gone. The men and women in charge of our newspaper libraries today are well educated and of superior calibre and they deserve to be treated with distinction.

7—I have reserved for my last suggestion what I believe is the most important thing of all. Very few editors and newsmen have been trained to use the library intelligently. They go to you as they would go to their own library at home and muddle around. They have never made a study of what you have and how it is systematized and made ready for instant use. As a rule the newsman who comes to the library says: “Have you got anything on so and so?” Then he just stands around and waits for any hand-out that you may give him. This is all wrong. I would like to see librarians bring little groups of editors and reporters into the library, show them how the department works—what makes it tick, take them behind the front counter and let them peer into your shelves and cases and familiarize themselves with the rare values that you have stored there. Some of the most successful newspaper men that I know have had the advantage of having worked in a newspaper library for a year or so when they first entered the business. They are men who now know how to use that
great storehouse of information. And I find that their work is always just a little, many times very much, superior to that of other men who know nothing about libraries nor how to use them.

These are just a few suggestions that have occurred to me. From a practical standpoint you may have other and far better ones, but I know that you can never lower your sights without risking failure on the big objective of your life.

Finally I want to stress the whole-hearted appreciation that the editorial department has of your magnificent work.

A newspaper, as has often been said, is never the product of any one brain, no matter how great that brain may be. It is the result of the combined thought and work of many, many men, all of them striving as best they can for the great goal—complete and accurate coverage of the news of the day. That is the fundamental thing. And in this work the Librarian and the Library hold a most important post. The debt that the editorial department owes librarians is very great and perhaps it may never be paid in full. So I take this occasion to thank you.

HOSPITAL AND PHARMACY LIBRARIES

A PANEL DISCUSSION

POSTWAR DEVELOPMENTS IN LIBRARIES

By ESTELLE BRODMAN

Reference Assistant, Columbia University Medical Library, New York, N. Y.

After all, what does anyone know of postwar conditions in or out of the library? In the words of the slang phrase, "your guess is as good as mine." But since you have invited me to do my guessing in public, here goes:

As far as I can see, we're not going to have any sweeping changes in the administration of libraries in the postwar period. We'll still have the problem of the acquisition and listing of books, their efficient use by staff and readers; the problem of the physical spaces of our libraries, and the perennial battle of books vs. budget. In other words, I believe our changes will be "evolutionary rather than revolutionary" (SPECIAL LIBRARIES February 1944 p. 40). We will have more and better microfilms and microfilm machines, perhaps, but we've had these for some time now. We're going to use more audiovisual material in our libraries than before—but we always had some. We're going to do more interlibrary loan work than we've done before—but those of us who are still filling in gaps in our sets from the last war will find nothing unusual in that. We're going to have to cope with libraries which are growing so big they're becoming unwieldy—but we've been hearing complaints on that score for some time now. Perhaps our new buildings will have more fluorescent lighting, or air conditioning, or better carrels—but these things are not foreign to our libraries even today. In fact, so sure am I that things will be much the same, that I cannot agree with Byron Soule, who said

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1 Papers presented before the S. L. A. Biological Sciences Group, June 20, 1944.
"The reader [will be able] then, just as when telephoning, to dial the number of any desired book. By means of an electrical selecting system the book will be removed from the shelf, put on a conveyor and delivered to the charging desk. Anyone else wanting the book while it is 'out' gets a 'busy' signal just the same as after dialing a telephone while it is in use."

No, I think a librarian who goes into a catalepsy now and wakes up in 10 or 15 years will still be able to find her way about her library without too much difficulty. If I'm wrong, can you prove it?

What then will be different in our future libraries? My guess is that the emphasis will be different—the emphasis on subjects not stressed much today; as for example, tropical medicine or mycology. There will also be a shift of emphasis from courses for undergraduate students to continuation and refresher courses for mature graduate students. Finally there will be a changed emphasis on the position of the library within the framework of the institution.

After the war, when our bright young physicians, chemists and bacteriologists return to their jobs, there is going to be a mad scramble to fill in the gaps of their knowledge. Take the physicians, for instance. They have two years of college training—mostly in whatever subjects the Army and Navy prescribe. They come to Medical School immature, and are given three years of accelerated training and a nine months internship, and are shipped to the Aleutians or the South Pacific or Normandy or the middle of Arkansas hundreds of miles from any other medical institution. Would anyone say these people are as well-trained as our older physicians?

Plans are already under way for courses to teach these people what they should have known before they received their M. D., and to refresh the brains of those older men who have been, not hors de combat, but in the combat. These courses will be given in hitherto non-teaching institutions, so that the despised "reserved book room" is going to find its way into places it never was before. Any librarian who hasn't had experience with such a collection had better take herself over to a library which has one and observe it in action. This is, as you see, evolution, not revolution.

Now for the future emphasis on subjects not now stressed. We all know the history of medical fads. Just remember several years ago when endocrinology was settling all our problems. Later it was the sulfa drugs. Today it's psychosomatic medicine and penicillin. After this war it may be something entirely different. How shall we build up our collections in new fields? Here are the steps I use:

1. Back literature.

Take a standard textbook or two on the subject, and see what books and journals are referred to in the bibliography. I don't go in for anything as elaborate as a true count by the Gross and Gross method (those of you who read the next issue of the *Bulletin of the Medical Library Association* will see what I think of it). I use simple inspection and get a list from which to order outstanding books and journals if my library doesn't have them.

2. Current literature.

   a. I make a list of the pertinent journals in the Army Medical Library's *List of Journals Currently Received* and I check it against our catalog.

   b. I go through one or two years of the *Quarterly Cumulative Index Medicus* to see what journals are referred to frequently under the subject.

   c. I read through the review journal in the field, say *Tropical Diseases Bulletin*, regularly and thoroughly including ads for reviews of new material and announcements of forthcoming works. Thus we can buy them for the library before the demand for them arises.
3. Check this desiderata list against second hand dealer's catalogs and try to scare up the money somehow.

All this is important, but my guess is that the most important change in post-war libraries is the change in the place of the library. Here we of the more general library (the so-called "orthodox" library) are taking our cues from the special librarian. It was just a year ago that I discussed right in this building, before a meeting of medical librarians, the necessity for integrating the library into the research program of the institution. In many special libraries the librarian sits down with the research worker and discusses with him the work to be done and the part the library can and will play in furthering this research through literature surveys, abstracts, current scanning of journals, and the like. Miss Cole, Librarian of Calco Company has been a pioneer in this field, and I think we can expect to see the idea seeping into most libraries after the war.

This has almost never been done before in traditional libraries, and the fault is due directly to the librarian. Too many librarians have been stockroom clerks, considering their entire duty done when they have brought a book to a reader upon request. These librarians have had no understanding of the subject matter of their libraries and therefore no knowledge of the literature within the field. They couldn't talk intelligently with the research worker, even if there had been any rapport. They couldn't purchase anything for the library on their own, because they did not know what to buy. They could never anticipate demands. In fact, they had no imagination beyond their routines to a realization of the problems and rewards of science. They have shunned scholarship like the plague in favor of more elaborate systems of cataloging and classification. For the most part, the American librarian has been as professional and efficient and useful as a dental mechanic or a routine bacteriologist—very useful, no doubt, but not worthy of the better brains we librarians are supposed to represent.

This I think—and fervently hope—will change after the war. If it doesn't, the tendency to appoint subject specialists instead of librarians to the post of chief librarian will be extended to the lower ranks. MENE, MENE, TEKEL, UPHARSIN.

Discussion focussed on Miss Brodmann's interpretation of the librarian as a research aide. To create demand for such service, Miss Brodmann suggested starting with one man. The word will quickly get to others. Mr. Fleming pointed out that while the chief librarian can help to sell this idea, he must be backed up by someone who "can deliver."
there is no hospital librarian at all. Because of this sad state of affairs the Hospital and Nursing Section of the Biological Sciences Group was formed in New York only a few years ago, originally “for the purpose of providing short, informal and non-technical courses for untrained hospital librarians” (from “Problems in the Small Hospital Library” by Estelle Brodman, read at a joint session of the Hospital and Nursing School Section and the Patients Libraries Group of the Special Libraries Association, November 16, 1943). In 1942 the Patients Libraries Section was formed in New York; since that time we have met together when we have wanted to consider hospital libraries as a whole. Yesterday the Association granted the petition submitted by several of the members of this group for the formation of a national Hospital and Nursing Libraries Group. Among the objectives of this group must be a plan to help hospital administrators and doctors recognize the need for trained librarians, and a consideration of how we shall fill the jobs created. In order to meet the present emergency and make the best possible use of our trained people, it might be well to consider the hospital library as a whole, with the library service to doctors, nurses, social service workers and patients under one head.

Discussion: It seems essential to define terms and differentiate clearly between Medical, Nursing School and Patients librarians. Medical libraries require technical librarians with some knowledge of medicine and allied fields; these serve research workers and physicians. Nursing school library work requires somewhat less scientific background because of the nature of the clientele (student nurses) and the collection (more simplified medical works, social service and sometimes recreational reading). Patients libraries are public libraries administered for their usual clientele, the public, who happen to be spending some time in a hospital; no scientific background is required of the librarian. Merely because conditions sometimes necessitate a combination of the three libraries into one, with one administrator, does not make it logical to try to combine them within the Association, since their interests are basically dissimilar. If a librarian in a small hospital acts both as medical and patients librarian, she will want to belong to both the Biological Sciences and the so-called Hospital and Nursing Libraries Groups; while the more specialized librarians in larger institutions can join whichever group is suitable to their activities.

This definition and division seems especially desirable when the question of standards is considered. The American Medical Association and the American College of Surgeons require that an approved hospital maintain a library administered by a medical librarian. The National Council of Nursing Education has set up standards for nursing school libraries. It is suggested that the patients library service to the public in hospitals is really a function of the public library, although one which that library (or the City Fathers) does not always recognize. Incidentally, it was mentioned that the American Library Association has a “Hospitals Round Table”, which is primarily devoted to patients libraries.

The general feeling resulting from the discussion seemed to be that the new group might better be called the “Patients Libraries Group” to differentiate it clearly from the medical librarians’ “Biological Sciences Group.” A third group of Nursing School Libraries was also proposed, but these might properly fit in with the medical group. Failing a change of name, an explanatory note as to its
The war has brought some changes to the library of the Philadelphia College of Pharmacy and Science which will influence its postwar development. Perhaps the major effect will be an extension of library service to a larger clientele. Reduction of the student body has enabled us to serve many chemical and pharmaceutical companies. Concern about wound therapy has aroused the interest of the general public in the newer drugs such as the sulfonamides and penicillin. After the war these groups will be augmented by graduate pharmacists returning from the services. In the postwar period libraries should broaden their services to faculty and students. The accelerated courses and incomplete training caused by the war will necessitate refresher courses for graduates. The librarian should be prepared to give more personal help to these people and to returning students than was necessary with more thoroughly trained pharmacists.

