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A Himalayan Sunset
in the Grand Salon

Enthusiasts for the music of Alexander Scriabin have reported sensations of radiant flashes of blinding colored lights as they listen to his compositions. Scriabin is credited with the first composition of psychedelic color music and the beginnings of today's multimedia spectacles. In his final work before his death in 1915 he calls for bells suspended from clouds to summon participants to a scene in India of shafts of incense and Himalayan sunsets, where shattering vibrations include a synthesis of all the arts; after this, the human race is reborn.

At the Annual Business Meeting there were clouds of oratory but no bells, no perfume of incense, no radiant flashes of light, but there were some vibrations. In the Grand Salon of The Queen Elizabeth there were the usual ceremonial reports from the usual selection of officers and Committees. And, as usual, there were *no* questions from the members present. Because the reports are published, as in the past, in this journal, the listener's mind wandered—wondering about alternate forms of *real* amusement. There were none, because Board policy decrees that there shall be no competition for the Annual Business Meeting—even the Placement Service must shut down.

But SLA policy decisions did not affect the "Bed-In" on the 17th floor of the hotel where John Lennon and Yoko Ono were in bed, receiving Tom Smothers, Tim Leary and other in-people. But the sound of bells and cymbals from the 17th floor did not penetrate the thickened atmosphere of the Grand Salon.

The featured act of the Annual Business Meeting was the discussion of proposed changes in Bylaws regarding SLA membership requirements. The proposed changes had been discussed and approved over a 2½ year period by Committees, by Chapters, by two successive Advisory Councils, and by successive Boards of Directors. Before submitting the proposal to the total membership in a mail ballot, the Bylaws require discussion and approval at an Annual Meeting.

A vote of 273 *No* to 195 *Yes* defeated the proposed changes. Thus, the question cannot now be submitted by mail ballot to the total membership.

Speakers in favor of the proposed changes spoke of the need for equal recognition of university degrees other than those from library schools. Speakers against the proposed changes spoke against membership for persons without the minimum of the baccalaureate. The two sides did not argue with one another; they were not even talking—or listening—to one another. Each protagonist seemed so involved with his own point of view that no speaker seemed to realize that the *Yeas* and the *Nays* were arguing about different aspects of the proposal.

The power of the printed word was evident in the audience reaction to the yellow sheets distributed by the anti-non-baccalaureate faction. No printed position statement from the Board had been prepared to explain the Board's recommendation. Had the officers overlooked the fact that many members who attend an Annual Business Meeting have not heard the earlier discussions of the Advisory Council? Sitting as twelve silent Indians on the dais, the Board seemed to have no inclination to state its reasons for the Board recommendation.

As an extreme example, why did no one point out that the existing Bylaws do not allow an unemployed person to become a member of SLA (even with a library degree)? Many pious words were spoken at other meetings about the need for a "Placement Service." But, how can a qualified, but unemployed, person ever be admitted to the joys of SLA's Himalayan sunsets?

The dissidents apparently objected to only one sub-section of the proposal. But an unbreachable wall was erected by the ruling of the chair (with the concurrence of the parliamentarian) that the question could not be divided nor could it be amended. Precedents within SLA have allowed for amendments at the Annual Business Meeting. If amendments are not to be allowed, what then is the purpose of a vote at the Annual Business Meeting? There is surely an anachronism in the existing Bylaws when 5% of the members can prevent submission of a mail ballot to all the members. The anachronism affects all actions, not only membership requirements.

Is the concept of an Annual Business Meeting for the members of a professional association an expensive hangover that predates not only WW II, but also WW I?

Critics of SLA's programs, who find the Conference sessions top-heavy with business meetings, instead of truly professional papers, are again vindicated. Perhaps, Henry Miller's description of Scriabin's music can sum up the action in the Grand Salon: ". . . Has that far-off cosmic itch. Divinely fouled up. All fire and air. It was like a bath of ice; cocaine and rainbows . . ."