The difficulty in obtaining foreign material makes it probable that after the war interlibrary loans, union catalogs and bibliographical centers will increase, with libraries sharing or "pooling" their incomplete files. The postwar budget will have to allow for replacement of foreign periodicals and for direct purchase of foreign publications which are now reprinted at somewhat lower than import prices. A probable release of research papers, publication of which has been postponed, will lead to increasing binding costs and space problems.

One field which seems to offer rich opportunities for development of inter-American relationships is the promotion of Biological Sciences libraries in South America. My husband and I publish a pharmacy journal which is translated into Spanish for South American distribution. The number of inquiries addressed to us by pharmacists in those countries indicates that little information is available to them.
for needing to make themselves felt, put on very carefully planned publicity campaigns; others do a moderate amount according to an established plan or consistent policy. Some of us do it by fits and starts, according to the amount of time we think we can afford to devote to advertising our wares and our services, and according also to the need of the moment; and there are librarians who think that they do no publicity at all and that there is no need for it.

It is, of course, not easy to make a sharp division between what a library does in the line of service, and actual planned publicity. But if we accept one of Webster’s definitions of publicity as “any action or any matter spoken, written or printed which secures public attention,” or one of the other definitions in the same dictionary, “information with a news value designed to advance the interests of a place, person, cause or institution,” we seem to be justified in classing as publicity any service rendered by the library in a way that makes its clientele aware of its existence and of its value and usefulness.

Like Molière’s Bourgeois Gentilhomme who discovered that he had been talking prose for forty years without knowing it, those of us who think we do nothing in the way of publicity may suddenly find that various bits of our library routine have publicity value that we had never thought of as such.

I think it is hardly necessary in a short talk to take up in any detail the reasons why at least a certain amount of publicity is important for a library. Those of you who read the excellent article by Lucy Lewton, which appeared in SPECIAL LIBRARIES for April 1943, will doubtless remember some of the points she made, or will find it worth while to re-read the article. Good publicity serves two important purposes: first, to remind the members of our organizations in as interesting and tactful a manner as possible of how good we are, and how much valuable information our book shelves and our files and our brains contain, and secondly, to bring to the attention of our clientele any information which may be helpful or important for them to know.

EXAMPLES OF PUBLICITY

With this general introduction to the subject, I want to take up some specific kinds of publicity of both the incidental and the planned variety, and show some examples which may be fairly typical.

The simplest form of all is probably the routing of material. Route slips may be nothing more than pieces of paper with the name of the person to whom the material is sent and the librarian’s name or the library stamp; or they may be simple printed forms; or, as in the case of one advertising agency library, a sheet of paper with a very distinctive letterhead in color, specially designed for the library.

Material sent may be a follow-up of clippings, etc. in answer to special request, or articles on some subject in which a man may be particularly interested. As one librarian said, “Sending items of interest without being asked” is a good form of publicity.

Marking magazine articles of interest before the magazines are routed is done in at least one library.

“This has been ordered by library” is jotted down against announcements of new books or pamphlets by one librarian.

Memos on special subjects in which members of an organization are interested are a good form of publicity.

Notices about new books or pamphlets, or lists of them are a kind of publicity very generally practiced. These may take the form of simple memos, typed
forms, articles in office newsletters or bulletins, or typed or mimeographed lists appearing at more or less regular intervals. The display of book jackets on library bulletin boards and of the new books themselves on some special shelf or table is an effective means of calling attention to new accessions.

The writing and circulating of book reviews goes one step further in this direction. Book reviews written by "experts" in the organization, rather than by some one in the library, often carry special weight. The head of a food staff of an experimental kitchen, for example, may be asked to review a book on vitamins, or an expert on television, a new book on that subject. Book reviews, in some organizations, appear regularly in a library bulletin, or they may be written for an office publication or they may simply be sent to interested individuals.

Some librarians, notably one in the banking field, prepare excellent bibliographies which are sent out as a library product.

A rather unusual form of library service is an abstract of the day's news, or newspaper reviews, prepared daily and sent to a selected list of individuals.

Another special type is the preparation of "clip sheets" on special subjects, as for instance, advertising research or television. Clippings are mounted simply on large sheets, with important features marked in some way to attract attention; the sheets are fastened together, and routed to a small number of interested individuals while the news is still fresh.

Some libraries issue special bulletins to call attention to new features; as, for example, new headings for filing postwar planning material, or a list of scheduled conventions, or a calendar of events which has been compiled by the library.

News items about the library or librarians in office bulletins or newsletters are a more or less obvious form of publicity. Lists of interesting questions asked and answered always attract attention. Articles about how to use the library, if written with a light touch, can sometimes serve a dual purpose.

Exhibits and displays are an effective form of publicity. An agency library with a large display board at its disposal has shown collections of interesting booklets, war posters, annual reports, to mention a few, and has called attention to the exhibits by a library bulletin.

Talks by the librarian at staff meetings and in a course for "trainees" are a regular feature in one advertising agency. Pages or paragraphs about the library in new employee handbooks serve somewhat the same purpose, as does also an informal explanation of the library's work and services to new employees, especially to those going to out-of-town offices.

Visits from school and college classes and from fellow-librarians can be "publicized" to one's organization.

In conclusion, there are a few wartime services rendered by the library which have also a publicity value—the publication of service men's letters, library-edited; and the collection of books, magazines, and so on for the USO, merchant marine and other organizations.

(The "exhibits" used to illustrate this talk are on file with Miss Eva Trachsel of the Curtis Publishing Company, New York, N. Y., national Chairman of the Advertising Group.)
WHAT THE USER EXPECTS OF A SPECIAL LIBRARY

By E. B. ALDERFER

THE usefulness of a special library depends primarily upon its operating policies. In the absence of carefully defined operating policies a special library is likely to degenerate into an amorphous appendage. It can easily become something like a museum to lend an aura of culture to the institution of which it is a part, or a storehouse for books and documents that executives did not have the heart to toss into the wastebasket when they cleared their desks.

A special library can and should make itself indispensable. It is just as important as any operating department, and its policies should be planned just as carefully.

The first policy that suggests itself is good housekeeping. This embraces all of the physical aspects—proper layout, with provision for expansion, good lighting, heating and ventilation; orderly arrangement of books, papers and pamphlets; adequate cataloguing to facilitate quick access to materials in the library and systematic disposal of dead stock.

A highly important policy of a special library is the collection of the most useful information and sources. To carry out this policy the library must first ascertain the needs of the organization. In a Federal Reserve Bank, for example, it would be necessary to discover just what function each department performs. The nature of the inquiries made by each department is a good index of their special needs; lack of inquiries should stimulate the librarian’s curiosity to find out the reason for such apparent self-sufficiency of knowledge.

After ascertaining the needs of the organization comes the task of combing the daily output of the world’s presses to determine what titles are most likely to be useful. This is a particularly important function of a special library because most of its clients, unlike those of a university library, have little opportunity or inclination to scan new titles.

The next task is to bring new titles to the attention of those people in the organization most likely to be interested in them. Periodic notices of current publications are especially helpful.

A special library can also render an invaluable educational service by disseminating throughout the organization from clerks to executives, information with respect to the functions of each department, functions of the organization as a whole, and its place in the industry or economic group of which it is a part. Since the special library is a collector and dispenser of information, there is no reason why the educational process should not begin at home. Most organizations that have special libraries are so large that few of the employees have any appreciation of what the organization does and how it accomplishes its purposes. They know their own jobs and may have a fairly good comprehension of their own

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1 Paper presented before the Joint Meeting of the S. L. A. Advertising and Financial Groups, June 20, 1944.
immediate department, but they may know very little about the work of other departments and the relation of one division to another and how they all function together as a business entity. Most individuals know still less about the place and importance of their organization in the industry or specialized economic area in which the company operates. Perhaps special libraries have not regarded educational activities along these lines within their province, but it is a field in which they can render a most useful service.

Another field in which special libraries can make a noteworthy contribution is that of public relations. The facilities and services of the library should be offered not only to the people inside but also outside of the organization. For example, a Federal Reserve Bank can enlarge its field of service and thereby contribute to better public relations by making its special library resources available to member banks and other business enterprises in the community. Outsiders make frequent use of the facilities of our Library at the Federal Reserve Bank of Philadelphia but no doubt we and other special libraries could do a better job by calling the attention of more people to the availability of this service.

Personnel policies of a special library are particularly important. The usefulness of a library depends primarily upon the people who operate it. Based upon my personal experience as a user of special libraries over a considerable number of years, I prefer the librarian who has an enthusiasm for his or her job. A knowledge of library technique, or specialized training in subjects like economics for a business library or medicine for a medical school library, have their proper place but in the absence of enthusiasm for the job, specialized knowledge is a doubtful asset. In acquiring a library staff, specialized training should be rated far down the list of desirable qualities because the knowledge and technology can be acquired—enthusiasm for the job is a much scarcer commodity. No doubt the library user frequently makes requests that are difficult or impossible to fulfill, but he appreciates the assistance of ungrudging and tireless search for the particular information he is seeking. Pursuit of elusive information with a relentlessness commensurate with the difficulty of the task does more than anything else to make the special library a vital and indispensable department of the organization in which it operates.

PERSONNEL IN-SERVICE TRAINING

By RUTH MILLER

Librarian, Central Hanover Bank and Trust Company, New York, N. Y.

In all my seven years' experience in library work there has been a constant struggle to train our staff ahead of the job they are supposed to be doing.

We have, I presume, like everyone else, four things for which we look and try to reconcile when hiring a new assistant: (1) does she have good native ability and an attractive personality, (2) experience or education in finance and economics,
(3) library school training, and (4) can we secure her at a salary we think we can afford. It is extremely difficult to find the paragon who will satisfy all of the first three and still be available at the fourth. We have, therefore, bought the best native talent we could find for the salary we could pay, sent the girl to school at night to fill in the gaps in her education, apprenticed her on the particular library routine to which she is assigned until she can handle it herself, and then let her learn to use the library for reference service largely hit or miss as each question happened to arise.

This has never seemed a satisfactory process to me, because it takes so long to obtain results, meantime placing too much of the burden of the service the library gives on the librarian. I am quick to admit that probably the motivating force behind my desire for reform is my long festering ambition to sometime be able to twiddle my thumbs for a whole day while my library runs beautifully on by itself. But the constant "Miss Miller, where do I look for this?" and my hurried and often inadequate explanation, or, if it is too complicated to explain quickly, doing it myself and thus robbing the assistant of the experience, seems shortsighted and is harassingly close to disintegration of service.

I will warrant that this has a familiar sound to many of you. It is my belief, and my knowledge in some cases, that many of your libraries are staffed much as ours with assistants having varying degrees of education and experience, from high school graduates to library school graduates, from a new file clerk who barely knows that a bank is supposed to have money in it, to a reference assistant with an economics major and several years experience in trust administration work. If your organization is like ours, each staff member represents the library and may at one time or another be called upon to give library service. If your aim is, like ours, that anyone calling on the library for help can expect to have his question answered properly no matter to whom it is first directed, you have been faced with the same problems we are facing. We think we have found an answer.

We are getting good results with our experiment and in passing it on to you, I shall be happy if it provokes some thought among you and if you gain similarly by trying something along the same idea.

STAFF TRAINING

This, then, is our plan. We have "school" regularly one night a week for one hour after the Library is closed for the day. Approximately two hours a week is spent in outside preparation. We dignify it by calling it "Financial Library Service." Our purpose is to teach our staff to make the best use of our own Library, and to know enough about our banking business and its relationship to the economic life of the country to be able to understand its needs and how best to serve them.

We began with the bank itself, studying the procedure and staff manuals of the various departments and divisions of the bank. We supplemented this with collateral reading in an elementary but very practical text on banking, the A. I. B.'s Introduction to the Study of Banking published in 1943. This was done at the outset because we wished to give our staff an understanding of what are the functions of the bank, how it operates, why it has a library, and how the library serves each particular department. In short, we want our staff members to realize just how much of our banking business depends on their doing their jobs properly.
From this we turned to the actual operation of the Library—how we are organized to give service. We studied the particular duties of each person on the staff, beginning with the librarian, who must determine what comes into the library and the disposition to be made of it. I hadn't realized how important it was to have the staff understand what the librarian does with her time until one day about a year ago when I had been personally moving some books and overheard one of my newer filing assistants telling someone that this was the first time she had seen Miss Miller do any work! So we spent one class period going over "my day," looking at periodicals, check lists, bibliographies, book reviews, publishers' blurbs, etc. Then we studied the processes of ordering, receiving, checking in, routing and the final disposition of material in the library, namely the filing and cataloging. We have an alphabetical corporation file which didn't need much explanation, but we spent considerable time discussing our subject file which is classified and quite complicated until you learn how it is put together. We gave the students actual practice in marking material for the files, as well as a thorough explanation of the logic behind the classification scheme and why we use it. We also spent several weeks doing actual cataloging, learning our own peculiarities of procedure and assigning of subject headings. This was so that the staff could really use the catalog intelligently. Learning to think in terms of subject headings is most important in giving good reference service and we stressed that particularly.

Having gained an understanding of how the library is collected and maintained and how each particular job is related to the whole, we were ready to learn to use the library. We started with the general reference books of which we have relatively few, and taught the staff to use them for every kind of the more common requests. These included periodical indexes, encyclopedias, almanacs, atlases, biographical reference tools, trade directories, etc.

To illustrate just how we did this, let us look at our lesson on how to use periodicals. At our first class meeting we lectured briefly on periodical guides, indexes, catalogs and union lists and the particular uses to be made of each type of tool. The students were given a list of the reference services to be examined; in this case, New York Times Index, Industrial Arts Index, Reader's Guide, Ayer's Directory of Newspapers and Periodicals, and the Union List of Periodicals in Special Libraries of the New York Metropolitan District. They were to spend one hour perusing these books and learning how to use them, and then spend one hour in practical application, that is, actually looking for answers to some ten reference questions, which had been asked at one time or another and which could be answered from these sources. The next class period was taken up by a thorough discussion of the sources, bringing out the particular points to remember in using each one.

We have followed this procedure almost exactly throughout our study of the other general reference books. At one of the class meetings we gave a spot quiz consisting of fifteen reference questions which could be answered in the books studied so far. The students were asked merely to indicate where they would expect to find the answer and to do as many as they could in fifteen minutes. This was done to test their ingenuity and quickness of
thought, two things which good researchers must develop.

Since much of our reference work consists of supplying statistics, we then turned to the major statistical sources, paying particular attention to publications of the various federal government bureaus and agencies, learning what kind of statistics each one published and their particular subject specialization.

This is as far as we have actually progressed in our present course, inasmuch as we began this in-service training only last February, and the most important part is still ahead of us—that of specific subject reference; for example, cost of living, agricultural machinery, tobacco, etc. We have outlined the subjects to be studied much as they appear in our adaptation of the Baker Classification, because studying them that way will make the assistants thoroughly familiar with the files in which we use this classification. As we go along, we will do collateral reading in the subjects themselves so that the assistants may have an understanding of them before the reference sources are examined. The procedure for examination and practical application here will be much the same as for the study of the general reference books, i.e. (1) introduction to the subject, (2) discussion, (3) study of sources and (4) practice in answering reference questions.

Now to bring out what this means to us: It provides practical systematic training which will speed up the apprenticeship of our personnel by several years, and give them a necessary professional stimulus and sense of increased responsibility as the scope of their job increases. We avoid catch-as-catch-can reference service by preparing our staff ahead of time for the requests they are apt to have to answer, and, above all, raise the professional level of our work immediately.

Perhaps I should make clear that I do not feel that a course of this sort can serve as a substitute for the thorough grounding in library "know how" that one acquires in attending formal library school. Rather it is the practical supplemental training that is needed to adequately fit a person for working in a specific type of library, in this case, a financial one. Nor do I think that the library schools do not train persons for special library work. I think they do as good a job as they can be expected to do. The main value of library school training is the professional attitude and resourcefulness it develops in a person, as much as the techniques and routines it teaches. If a person has a good firm knowledge of the fundamentals he can more intelligently break away from them in order to develop new ideas and plans which may one day broaden the fundamentals.

CURRENT JOURNAL ROUTING

By BARBARA R. COLE, Librarian, and HELEN ROWLEY, Assistant Librarian, Rayon Technical Division Library, E. I. du Pont de Nemours & Co., Buffalo, N. Y.

I
T HAS been said that "magazines and the serial publications of learned societies are the most essential library tool of the scientist." The famous physi-

1 Paper presented before the meeting of the S. L. A. Science-Technology Group, June 19, 1944.

periodicals is usually not obtainable in book form for a long time after it appears and often never. For a chemist in an industrial organization of this day of rapid strides in chemical technology and keen competition, this is far too long to wait if he is to be up-to-date in his field.

Librarians, well aware of this importance of the periodical, are faced with the problem of making this material easily available to their patrons, yet safeguarding it for the future and keeping within their budgets.

To the inexperienced, the obvious method of dealing with the problem is to attach a routing slip and circulate journals as received to all who request them. Each person is thus permitted to examine the content of those periodicals which he has selected as having bearing on his work. This system may prove satisfactory if each journal is to be routed to only three or four persons. But, as the number of users increases, it becomes more and more difficult to locate a particular issue when needed and to get the journal moved promptly from one reader to the next. To remedy this situation so that the staff may know the location of a particular issue, the library may require that journals be routed back by each user for re-charging.

**DISADVANTAGES OF “WHOLESALE ROUTING”**

This was the method employed until 1942 in our library, the Technical Division Library of the Rayon Department of E. I. du Pont de Nemours & Co. The disadvantages of this “wholesale routing”, as we term it, proved so great that it was then discontinued. Before pointing out these disadvantages it will be well for us to describe the background of our use of this system and our set-up, because any method selected for successful routing depends largely, of course, upon the size of the library staff, the number and location of people served and the number of journals to be handled.

This “wholesale routing” in the Rayon Technical Division came about in this manner. Before the day of the established library, a research director or research supervisor received three of four personal subscriptions at his office. He requested his secretary to route the issues regularly to several of his men. The secretary then became, to some degree, the secretary-librarian.

With the establishment of a library for all sections of the Rayon Technical Division, the cost of the former personal journal subscriptions was absorbed by the library budget. It then became the responsibility of the librarian to route the journals to all sections of the division.

The routing lists were a combination of supervisory recommendations and personal requests. The Rayon Technical Division, then as now, was comprised of the following research sections: Pioneering, Cellophane, Viscose Rayon, Acetate Rayon and Engineering. The Nylon Research Section was added later.

As the Division grew, sections were moved to other locations. For example, Viscose Rayon Research Section is in Richmond, Virginia, and Acetate Research Section is in Waynesboro, Virginia. A man transferred from Buffalo usually asked that his name be retained on the journal routing lists. The librarian complied, but in 1941, each location was requested to have its own journal subscriptions.

With the elimination of this outstanding fallacy, we still had in our own location in Buffalo, now a unit in regard to journal circulation, the problem of indiscriminate or “wholesale routing”. This reached such proportions in 1942 that we believe ourselves justified in eliminating
journal circulation altogether.

Our staff consisted of three and one-half; we were serving approximately 200 people and were circulating about 75 journals. Annually, a list of our subscriptions was sent to our readers for them to check those journals which they wished to have routed to their desks. Annually, too, we urged that they limit the number only to those of most importance to their work and those which they could find time to read without letting them accumulate. Yet, one or two of our readers wished to be put on the routing list of nearly fifty periodicals, and many were attempting to read fifteen or twenty. Furthermore, the routing slip attached to a number of the magazines held as many as 45 names.

One girl spent 50 percent of her time checking in and out the periodicals and frantically sending overdue notices. Some of the journals with the longest routing lists were seen by the requester a year after the date of issue.

It is true that in the case of an urgent request, the library staff had a record of the person to whom each journal had been routed. However, the pressure of work permitted few of the chemists to peruse this material at their desks. So they took it home—and the more urgent the request, the more likely it was to be there, or, so it seemed to our staff members, who may have spent a half-hour trying to reach the holder of the journal on the telephone or, this failing completely, have dashed to his office (which might be on one of three floors) to go through the material on his desk. In the meanwhile she was trying to pacify the urgent requester, who must have the journal at once to settle an argument important to his work or to read to a group assembled and waiting. Furthermore, the journals were never at hand for use as a bibliographical tool in literature searches, etc.

As in most libraries, we bind a number of our journals annually. Needless to say, periodicals that have been routed through the mails to 45 readers are not in good condition for binding purposes. We usually found at the end of the year that nobody had one or two journals—either the chemists or the library. Replacement of these missing magazines was difficult, time-consuming, expensive and sometimes impossible.

**cessation of journal routing**

Because of these numerous disadvantages, we believed ourselves justified in ceasing journal circulation entirely.

We had meantime enlarged our library, providing a room for reading purposes only and increasing the number of reading tables. We also added nearly 25 titles to our list of journal subscriptions. The chemists were asked to read periodicals in the Library. They were permitted, however, to take them out three-quarters of an hour before closing time with the stipulation that they be returned at the beginning of the next working day.

This plan, although safeguarding the magazines and enabling us to have them at hand for reference purposes, did not satisfy the requirements of all of the chemists. A number did not have sufficient time to come to the library either for reading the journals there or to collect them for the purpose of taking them home over night. A few men, too, were located in another building which increased their inconvenience. We agreed to deliver magazines late in the afternoon to those telephoning their requests to the Library, but the rush of the day's activities did not even permit many of them to do this. They complained that they wanted to have journals in the laboratory during the day to pick up while waiting for concoctions to boil.
ROUTING WEEKLY BULLETIN OF ABSTRACTS

We have therefore conceived of and placed into operation a third method of journal circulation.