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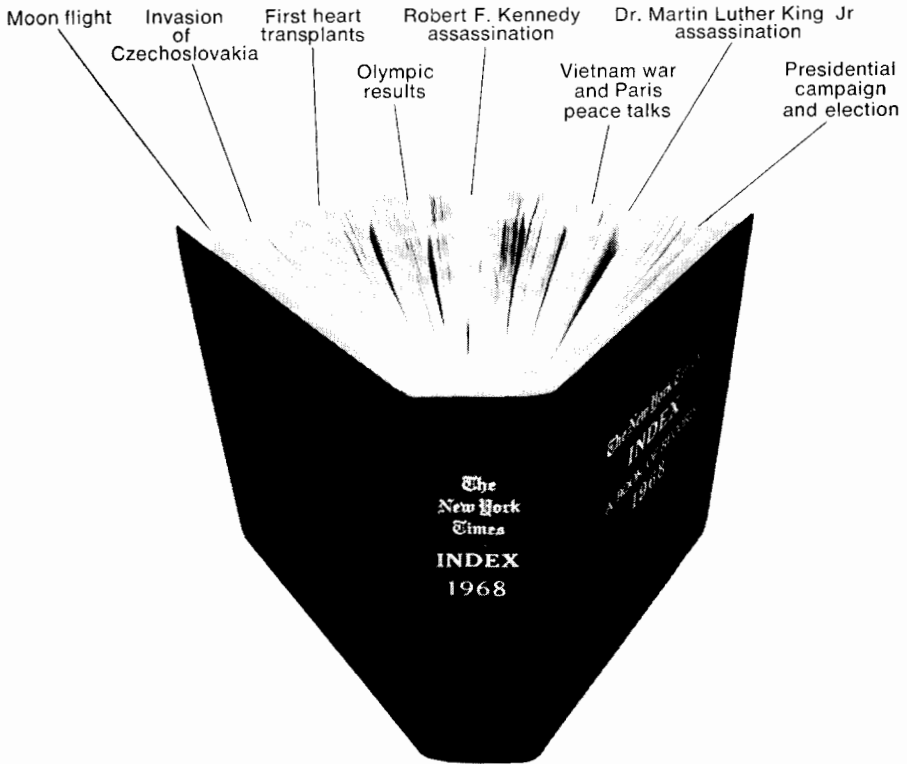
After Viet—What?

An Essay on Library Planning with Something to Offend Everybody

Jack McCormick

U. S. Department of Commerce, ESSA Research Laboratories, Boulder, Colorado 80302

A T LONG LAST, some library personnel are becoming concerned about possible planning for developments after the Vietnam war. Members of the scientific disciplines have been discussing this problem for several years *(1)*; for the relative availability of national funds for "public benefits" is certainly linked to the conflict in Southeast Asia. This matter should be a topic of central importance to members of the library profession. Some conjecture about possible developments is presented here, some personal biases are noted, and the thesis is advanced that librarians should do something more about postwar planning.

By nature, these remarks will be conjectural and opinionated since the subject itself is limitlessly broad and complex. Therefore, an initial acknowledgement should be given to just this exceptional complexity of our contemporary world—even on the personal level. Identifiable elements and events are inextricably entangled in a bewilderingly mutual cause-and-effect interrelationship. In addition, factors of time and the limits of our senses permeate the "warp and woof" of perceivable human experience. Each of us, as an individual, is immersed in this environment. Our views of planning are correspondingly biased, and this paper is certainly no exception.

Small wonder that an audience can often be found for any explicit verbalization (or preferably a simplification) of such an environment! Obviously all such clear-cut and specific views (including any of this author) must be somewhat incorrect or rapidly become so—no matter how tempting and necessary such views may be at particular mo-

Is it possible that even "bad" positive planning is better than no planning at all?

ments. Nevertheless, is it possible that even "bad" positive planning is better than *no* planning at all? Furthermore, should positive planning be done as soon as possible with an effort at constant re-evaluation—despite the likelihood that it is erroneous? A basic contention of this paper is that both of these questions should be answered YES, and that librarians should proceed with this planning with considerably more alacrity.

Coexistent with complexity is the equally apparent constant *change* of our contemporary world. Not only is it changing rapidly, but also the rate of change is accelerating. Some people accept this acceleration as a fact and even foster increasing change. They regard themselves as active *"change agents."* Unfortunately, too few of these agents are librarians. Other people are relatively re-

sistant to change and may try to prevent any change at all; unfortunately many such people are librarians.

Predicting and Inventing the Future

A revival of various kinds of fatalism is apparent in America. In addition to the sacred motto of "You can't fight City Hall" and the militant view that most power is now under the control of a comparative few called the "Establishment" (who are completely unresponsive to everyone under 30), we have a resurgence of prophets and seers along with an abundance of horoscope cultists to advise us of the intransigent future. Paradoxically, the bewildering complexity and change of megalopolitan culture emphasizes that an individual's influence on the world is very small. Undeniably there are many events which cannot be significantly affected by any one person. In addition irrevocable trends do develop, and particular possibilities for the future become increasingly likely (therefore, predictable) as we pass through time. The whole validity of the vaunted *scientific method* is based upon reproducible experimentation from which an extrapolatable future can be produced. Technological forecasting is an important and evolving field of its own. In this sense the future is partially precast, indeed immutable, and at best can only be predicted.