First, we secured authorization to place duplicate subscription orders for 31 journals which were considered on the basis of wide use to be of most value to our chemists. These duplicate copies are identified by stamping them with a large “C” and circulated.

We route a weekly bulletin of abstracts of current journal articles, which is prepared by the library staff of the du Pont Chemical Department in Wilmington. This bulletin contains references to articles of interest to all branches of the company, is very complete and highly respected by our patrons. With the inauguration of the new plan, we secured additional copies of these bulletins for circulation so that each issue would be routed to only three or four persons. Before putting them into the mail, we check each of the articles abstracted and indicate, by means of rubber stamps, whether or not this material is available in our library and, if available, whether or not the journal containing it will be circulated on request.

We then prepared request slip pads to be held on the desk of each of the chemists. These provide blanks for the name of the requester, the date of the request, the title of the journal, volume, year, pagination and a space for notes. The chemist uses these in conjunction with the weekly bulletin of abstracted journal articles, to request those articles of interest to him which are available in our library and circulated. The request slip comes automatically to the library through the mail, is then attached to the journal requested, and returned to the requester so that he may have the pagination and any notes he has made before him as he reads the article. He is asked to hold this journal no longer than three days.

The journal is charged in and out of the Library each time it changes hands. We are at present using book cards for this purpose, with the title and date of the magazine at the top and the names of the requesters on the lines provided.

We have received some criticism from persons who say that they often prefer to page through a journal rather than request a specific article. For example, Machine Design or Chemical and Metallurgical Engineering is interesting to some engineers and chemists because of its advertisements and short notes on new equipment which would probably not be abstracted in the bulletin. To these men, we have said that it is possible to ask for any of our duplicate journals on the request slip without making reference to a special article.

Those journals of which we have no duplicates are not circulated but are always available for reading in the Library or may be taken out over night as before.

It is our belief that with this method, we shall never again have 45 people requesting the same journal. The effort required of the chemist in filling out the request slip is slight, but he will not do it unless there is a specific article or journal of definite interest to him and he will do it at a time when he believes he will be sufficiently free of other duties to read it. We believe that there is a definite advantage to the chemist in making careful use of the weekly bulletin of abstracts and requesting specific articles, for this reason: the contents of each journal are often so varied, that the chemist must spend much time leafing through articles not of immediate interest while searching for those which bear directly on the problems facing him.
CLASSIFICATION OF SMALL COLLECTIONS OF INFORMATIONAL MATERIAL IN LABORATORIES AND OFFICES

By WINIFRED SEWELL

Librarian, Wellcome Research Laboratories, Tuckahoe, N. Y.

W HEN we have found or constructed a classification system for our libraries and mastered its use, most of us would be content to forget about classification. But because we are librarians we are automatically considered authorities on the subject and consulted for advice and help. Every question is different; yet there is a certain family relationship. Essentially, the problem I wish to consider is the appeal of a man in the organization for a classification that he will be able to use in reorganizing his personal collection of information.

I do not expect to solve this problem, because even if I were an authority on the subject of classification in all the fields which anyone in this group might encounter, the question is a hypothetical one, and too general for a specific solution. But by presenting some of its aspects, suggesting some of the methods of approach and surveying aids to a solution, I hope to stimulate thought on the general problem of classification as it is likely to affect the non-library trained scientist. Perhaps the discussion will bring out further ideas on specific problems and the methods of solving them.

KNOWLEDGE OF SPECIAL FIELD ESSENTIAL

Let us assume, then, that a busy department head has come to us requesting a classification which he can use in reorganizing his departmental files.

Before suggesting any system, the librarian must understand thoroughly the field of the material, and the point-of-view from which the specialist will approach it. This will require both examination of the material itself and considerable discussion with the scientist. In an article on the microbiological assay of pyridoxine, the bacteriologist might be chiefly interested in the fact that the organism involved is Lactobacillus casei, although from the viewpoint of the librarian, the organism may seem of minor importance. An outline of what the specialist considers his field to cover, with definitions of what he understands by the terms he uses, would be an excellent start toward selecting a classification scheme.

One of the first things the busy department head will emphasize in his request is that he wants something that can be set up quickly, and that once set up can be handled with a minimum of time and effort either by himself, a secretary or assistant or by the librarian. Here he has given us two more requirements. The scheme must be the simplest possible; and its terminology and the theories behind it must be based on a consideration of the abilities and limitations of the individual or type of individual who is to administer it.

The term "simple" is misleading. There is the civil engineer who files materials
away in folders or pamphlet boxes under broad general headings such as "Hydraulics," "Structures," "Sanitation," "Earthwork" or "Equipment." Surely such an arrangement is very simple. But, by his own confession, when the engineer wishes to find something, he "hunts by the hour." On the other hand, having an individual classification number for every item in the collection would be an overcomplication. The time spent on a classification should not be out of proportion to its value and permanence.

With respect to the abilities of the administrator of the system, the assumption that a secretary can operate it will be valid only if she has a very thorough knowledge of the subject, if she does only the routine of the procedure after the actual classification has been assigned by an expert, or if the material involved is satisfactorily arranged by some arbitrary method, such as by type of publication and then alphabetically or chronologically. But this latter is not a classification except in its broadest sense; and if it is satisfactory, there is little need for advice from the librarian. A system set up for administration by the librarian would have to be more carefully limited and defined than that for the specialist, while the latter might insist on less complex notation.

Examination of the material gives rise to the question whether one classification and one arrangement will be satisfactory. There may be books, government and association bulletins or other serial publications, advertising literature, miscellaneous pamphlets, reprints, clippings, correspondence, notebooks, manuscripts and summary sheets or other records of experiments in addition to notebooks, not to mention charts, maps, microfilms, photostats and plates—in short subject information in any form. If the collection is as heterogeneous as I have described, it is going to be practically impossible to bring all the information on one subject together. Yet, the more different places material on any subject is put, the less likely is it all to be found. Although it may be rather difficult to manage, I believe in putting as much material as possible into one vertical file. If there are many books, it will probably be necessary to use some numerical notation, and to employ the same symbols for the vertical file. Otherwise, a classification by subject headings might prove simplest. Hence, not only the subjects to be classified, but their form must be considered.

Another factor independent of the subject matter is the question of amount. A small collection can be much more easily handled with subject headings than a larger one, especially if the latter is being added to fairly rapidly, where the amount of time taken to write the subject heading on the material as against the time for a numerical notation might sway the balance in favor of the latter.

Briefly, then, our problem is this. We are asked for a form of classification which will cover all the various types and quantities of material which a man may collect in a limited, specialized field, and which will be so simple that it can be installed in no time and continued without any effort on the part of anybody.

CHOOSING A CLASSIFICATION SCHEME

Once we have considered realistically the problems mentioned, and have definitely in mind what we require of a classification, we try to find one.

We should understand at the outset that the librarian has no monopoly on classification. In its broadest sense it is almost synonymous with organization, and everytime that we put milk in the refrigerator and canned goods on a cupboard shelf, we are actually doing an act
of classifying. Ernest C. Richardson\(^1\) says that “Classification is, in its simplest statement, the putting together of like things, or more fully described, it is the arranging of things according to likeness and unlikeness.” Actually, we are being asked to bring order out of chaos for the specialist in question, and if we can do this well, it won’t matter much what method we use to help him. Although the specialist is often thinking of a numerical notation when he asks for a classification, a good list of subject headings may cause less headaches for everyone concerned, especially if few or no books are involved.

Some time ago, a secretary in a New York City organization called me to find where she could locate “the universal filing system which is used in all offices.” To date, I have not been able to uncover that panacea. A suggestion that Remington Rand was working out a universal filing system of some sort led me to a dead-end. A representative of the Installation Department of Remington Rand, which is prepared to set up vertical files in any type of organization, and has worked out many classifications, informs me that they find that they cannot use identical schemes even for very similar organizations.

There are, however, a number of systems in existence which are universal in that they attempt to provide a classification scheme for all books. The two best-known American systems, Dewey Decimal and Library of Congress, are supplemented by an expansion of Dewey on a broad and very detailed scale, the Universal or Brussels Classification, published by the International Federation for Documentation. Most of us are familiar with the decimal features of the Dewey classification, which arranges all knowledge into ten divisions, each of which has ten subdivisions, etc. For most scientific fields the Dewey system is too general, and this is more true where the field is limited to the interests of one man, which could probably be expressed by a single whole number in the system or even a subdivision of that number. The Universal scheme goes to the other extreme, and is useful in many special libraries. But for a limited collection, the detail may not be so satisfactory, with its notation numbers often running out many places beyond the decimal point. Of course, there is no need for our using the whole notation if the first two or three numbers are always the same. Between Dewey and the Universal system, there is another general classification, that of the London Science Museum Science Library, which is “published with the approval of the International Institute of Documentation and comprises an abridgement of the Universal Decimal Classification.” In some cases, it may represent the happy medium we desire, while in others it will be too condensed. All three of these decimal systems suffer somewhat from the necessity of dividing any individual characteristic or topic into ten or fewer parts.

Since Dewey’s plan was the first of those now in general use, all of the well-known ones which followed have been based on alphabetical division first, because of its broader possibilities. The Expansive Classification of C. A. Cutter, planned in the 1890’s and now out-of-date, is the basis upon which the Library of Congress classification was prepared. As you know, this scheme is a combination of letters and numbers, and has more minute subdivisions in general than Dewey. Although its technology schedule was revised in 1937, the science and medicine schemes are now considerably outmoded. It has the advantages of being
planned by a group of librarians and specialists, but, like Dewey, it does not give sufficient subdivision in many cases to be of much help to us.

We should also mention the Bliss system, only the first volume of which has been published. This came out in 1940, and covers "philosophy, mathematics and natural sciences." It has the advantages of being very logical, more up-to-date, and also rather more detailed in sciences than most of the general systems except the Universal. An English system planned by James Duff Brown in 1906 and revised by J. D. Stewart in 1939, is comparable to Bliss, but seems less closely divided. Another logical and considerably detailed scheme, the Colon, invented by an Indian, S. R. Ranganathan, is extremely ingenious, using, for instance, the valence or group number of a chemical as a part of its class number, thus giving the system a mnemonic feature that an expert would welcome. But it is complicated in its theories and notations, and consequently difficult to use.

Among these general systems, we may find one which is fairly suitable, or which will be so with only slight adaptation. If not, specific classification systems have been planned for a number of specialized libraries. They may be discovered from such general sources as the catalog of a large library, the United States Catalog and Cumulative Book Index, Library Literature, subject indices, or guides to the literature of the field. There is an excellent study on classifications by Mary Louise Marshall in A Handbook of Medical Library Practice, published last year by the American Library Association. Miss Marshall surveys at least eight systems available for medical classification, and makes very helpful comparisons.

In 1930, J. L. Arms published a "Short Bibliography of Classifications, 1929," in Special Libraries. Among others, it includes the architecture classification of the American Institute of Architects, revised in 1937; an expansion of Brussels covering optics by Pollard; a scheme on light and cognate subjects published by Cambridge University press; L. C. Uren's petroleum classification printed in 1928; a scheme for the Massachusetts College of Pharmacy; a development of Brussels for photography by Walter Clark; and the U. S. Bureau of Standards expansion of Dewey for radio, which was revised in 1931 and is the Bureau of Standards Bulletin No. 385.

Since this time many additional schemes have appeared, some of which I shall mention. For agriculture, there are those of the International Institute of Agriculture, published in 1934, and of the U. S. Department of Agriculture Library, the fifth edition of which came out in 1940. The Yale University School of Forestry Library 1933 publication and that of the International Union of Forest Research Organizations, published in England in 1936, are available for forests and forestry; and for gardening, a 1940 scheme by M. B. Clelland, and in the same year one planned by J. Gee as an expansion of Dewey.

In the field of engineering, gas engineering was covered by S. Shire in 1942; highways, by L. Williams in a 1940 Yale University publication; mechanical engineering, by O. Ohlidka, in a simplification of Brussels contained in the World Congress of Universal Documentation 1937 Communications. There is a plan by an engineer, E. W. Lane, published in Civil Engineering in 1936; and in 1937 M. H. Smith made a modification of Dewey for engineering in general, which is in manuscript form at Columbia University.
W. Ashworth, J. H. Bartlett and M. C. Shields have all worked out physics classifications, the first two, expansions of Dewey, and the third a combination of the decimal and Library of Congress classifications. The first appeared in the Library Association Record for July, 1936, and the last two in American Physics Teacher for 1938.

C. W. Mason described the reclassification of a chemical library according to a revision of the Library of Congress system in the August, 1930, Journal of Chemical Education. The Annals of the Association of American Geographers carried a detailed scheme for geography by S. W. Boggs in its June, 1937, issue. A. A. Slobod extended Dewey for lighting in 1934 and Rayon, for January, 1940, carried a Dewey expansion for “man-made” textiles.

In nursing, there is the scheme of the National League of Nursing Education in its Library Handbook of 1936; and a modification of Dewey for the University of Washington, described by Stevens and Miller in the American Journal of Nursing in April, 1942.

Some of these are on file at the Special Libraries Association headquarters, in the collection of two or three hundred classifications of various degrees of age and usefulness on a great variety of subjects. There are subject heading lists, expansions of Dewey or other well-known systems, and original schemes with number or letter notations. Many are unpublished manuscripts. A tabulation of the holdings arranged by subjects was printed in Special Libraries in January, 1938. Since that time, interesting schemes not already mentioned have been received for housing, an X-ray department's material, waterways engineering, nickel, soap and glue and aeronautics. All of these classification systems are available for loan, and Miss Isabel Towner, Chairman of the S. L. A. Classification Committee is now working on reorganization, and believe it or not, since it has never been done, classifying the collection. It promises, therefore, to be even more valuable in the future.

ADAPTING CLASSIFICATION SCHEME FOR NEEDS

After this survey of the field, are our problems solved? I rather doubt it. Though we may be able to find a classification or several classifications on the subject in which we are interested, they may very possibly need revision, or even be of no use at all. We may need to make an entirely new system. A classification is not an easy thing to make, but once set up, it is even more difficult to change. It deserves considerable thought.

Though the distinction has often been made by the professional classifier, it does not usually occur to the amateur that there is a considerable gap between a classification of knowledge and a classification for books. Since our scheme must take care of books as they are written, and since the information must be arranged in one dimension, it is the lot of the librarian to co-ordinate the schemes of knowledge of the specialist to fit the needs of the collection.

Very important in the work of co-ordination is a good subject index, without which no classification is complete. Though our specialist may feel it is too much work, we must convince him that, unless he can make authors write on but one subject with but one point-of-view, there is not a really satisfactory substitute for a card index.

For help in setting up a system of classification, we may go to Margaret Mann's Introduction to Cataloging and the Classification of Books, practical and theoretical studies by E. D. Richardson,
and W. C. B. Sayers, and treatises by the two propounders of schemes, Bliss, and Ranganathan, which go into the philosophy possibly a little more deeply than the novice will care to venture. For those dealing chiefly with files, Bertha M. Weeks' How to File and Index gives a discussion on theories and uses of classifications and sources of subject heading lists, as well as very practical suggestions. Miss Pettee describes "the philosophy of the maker of a special classification" in Special Libraries for September 1937, and the Philadelphia Conference of Methodology report in the same journal for September 1931, gives many practical pointers.

It is also worth remembering, if we are short on time and willing to spend the money, that Remington Rand is equipped to establish a classification for us.

Finally, if we do set up a new classification or revise an old one very considerably, let's remember to make an extra copy for the files at S. L. A. headquarters!

REFERENCES
2 Mann, Margaret. Introduction to cataloging and the classification of books. 2d ed. Chicago, American Library Association, 1943.
3 Richardson, loc. cit.

FLEXIBILITY OF THE BAKER CLASSIFICATION

By DR. ARTHUR H. COLE and MARGARET STIRLING

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President Lowell is credited with the statement that nothing is permanent at Harvard except the tendency to change, and Dr. Cole feels the same situation prevails relative to everything pertaining to the social sciences. The great economist, John Stuart Mill, provided a formula for his successors as to what they should not do when he asserted, some seventy-five years ago, that everything worthwhile had been learned respecting the theory of value. Soon afterwards, Jevons and the marginal utility school rose to prominence; we had contributions from the Austrian school; recently we have rediscovered and extended the ideas of Walras until we have a mathematical school; and now, if he came back to teach in an English or an American university, Mill would hardly recognize the subject.

The same situation is likely to control affairs in the library world, insofar as they relate to the social sciences. There is impermanence enough in other phases of library experience: Buildings built to serve an indefinite future are filled up in a generation; bibliographies have to be revised almost annually; space has to be set aside for reading machines and the...
storage of microfilms; new schemes are launched for union catalogs and bibliographical centers, and more recently for cooperative purchasing of foreign books.

Library classifications are not exempt from the devastating effects of change. At the Harvard Business School the impetus to set up a classification of its own came from an examination of the existing schemes and the conclusion that none of them was adequate to the needs of the growing volume of business literature and none could conveniently be expanded or interlarded to serve the purposes of the newly arisen discipline. The Business School Library had actually tried out two home-grown schemes of classification before it set about the task of making a thorough-going study and trying to devise a form that would have a better chance of survival.

**EVOLUTION OF THE BAKER CLASSIFICATION**

The Business School was given funds by the Rockefeller Foundation to enable it to carry out an extended study of the problem and to engage Mr. William P. Cutter to carry the main burden of the work. The grant was made by the Rockefeller people in the belief that the compilation of a new classification in the field of business literature would be of aid beyond the walls of the Business School itself and the classification work proceeded with one eye upon the needs of other library institutions, especially those in the business world itself.

When Dr. Cole first became associated with the Business School Library, he found that the main field to be emphasized in the classification scheme had not been decided. It had become obvious that we were bound to be concerned with three dimensions: business function, geography and industry. We could have put the main emphasis upon different parts of the world and subordinated business function and industry. We could have made industry and its institutions the main theme and used the other analyses as subordinate elements. Actually, we chose the third potentiality. By reason of the importance which the teaching of business administration placed then and still places upon marketing and financing, provision of labor and purchasing and other business functions, we felt it essential for our immediate purposes to place such topics in the foreground and utilize geography and industry as secondary modes of analysis. However, we sought in the notation system and in the form of publishing our results to make it possible for other libraries to select the alternative arrangements, if they found them more suitable to their particular needs.

Perhaps here there should be a pause to explain what may seem peculiar or even inconsistent in the treatment of business institutions in the Baker classification. There is, to be sure, a good deal of mutual inter-dependence of all business institutions, but we found much validity in the thought that a division was possible between institutions that produced consumable goods or the machines for making consumable goods, and those which provided services for the first group. Our eyes were centered upon the cotton mills and steel works, the machine-tool builders and the copper mines; and we looked upon banks and electric power companies, insurance underwriters, real estate brokers, labor exchanges, railroads and the like as purveying broadly to all such industrial enterprises and having an impermanence in the economy by reason of this public service quality. (To be sure, there is not a sharp division. Paper mills purvey to banks as well as to other consumers. Railroads transport traveling salesmen of marketing institutions as well
electric power companies provide light directly to consumers as well as power to industrial establishments; but the broad basis of differentiation is fairly clear.)

The acceptance of this concept had consequences upon the Baker classification. The banking function as well as the manufacture of shoes leads to the development of business institutions. The advertising section of marketing as well as the mining of coal gives rise to companies and trade associations and other aggregations of individuals to carry through the particular business service. Some place had to be provided in the classification for the business institutions which carried through the service functions. Mr. Cutter and Dr. Cole decided to place them with the section of the classification dealing with the functions rather than lump them with the mills and mines and factories that are producing the goods and the machines to turn out goods. Accordingly, you find in our classification a location for investment bankers and insurance companies, labor exchanges and real estate dealers and other comparable institutions in the several service industries; but you find no place for woolen mills and sugar planters and book binders except in the subordinate industry list. Incidentally, it should be noted that for the purpose of imparting flexibility to the Baker classification and particularly for enabling other libraries, as it were, to turn it inside out, provision was made in the subordinate list of industries and services for transportation, communication, marketing, financial institutions, insurance and the like.

With this much as background we come to the immediate business of why the program committee asked us to present a discussion of the Baker classification at this meeting. In some degree our appearance is the result of a two-way interest. On the one hand, we at the Baker Library are hoping to learn what institutions have found use for our product, either to extend their own classification, or to employ it directly in whole or in part. We venture to suggest that in a very modest way we resemble the redoubtable Mrs. Roosevelt. We fancy and hope that she does not hear all the stories which are built upon her vigorous personality, and we are sure that no one tells us when they do adopt our classification, or how they like it. However, we are not interested in learning of our possible contribution to the welfare of the world merely from a sense of inordinate pride. We are making changes ourselves from time to time in certain details of the classification since the literature of business and economics grows and, somehow, we have as yet been unable to keep authors from writing books that fail to fall neatly in any of our pre-established pigeon-holes. For a year or two after the classification was finally published, we prepared and distributed mimeographed sheets of corrections and revisions to all whom we knew to have purchased the volume. Recently, we have stopped this practice, but if we knew that other institutions had any real interest in the matter we would be glad to send around memoranda—which the recipients might find useful, but which they could feel free to file in the wastebasket. On the other hand, we should be glad to learn of any expedients which our colleagues in the business field find necessary or desirable to adopt in extension or revision of our classification. After all, it is now seven years old and a good deal has happened in that space of time.