At the same time there is also a contrary development of skills and techniques for changing the future which is not so well publicized. Organization, planning and other aspects of management are increasingly based upon the assumption that a whole spectrum of possible futures may be defined and that desirable ones can be deliberately brought into existence. A positive contribution of contemporary psychology is the assumption that human behavior can be changed. Science also postulates that beneficial environments are at least possible; there are even adherents to the belief that "progress" is being achieved! Change agents are pursuing programs which they hope will produce desirable results *(2)*. In this sense the futures are multitudinous, quite variable, and certainly can be "invented" or affected*(3)*.

The melding of predictable and invented futures into effective library planning would seem to be quite a worthwhile and professional activity for librarians. Is enough of it being done? What are some of the international factors? How are these affected by our national environment? What are some specific elements? How might we begin such planning or do it better? Have we honestly recognized our handicaps and failures? OK, so after Viet—What?

Our International Ecology

There is a curious aspect to some of the postwar planning. Many people apparently assume that the war itself will have little effect on what happens afterward! The assumption is that the nation will eventually just pick up its arrested affairs and business will proceed "as usual," regardless of the outcome in Vietnam. This may be a continuation of the feeling by some people that our own involvement in Vietnam was actually irrelevant to our own national development. Regardless of the reasons, I think that postwar developments must indeed reflect some initial results of the war itself.

Consequently library planners might begin by considering several possibilities which might "end" the war:

1. Essentially total destruction of South Vietnam.
2. Military defeat of the South Vietnamese (and the U.S.) by the Viet Cong.
3. Repudiation of the South Vietnam government (and/or the U.S. support).
4. Withdrawal of U.S. support, under some negotiated terms.
5. Repudiation of the Viet Cong (and/or their support).
6. Military defeat of the Viet Cong.
7. Essentially total destruction of Vietnam (both North and South).

I am sure that a little reflection will confirm that each of these eventualities could produce quite a different political and economic environment within the U.S. (as well as internationally). In any case, an exceptional abundance of "public monies" is not necessarily likely—even when the war expense is discontinued *(4)*. Certainly, rehabilitation and foreign aid programs would still be required, even if we achieved some kind of

complete military victory tomorrow. In addition, we will certainly continue to encounter new international crises and conflict and continuing demands from all parts of the world. This is the penalty (or responsibility) that must be met by any affluent country which finds itself regarded as a major world power. Our requirements for library systems should also be considered in relation to such commitments.

The magnitude and complexity of global culture require truly comprehensive and creasing strain and re-analysis during the past decade, as already noted. This seems particularly true in the U.S. and our cultural tremors apparently have not yet reached their peak. Riots, dissension, drop-outs, credibility gaps, generation gaps, etc. are symptoms of increasing personal alienation which affect and are affected by all the other complex elements of our contemporary society. Here again, it seems that libraries and library agencies should also be *active* elements of this society *(6)*.

Many people apparently assume that the war itself will have little effect on what happens afterward! The assumption is that the nation will eventually just pick up its arrested affairs and business will proceed "as usual," regardless of the outcome in Vietnam.

truly long-range planning. Worldwide famine is another real international possibility which may seriously affect the availability of our national resources. As is well-known, some prophets feel that this is already a dire reality which will be apparent in less than ten years *(5)*. We can no longer afford mere one- and two-year plans. This is particularly significant to our library communities that have generally not even looked that far ahead!

Consequently, a number of plans must actually be considered, or at least realistic alternatives should be indicated in the initial attempts at these plans. Furthermore, they must be truly long-range and comprehensive. This constitutes our first task: the invention of a whole spectrum of *possible futures*. At this point, the nagging thought intrudes that many librarians will completely deny the interrelation of such worldwide events to their own library interests. Even more dismaying is the possibility that most librarians would not see the potential contribution of libraries to the solution of such broad-scale problems. What do you think?