The second and opposing reason for the invitation which was extended to us
to appear at this meeting seems to derive from the fact that in the elaboration of the Baker classification relatively little attention was given to a fourth significant element in the analysis, that is, one beyond function and geography and industry—the element of time. For the most part, Mr. Cutter and Dr. Cole were inclined to minimize the role which this element should play in the development of our classification scheme. It appeared to them best to throw together all material on the techniques of mine safety whether it was a pamphlet about the Davey lamp or the latest bulletin of the American Safety Council. Similarly, they felt that wage theories or material on sales promotion or books on corporation finance could be collected in a single place, whether of old or new vintage. To be sure, history did leave its trace from time to time in the pages of our book. Sometimes this intrusion is evident only in a non-current term, such as “the truck system” or “the commerce court” while frequently it is manifested in such breakdowns as mercantilistic, physiocratic or English classical school of economic theory, the division of business history into chronological periods or the specification of war indemnities into those pertaining to the Franco-Prussian War and to the “World War”, and subordinate entries in the latter case to the Dawes Plan and the Young Plan.

The events of the last few years, and especially the rising flood of books and pamphlets dealing with the current war and its prospective settlement, and the attempted forward-looking business or economic adjustment to conditions of the future peace may well occasion alterations in the classification scheme which was drawn up in the middle thirties.

On the whole, we at the Business School are inclined to take a long view. In a way of speaking, we are trying to put ourselves in the position of the research worker of 1960 or '70 and asking ourselves what he or she will then be wishing that we had done in the middle 1940's. Possibly our problem differs significantly from that of business libraries that are utilizing our classification scheme. Perhaps we do not have the percentage of urgent calls for material on topics of today's high importance, such as renegotiation, or contract termination, or the future of the aviation industry which flow into the library of a business institution. On the other hand, we believe a sizeable evaluation by the older group of businessmen or academic economists would tend to support the thesis, for which, in fact, Dr. Cole would himself vote, that there are relatively few novelties in the war, or in postwar planning. In some elements, the Second World War has followed on the economic and business sides the pattern of the first such conflict; and in others the war has merely accelerated developments which had become evident in the period between the wars and particularly in the decade of the '30's. On the whole, we have been disposed to throw most of our current material into niches that we had previously utilized and have found no great difficulty in operating with a small degree of patching.

BAKER'S CLASSIFICATION OF POSTWAR MATERIAL

So far I have endeavored to tell you how our classification has been evolved, and what we are trying to do. I hope now to show you how we are treating the postwar material which is currently arriving.

In the first place, I should explain that our stacks are closed, so that we have to lean more heavily on the catalog to show our holdings than we might otherwise
do. In general we use Library of Congress subject headings, although we feel free to adapt them whenever it seems better to serve our purposes. (I mention this, because I have heard catalogers say “Of course, we’d like to do thus and so, but the LC won’t let us!”) For general postwar planning we use “Economic planning—1939-“, adding the date to separate current planning from the older material on the subject. Leading to this we have a “see reference” from “Postwar planning,” and “see also references” from “Reconstruction (1939- )” and from “World war, 1939-—Economic aspects”, and we refer from “Economic planning—1939-” to “Business, Small” and to “Reconstruction (1939- ).” This last heading we are using for very definite plans that have gone beyond the theoretical stages and are actually in process such as the work UNRRA is doing. In time I think we shall use a place sub-division, but so far we have not enough material to justify that. We have a “see reference” to this heading from “World war, 1939-—Reconstruction”. Since mobilization and demobilization involve more or less the same functions, but in reverse, we use only “Industrial mobilization—1939-” as a subject heading, but with reference to it from “Industrial mobilization”, and the inverted form “Demobilization, Industrial”. Of course, in addition to these general headings, we use whatever others are needed, and the bulk of our material is thus scattered into what we hope are the appropriate pigeon-holes.

As Dr. Cole has stated in classifying we try to do a permanent piece of work, so that we shall not have to make many changes a few years hence, when our present postwar planning will have become history. Thus, whenever it is possible, we class material with the function, service or industry involved. For instance, we have quite a few books on war contracts; some, intended for our Quartermaster Corps students, on how to carry on their work of buying for the government, we have put with our other material on “purchasing for particular industries or institutions” (HMAG); other items explaining how to determine costs under government contracts are classed with cost accounting (DR); in our numbers for wartime government control of business (AMB-AMT), we have put the general books on war contracts and their termination, since it has seemed logical to keep the renegotiation and termination with the contracts to which they relate. This group of numbers includes a general symbol for “wartime control of business” (AMB) with subdivisions for control of production (AMC)—both output (AMD) and raw materials (AME)—price (AMF), consumption (AMP) and finance (AMR). Labor and transportation are not included in the group, because there are special places for wartime controls in the sections of the classification devoted to them. In this section we have classed the majority of general works dealing with the war effort, and preparation for peace. (For example: (AMB) Economic Problems of War and Its Aftermath, ed. by C. W. Wright, [1942]; (AMR) C. C. Abbott's Business Finances During the Critical Transition from War to Peace, [1944].) Since one of the main themes in much current planning seems to be the prevention of another depression, we have classed several books on postwar industrial demobilization with other works on planning particularly designed to control business cycles. (For instance: Your Business After the War [prepared for the Research Institute of America under the supervision of Leo M. Cherne] [1943] (BRKA).)
TRAINING FOR SPECIAL LIBRARY SERVICE IN COLLEGES AND UNIVERSITIES—WHAT CONSTITUTES THE BEST PREPARATION? ¹

By DR. MARIE HAMILTON LAW

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BEFORE considering the question of training librarians to administer special libraries or special collections found within the college or university, it might be of interest to review briefly the progress of training for special librarianship in general. It was thirty-eight years after the founding of the first library school before a course for the training of special librarians found a place in the curriculum. It is worthy of note that the first school to be established was also a pioneer in education for special librarianship. I refer to the Columbia School of Library Service which in 1926 inaugurated a course in special library work under the direction of Miss Linda Morley. The plan by which this training was incorporated in the basic program of the School has been fully described by Professor Ernest J. Reece in an article which appeared in SPECIAL LIBRARIES, September 1934. In 1927 when this School decided to give the Master of Science degree, it was planned that special library service would be one of the fields in which students might major “pursuing a course and investigation dealing directly with its problems, and electing in the School of Library Service and elsewhere in the University study which would equip them with the appropriate tools and subject knowledge”. But seven years later Mr. Reece states that no candidates had applied for the work leading to the Master’s degree and he concludes from this that either the School had “misunderstood the nature of the demand for specialized and subject study”, which he says “seems unlikely since the programs possible under the plan are highly varied and flexible; or it is for the moment in advance of its field and market”. The first year course in special library service given by Columbia met with better success, as shown by an enrollment of over 250 students in the years 1926 to 1934.

The Library Schools of McGill University and the University of Toronto were also pioneers in the special library field, with training begun in 1927 and 1928 respectively. There are at present at least twelve accredited library schools offering Special Library Service as an elective in the one year basic course. In addition to these are the courses conducted in Hospital Library Administration by the University of Minnesota, Law Library Administration by the University of Washington, and courses for music, law and medical librarians given by the Columbia School of Library Service. Two other library schools, those of the Catholic University of America and the Drexel Institute of Technology, have announced courses in special library work to be inaugurated in 1944. There are also several schools which include some training in Special Library Service as part of

¹ Paper presented before the S. L. A. University and College Group Meeting, June 20, 1944.
the courses in general library work. Thus in the eighteen years following the introduction of the first course for the training of special librarians there has been a steady increase in such curricula until at present more than half of the accredited library schools offer work in this type of service.

COURSES IN SPECIAL LIBRARY SERVICE

The pattern of the basic curriculum is much the same in all the schools offering special library electives. The program is built about a core of required courses consisting generally of library organization and administration, book selection, reference and bibliography, cataloging, classification, and history of libraries. In addition to these required courses, a fairly wide choice of electives is offered, leading to specialization in various types of library service including special libraries, or to the development of a particular "skill", such as cataloging, bibliographic research, reading guidance, etc.

Theoretical work in the electives is supplemented by observation and practical experience in the type of library or service selected for specialization. Thirty semester hours is the standard requirement for the basic course, but the distribution of required and elective hours varies with the individual schools.

Courses in Special Library Service, in addition to the procedures connected with organization and administration, usually include the acquisition and care of source materials. These electives are sufficiently broad in scope to lay a foundation for service in many kinds of special libraries. The description of one such course, fairly representative of the majority, reads as follows: "Organization and administration of special libraries, including departmental collections in public, reference and university libraries. In addition to study of general problems of administration in various types of special libraries, emphasis is placed upon methods of selection, acquisition, organization and care of special materials such as newspapers, magazines, directories, services, maps, public documents, pictures, slides, pamphlets and clippings. Classification problems in the organization of special collections are studied. Attention is also given to methods of rendering information and reference service to the library's clientele. Individual exercises and observation periods in libraries give each student the opportunity to study the library problems within a special field".1

It will be noted that the aim is to prepare for the special library wherever it occurs, as part of the university, college or public library, or as a department of a business or industrial organization. From two to three semester hours are usually devoted to such courses in Special Library Service. The elective system also provides for other courses which would be of advantage to the special librarian, such as Cataloging and Classification for Special Libraries, Indexing, Subject Bibliography and Reference Work, Government Publications, Publicity, Microphotography and Applied Psychology for Librarians.

SUBJECT SPECIALIZATION VS. LIBRARY TRAINING

So far we have considered as a means of training for special librarianship only the curricula of the accredited library schools where the emphasis naturally is placed upon techniques, administrative procedures and sources of information. The knowledge of the subject field, a most important requirement for the special librarian, demands consideration at this point. How and to what degree

1 Simmons College Catalog. 1940-41.
should the librarian obtain this knowledge? Should he be first of all a specialist in the literature of the subject and gain a knowledge of library techniques on the job, or should he be trained as a librarian and gain a knowledge of the subject through working with the material, or should a combination be effected whereby the student would specialize in the type of library service for which his college major had best prepared him, later adding to his subject knowledge through advanced work leading to the Master's degree or the doctorate?

The question of subject specialization vs. library training is of particular concern to the administrators of college and university libraries, who usually have the task of selecting the staff members to be assigned to special libraries or special collections. The term special library or special collection is used in this paper to cover three types of collections found in university and college libraries. These have been well defined by Mr. Walter Hausdorfer in his survey entitled: Professional School and Departmental Libraries and consist of the professional college or school library, which provides information to be used in the practice of a profession; the departmental library, "a collection of books pertaining to a single academic department," such as history, philosophy, physics; and the research library for graduate and faculty use. The latter is often not under the control of the University library, but as Mr. Hausdorfer points out it has much in common with the old seminar library "in being a laboratory for particular departments of instruction".

In all of these types of special libraries, the background knowledge and training of the assistants in charge should be of a character to entitle them to the respect of subject specialists. They should be familiar with the bibliography of their special field, with the instructional and research work in it, and be able to develop the collections under their care. This presupposes some acquaintance with allied subject fields, a knowledge of foreign languages and of the methodology of research. A command of administrative procedures and library techniques is necessary if the library is to function efficiently. What then shall the administrator require in the way of preparation? In order to obtain a practical answer to this question, a brief questionnaire was sent to ten college and university librarians, whose experience had been extensive in directing special libraries. The institutions approached were the Universities of Pennsylvania, Columbia, Harvard, Chicago, Illinois, Wisconsin, Michigan and Alabama, Pennsylvania State College and the College of the City of New York. Nine answers were received.

The questions and replies were as follows:

**Question 1.** In engaging assistants to take charge of special subject collections in the university or college library do you consider training in the subject field or training in librarianship the more important?

Two librarians (one college and one university) considered training in librarianship was the more important. Five librarians (four university and one college) considered subject knowledge and library training about equal in value. One director of libraries said where a choice had to be made, training in the subject field had been given preference. Another replied that "if there were two people in a division and they couldn't have both kinds of training, one should have subject knowledge and the other library training,
putting the best all-around person in charge". Two librarians (university) believed that the choice depended somewhat upon the nature of the collection, the clientele and the extent of use. One of these weighted subject knowledge 90% and library training 10% if the collection was for limited use. Another said that "the enthusiasm for a subject which is usually shown by the acquisition of a thorough training in it is a primary requirement for special library service. Whatever his library training, the assistant in charge of a special collection will not do well unless he has a deep and genuine concern about the subject".

Question 2. Should the academic preparation in the subject field be greater than that required for a major in undergraduate work? If so, please indicate the extent of preparation believed necessary?

Six librarians considered a Master's degree desirable, particularly if the subject were a highly specialized or technical one. Two thought a major in the field of undergraduate studies would be adequate. One said that circumstances altered cases, but in general the more training and experience, the better.

Question 3. Should the training in librarianship exceed or differ from that offered in the basic one year course of an accredited library school?

Six librarians thought that the basic one year course was satisfactory, but three of the six believed that courses in special library work were needed in the basic year. Another stated that the basic one year course was not entirely satisfactory for special library work but was "decidedly on the right track". One librarian believed that the training should differ but "only to the extent that the basic training of first year schools is generally in need of improvement". In only one instance was a second year in a library school mentioned as desirable.

Question 4. What educational background has proved the most effective preparation for those in charge of special subject collections? Please base answer on experience with assistants in your library.

The five answers received to this question placed emphasis upon subject specialization. In one library two special collections were headed by men who held doctorates in their special fields. In another instance the three special librarians, in addition to being library school graduates, had college majors in the special fields covered by their collections.

In summary, the answers showed that the librarian of the special collection in the university or college library should have a knowledge of the literature of his subject field acquired through formal education. The degree of specialization would be somewhat dependent upon the character of the library and its use, but for a highly specialized collection, a Master's degree was considered desirable. The basic one year course of an accredited library school was thought to be satisfactory preparation for the special librarian, but the need was emphasized for courses dealing with special libraries to be given as part of the basic course. In no instance was the recommendation made that preparation for the special librarian should differ drastically from that at present offered. The consensus of opinion was that both subject specialization and library training were necessary.

We have heard an expression of opinion from library directors. Let us now examine the question of preparation for special librarianship from the point of view of the training agency. These remarks will be confined to the opinion of the faculty of the Library School which
I represent, but I believe our experience with the basic curriculum would be typical of that of other schools. The basic course suffers from having to present a mass of material compressed within too brief a time limit. Not only must the students be grounded in the fundamentals of library service but they must be prepared to specialize in some particular branch of library work. They must acquire rapidly a knowledge of techniques and of source materials and be able to make practical application and adaptation of what they learn to particular situations. The result is a rapid survey of the material presented with little time to assimilate it or to test it in practice. The Schools have adopted various devices to make possible the application of theory, but more extensive observation and practical application of theoretical training would be highly desirable as part of the Library School program. Lengthening the basic course has not seemed feasible because it is thought that the salary scale for beginning librarians does not warrant the additional expense.

**INTERNSHIP**

The special librarian particularly needs to study the relation between the special collection and the organization of which it is a part. With respect to the college or university library this entails an understanding of the educational aims and administrative practices of the parent institution and a knowledge of the curriculum; how to anticipate the need for information, and how to make material readily available through time saving devices. A study of this character requires longer and more detailed observation than can be secured within the present compass of the basic library course. It could probably best be accomplished through internship which the A.L.A. Board of Education has defined as "Supervised planned training which allows the application of full theoretical training to actual varied practice". Under such a plan the library school and the cooperating library would enter upon a joint project in which the student would not only get experience "on the job" but would devote himself to the planned study of a particular type of library service in relation to its clientele.

Such an experiment in internship carried on by the Tennessee Valley Authority and the University of Illinois Library School might point the way for further projects. Begun in 1940, the plan provided for an eleven months' program subsidized by the Carnegie Corporation. Its object, stated as follows, was "to provide a thorough understanding of the philosophy, program and methods of the library service and related activities of the T.V.A., and an opportunity for observation, study and some degree of experience in the training program as a whole. It will provide also some work in local library agencies with which the T.V.A. cooperates. The intern will be expected to carry some actual responsibilities in the library program as well as to read widely in the field of adult education. Emphasis will be placed upon training rather than upon production". The plan called for reports by the intern at intervals of three and six months and a final report which covered the full period. The Library Internship Committee which had general supervision of the experiment received a monthly report from the librarian who directly supervised the work of the intern. The required reading which formed part of the program was developed from a bibliography made by the intern as part of his duties. The training schedule was so divided that observation and experience

*(Continued on page 349)*
FIRST of all let me explain that I am not going to talk about a medical library even though the title does so seem to indicate. The story of the title, which I did not originate, should be told so that due credit can be given. Several weeks ago Ruth Miller wired me and asked me to send to her as soon as possible the title of my speech. I was in somewhat of a quandary because, although I had decided to talk about the place of a library in a research program, I had not as yet decided what to call it. As I sat at my desk pondering about my problem, one of the economists passed by and asked the reason for my furrowed brow. After I explained my story to him, he thought a moment and then said, “How about ‘Research Library—Cadaver or Catalyst’?” At first I recoiled at the use of such surgical-sounding terms for a bank library, but, on second thought, I decided it might not be a bad idea for librarians to temporarily step out of that role and regard themselves as do those who use the library.

The meaning behind the title not only stirred my imagination, but began to disturb me a little. I asked myself, “Is my library a catalyst or a cadaver? Is it a dynamic force in the research program? Does the research work flow through it? Are the various research projects aided and abetted because of the material the research people find in the library? Do the men turn to the library for all the services a good library is supposed to render? Or, on the other hand, is the library nothing more than a collection of books which might just as well be in dead storage, and, do the research people turn to the library for help only as a last resort?” The thought frightened me so much that I hesitated to ask the person who suggested the title just how our library would be rated for fear of what he might say. Then I decided to enumerate as objectively as possible the characteristics which would indicate in which category our library would fall. I thought it might well behoove us to consider the extremes and then, if we found ourselves dangerously close to the cadaverous borderline, to do something about performing a major operation which might result in a new lease on life.

As I began to pluck the petals from the daisy of truth, I noticed that I was too readily discarding those which might be liabilities and pausing at greater length to preen myself on what I considered our good points. This convinced me that I needed a more straightforward plan of attack. In case our library were ailing at some vital point, I thought it best to call, and did, a consultation of the research economists for a diagnosis, a prognosis, and, if necessary, a prescription. Then, I determined, I would take whatever medicine they had to offer, regardless of how bitter it was. To this end and in order to make the survey entirely fair I asked the men not to be circumscribed by possible limitations of our own

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1 Paper presented before Breakfast Meeting of the S. L. A. Financial Group, June 20, 1944.
library, but to make suggestions in the light of their own experiences and what they thought could be accomplished within reason.

LIBRARIAN X-FACTOR IN SUCCESS OF LIBRARY

It was the consensus of the men that the librarian is the X-factor in the success or the failure of any library. If the librarian is truly interested in her work, is as familiar with the material as she is with the contents of her own purse, has a great deal of common sense, and I do not think it entirely amiss to mention here, a sense of humor, she then raises the calibre of her library. If the constant users of a library work in close cooperation with such a librarian, they will one day awaken to the realization that the librarian is not only rendering immediate aid but is anticipating many of their future needs. However, the librarian should be able to judge how much of this type of service is helpful, and at what point it becomes a liability. The librarian hovering over the research people and fluttering with eagerness to serve, may cause them to shun the library.

The men were generally agreed that one of the most important yardsticks in measuring whether a library is cadaverous or catalytic is its collection, which can be either static-out-of-date, or modern and up-to-the-minute. They pointed out that there were two ways by which a library's collection could be considered cadaverous; (1) old material and (2) failure to follow the shift in emphasis which takes place within the research department. The collection must mirror the latest research projects which are in process and even contain material which will be used in contemplated research projects for the near future. In addition to the current material a certain amount of older material must be kept, but it seems to me that after books have reached a certain age, say five years, they should have either stood the test of time or outlived their usefulness. Every book over five years should justify its place on the library shelves. A good example of this changing emphasis may be seen in the growing scope of research programs of the various federal reserve banks. In the early years their research was confined largely to the fields of money and banking. Today we find the research departments have necessarily broadened their scope to cover those significant changes in business finance, industry, agriculture, retail trade and taxation, which support and largely influence bank activity. Thus, if our library today had the most complete data on finance and banking, it would still "miss the boat" for much of our current research program. The librarian must have the fullest confidence of the research personnel since it is in that way she can be cognizant of projects in process and be notified in advance of the projects to be undertaken. The librarian, not being psychic, however, has to depend upon these specialists to keep her informed of the latest material desirable in their respective fields.

IMMEDIATE SERVICE NECESSARY

The men felt that having an up-to-date collection did not necessarily put a library into the catalyst class. The incoming material must be made known immediately to those interested. In our library we try to meet this problem in various ways. Every month we circulate throughout the department an annotated list of the new books. About every six months we circulate a list of the periodicals which we currently receive. Also, the new vertical file material is brought to the attention of the research staff by sending to them three times weekly a list of the important acquisitions in this category. The
men are unanimously in favor of this last service, saying that they think it is essential to make known to them the uncataloged material and enable them to indicate items which they wish to receive. They find that many ideas which they glean from this material are very valuable and often contain a live lead into an associated branch of their research—the small lead of today may prove of great importance tomorrow. This is another way in which a library can serve as a catalytic agent.

Another point in determining the essential value of a library is whether or not a librarian has good control over the material. If the desired material is not on the shelves, the charging system should be so set up that the data can at least be located immediately. When a librarian cannot produce the material when needed, the library moves one notch closer to the cadaverous class.

**KNOWLEDGE OF OUTSIDE SOURCES ESSENTIAL**

A research librarian also should be able to do more than just answer reference questions. She should connect the questions with the source even to the extent of using outside libraries. The men agreed that knowing sources outside of your own library was almost as important as knowing the ones within. The size of most special libraries does not warrant their collecting all types of material which might be useful sometime in the future. Instead, the librarian should add to the collection discriminately, weed out older material periodically and know to which outside sources she can turn to obtain material which is not in her own library. The librarian who saves everything and anything is like the housewife who saves bits of string and paper in the hope that they may be useful some day. Usually that day never arrives. In Chicago we work out this problem very nicely by inter-library loan. We rely on other special libraries for material on the subjects in which they specialize. For instance, not so long ago I had a question on the price of gasoline in Germany in the early 1900's. We didn't have it so I called on one of our petroleum libraries and found the answer. I suppose at one time or another we did have the material to answer this question, but if we had kept it for a number of years waiting for this one request, we would have wasted valuable space which might have been used by more worthwhile material.

The point concerning closed stacks was also raised. The men complained of stacks which were not only physically inaccessible but also those which, by personal interference on the part of the librarian, are to all intents and purposes just as effectively barred. This latter point ties in with what I have said about the overzealous librarian. The non-physical barrier is often times more real and unsurmountable than the mere unavailability of a portion of a library. To make myself perfectly clear I think you all recognize the type of librarian who, although outwardly very helpful in handling each and every book to the potential user, is nevertheless conveying to him, even though she may not realize it, her distrust of his ability to replace the books properly. This stymies rather than stimulates research work, as there is not a freedom of movement. In order to avoid friction of this kind, I think a good method is to allow the research staff to browse at will among the library shelves, and to burden them with nothing more than the stipulation that they return the books to the charging desk rather than replace them. This relieves them of making a possible error in replacement and frees the librarian of that worry.
LOCATION OF LIBRARY IMPORTANT

Another point that the men brought up was the actual physical location of the library in relation to the research department. A library which is in another building or even on another floor of the same building, although it may not fall into actual disuse, may tend more toward the cadaverous class by not being readily available. The library should be located adjacent to a research department or reasonably close to it, and should have plenty of room for people to work and ample display space. This is a problem which is not easily eliminated because most of us do not have too much to say about the physical layout of our libraries. Usually we are furnished with a space not being used or even unsuitable for any other purpose and we take it and like it. I think a strategic location of the library is a point to be emphasized when, and, if in the future, a bank may decide to change its layout within its present quarters or move into new ones.

The degree to which a library is cadaverous can also be judged by the absence or presence of small libraries which are inclined to spring up throughout the research department. If the men do not feel that they can secure what they want from the library when they want it, they tend to gather around them the material which they most frequently use.

In short, the library should be the hub of the research department, not only because of a central location, but because it radially projects into and coordinates each phase of the research program. We all expect our libraries to be mechanically smooth but mere mechanical perfection is not enough. It is up to the librarian to be the catalytic agent by providing the sparks of imagination and progressive ideas that will make the machine a vital force.

It is our responsibility, indeed, our duty, occasionally to subject our libraries to the light of objective analysis. The decision as to whether or not we are going to be satisfied to allow our libraries to remain in the penumbra of meaningless activity, or, whether by diligent effort, we earn them their proper places in the sun, rests with us.

PUBLIC LIBRARY PROJECT—INSURANCE GROUP

By FLORENCE BRADLEY

Librarian, Metropolitan Life Insurance Company, New York, N. Y.

"WHAT can we do for the public library" should be the slogan, sooner or later, of every S. L. A. group. We tried to put the question before our Insurance Group this last year but covered only a few preliminaries. It seems fortunate now that we delayed final details of our project, because the first responses we received from public libraries revealed the need for much broader scope.

Our original idea had been to ask public libraries if we could be of help to them in recommending books on insurance that would be suitable for purchase, also to find out where there had been established some co-operative effort between Life Underwriters Associations and public li-

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1 Paper presented before the meeting of the S. L. A. Insurance Group, June 19, 1944.
libraries. We had Enoch Pratt Free Library in mind as one of the best examples. For years they have housed the books and offered space to CLU students, to such good effect that all insurance men in Baltimore know of their public library. But the other point that now projects itself into our picture is the need of returned soldiers for insurance books, for textbook or vocational purposes. From a California public library came this answer to one of Miss Hatch’s letters:

"People ask constantly for insurance books. I believe that there will be a great number of veterans trying to get into insurance work as they return from army service. A number have already inquired about the possibilities in this field."

Last week the Eastern Underwriter had an account of requests from service men in hospitals being filled by Mr. Handy’s library in Boston. There have also been many newspaper accounts of our soldiers in German prison camps wanting books to carry on their LOMA or CLU courses. All these, together with the fact that at last we of the insurance world have much better insurance books to recommend makes me think the time is ripe for questioning public libraries and investigating their facilities enough to know whether we can be of help to them.

At this meeting I hope we can (1) appoint a working committee which will improve the attached letter for circularizing public libraries and (2) decide what would be the most desirable approach to the problem of proper book lists. Shall we attempt to compile our own? Shall we use the one already issued by Institute of Life Insurance? Shall we ask the ALA Book List to publish a short list designed particularly for small libraries? Perhaps we shall want to do all.

REPORT OF THE ROUNDTABLE DISCUSSION OF THE INSURANCE GROUP ON THE INDUSTRIAL ARTS INDEX

By MRS. ANGELICA BLOMSHIELD

Librarian, New York Life Insurance Company, New York, N. Y.

It is interesting to bring before the Group at this time the status of insurance headings in the Industrial Arts Index. As Miss Bradley reminded us, it is now about ten years since a representative of the Wilson Company attended the New York Conference when indexing of insurance magazines was first considered.

The Insurance Group wishes to express its appreciation to the Wilson Company for sustaining the indexing during these years. We also wish to emphasize to the Group and especially to new members that the Index is well within the means of all libraries, even very small ones, as the cost is pro-rated according to the number of magazines subscribed to by that library rather than being a large fixed cost.

The Wilson Company has always been so cooperative in accepting suggestions it seems an opportune time to re-evaluate the choice of headings in the light of the research problems now being carried out in insurance libraries.

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1 Paper presented before the meeting of the S. L. A. Insurance Group, June 19, 1944.
During the winter the New York Chapter's Insurance Group prepared a report on the Industrial Arts Index, its choice of magazines and subject headings relating to the newer and rapidly growing branches of insurance. A list of headings with cross and back references was prepared to illustrate the need of further cross references. In the light of these findings a further list was compiled, using only the headings relating to the various phases of military service involving insurance problems. This list was mailed to all registered delegates to the Convention so that they might be prepared to offer suggestions.

The following suggestions were offered to Miss Berkowitz as a representative of the Wilson Company: All important bills and acts, both Federal and State, should be entered under their names with a reference as to where the material could be found, i.e. National Service Life Insurance Act see Insurance, Military and Naval Service; Price Control Act see Prices—Regulation; etc.; the inclusion of second type of heading was also recommended. These refer to subjects of current interest such as the Thomas-Meany Report, Baruch-Hancock Report and Training within Industry. In discussing the choice of magazines indexed, the Group recommended the inclusion of the Life Insurance Courant and the Casualty Insuror.

A letter from Mr. H. W. Wilson of the Wilson Company was read. He offered the suggestion that the Index be broken up thereby making it less expensive. One plan was to publish the insurance headings separately, the other to split the Index into two parts, one business and insurance headings, the other science and technology. It was unanimously voted that the Index be retained in its present form.

AFRICAN LIBRARY HOLDINGS IN THE UNITED STATES

By H. A. WIESCHHOFF
Curator of the African Section, University Museum, and Editor of the Series African Handbooks, Philadelphia, Pa.

WHEN after Pearl Harbor the United States began to prepare for a global war, information about many foreign areas was needed, and printed material dealing with these areas became a vital commodity. It soon became apparent that for several world areas library holdings in this country were inadequate. This was the case for the African continent. Although a few libraries (Schomburg Collection in New York, the Missionary Research Library, Harvard, Yale and a few others) have built up good collections of books and periodicals in some fields, others are completely neglected. While there exists a fair representation of British territories, many periodicals, government publications and books of non-British territories are almost non-existent. Lack of a consistent policy combined with lack of funds has placed the United States in a

1 Abstract of paper presented before the S. L. A. Museum Group, June 20, 1944.
very inferior position when compared with the African Library holdings of Great Britain, France, Germany or Belgium.

In order to remedy this deplorable situation, the Committee on African Studies at the University of Pennsylvania in cooperation with the University Museum has initiated an African program. One of its chief tasks is the establishment of a library specializing in those fields which have bearing on the African in his present-day setting.

It is to be hoped that other institutions in this country will devote more attention to the development of their library holdings in foreign areas. The war in Europe has destroyed many specialized libraries there (for instance, the excellent Library of the Royal Empire Society in London with large African holdings suffered severely by the London blitz of 1941), so that it becomes mandatory for a great country like the United States to establish and maintain adequately equipped libraries not only for the African region but for other foreign areas as well.

People and Homes in the Postwar World

(Continued from page 266)

it will be accomplished through lower interest rates and cooperative programs and that some of it will be done through rehabilitation and conservation of what we now have. But at all events, we must expect that we will have to work for it. New methods, new programs are not achieved unless people want them.

Training for Special Library Service

(Continued from page 342)

was gained not only in the Wilson Dam Library but in deposit stations and local libraries. In the last weeks of the internship, emphasis was given to adult education and the training features of the library program.

I should like to suggest that the Special Libraries Association might foster such projects. Within its membership are comprised a wealth of libraries of many types. "Key" libraries might be selected which would have sufficient staff and resources to make internships of value both to students and the participating libraries. These libraries would be chosen with respect to their special field, geographic location and excellence of organization. Such a system of cooperating libraries would make it possible for promising students upon conclusion of their basic library training to secure valuable experience, and would, I believe, result in advancing preparation for special librarianship to a marked degree.
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Librarian Heads C. E. D. Advisory Council

In the C. E. D. News for May-June 1944, Emma Quigley, Librarian of the Los Angeles Railway Corporation, is cited as being instrumental in organizing the Los Angeles Women's Division of the Committee for Economic Development. Miss Quigley is Chairman of the Advisory Council of its Executive Committee.

Library Research Conference

The Library Research Conference held two meetings in July to discuss education, training of the young and aids to fact-finding. At the first meeting, held in Chicago, Illinois, Dr. John W. Somerville of Hunter College, New York, met with eight members and answered for three hours an information-please quiz on the educational system of Russia where he had spent two years as Cutting Traveling Fellow for Columbia University in a study of Soviet institutions.

The emphasis of the Second meeting, held at Urbana, Illinois, was on the use of fact-finding and library search in the service of research. Notable in the discussions was an emphasis on the importance of using applications of science to the daily problems in the world of work.

Government Statistical Information

The Department of Commerce is preparing to reestablish the flow of statistical information to business and industry as soon as requirements for military security will permit. In developing this statistics program the Department expects to obtain the advice and counsel of individuals and trade organizations in business and industry, as well as that of interested agencies of government. Any S. L. A. members who have comments or suggestions to make about this program should contact Miss Maria Brace, Chairman, S. L. A. Government Sources of Information Committee, Department of Business Economics, Enoch Pratt Free Library, Baltimore 1, Maryland.

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