The National Environment

Formal relationships between the individual and his "groups" have come under in-

It is certainly another oversimplification to categorize such diverse and abstract phenomena in one major concept. Nevertheless, this has often been summarized (now almost tritely) with the expression "communication problems." If this expression is used, the full complexity of such a concept must be kept in mind. Aspects may include: organization structures (industrial, governmental, educational); media development (press, TV, radio, publications); information transfer agencies (libraries, information centers, conferences, professional societies); teaching and learning methods; concept-transfer and value-formation (secular and non-secular); philosophy and culture; and other aspects of course. To me, the significance is that library systems can and should make an enormous contribution to the resolution of these problems. Perhaps our planning should foster such a professional egocentrism and project an optimistic attitude toward success?

My personal view is that aspects of this communications concept could *dominate* our national scene for the next 30 years. Consequently, due consideration must be given to all such aspects of our national environment. The goals of our library plans must be coordinated with national goals as well as international interests. Secondly then, our purposes and concepts must be clearly defined.

In my opinion, one of our past failures was an undue preoccupation with library methods (oriented toward the past) and a blindness toward explicit communication goals (oriented toward the future). This should be remedied.

view of this type (which distinguishes between what the author thinks is possible and what he thinks is likely) is one by Lowell Martin in *Library Journal* (7). The only comment that I will append is that our library plans should also include untested or

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Either librarians are going to actively plan their futures on a broad national basis, and use other disciplines where needed —or other disciplines (and new ones) will take the initiative and librarians can cooperate only to the extent that they have to (and perhaps complain a lot).

Still another desirable ingredient for comprehensive planning is "positive activism." Either librarians are going to actively plan their futures on a broad national basis, and use other disciplines where needed—or other disciplines (and new ones) will take the initiative and librarians can cooperate only to the extent that they have to (and perhaps complain a lot). The country must solve its problems with us or without us. These needs require the participation of individuals and of groups. Our professional societies should certainly be in the forefront of such activity.

In summary, this essay emphasizes that librarians should initiate and implement meetings (and organizations) where we call in and use other experts as needed to achieve our goals. In turn, our goals should be coordinated with the rest of our global environment, and applied to the goals of other professions. Perhaps we need to give more attention to what those *other goals* are and to the sociological implications of them. Much of our response seems to be essentially reactionary.

For example here is a mixture of specific items which seem to be pertinent for such future planning. These are relatively obvious ones and certainly they are receiving some attention in our library literature. But what has our *librarian contribution* been in these areas?

1. *Equipment Technology.* Advances in technology (particularly automation and communication equipment) have obviously had an effect upon developments, and many articles deal with such advances. A good re-

even "uninvented" equipment on the assumption that it will in fact be available at the future time it is needed. My personal view is that current technological applications *by our most advanced libraries* are still trailing the potential exploitation of existing equipment by about ten years. Most libraries are out-of-date by about 30 years—that is a whole human generation! Long-range planning cannot be effective with such a conservative approach.

2. *Cultural Concepts.* Even more important than the simple application of new equipment are the new concepts which are engendered by such an application in its interaction with the total environment. This is virgin territory as far as library planning is concerned. In my opinion, most of the cultural initiative has developed outside of (and in spite of) our library field. It is a rare librarian indeed who is even aware of epistemology, general semantics, semiotics, information theory, cybernetics, "McLuhanism," etc.—much less one who can use any of these in his planning. This is quite unfortunate and must be corrected!

3. *Basic Information Research.* Another area of neglect has been that of basic research for the "communication sciences." As far as library planning is concerned, there simply has been very little *basic* research. Most of our work and study appears to be applied research at best, and much of it is really a kind of historical documentation. "Knowledge for the sake of knowledge" about the concept of what information really is, how it is stored, how it is used (divorced

from its media and/or the agency handling it) must be obtained. There seems to be no philosophical reason why such research should not be done by librarians. Again some attention is beginning to develop on such topics, but such concern has occurred comparatively late it seems to me.

4. *Network Development.* The trend toward larger centralized networks is quite apparent. At the same time, the role of federal agencies in providing leadership and organization of such networks also seems to be generally accepted. Nevertheless, these developments are not inevitable nor are they necessarily desirable. Again one might question the contribution or lack of it by our professional groups. My feeling is that most of the developments occurred *in reaction* to outside pressures or in a vacuum—rather than as the result of positive planning for the future.

> *"Knowledge for the sake of knowledge" about the concept of what information really is, how it is stored, how it is used (divorced from its media and/ or the agency handling it) must be obtained.*

Suffice to say that technological developments also make larger *decentralized* networks equally possible. An excellent network system may be one of many autonomous nodes exploiting the advantages of better communications and retaining personal and more flexible response. A "National Information System" might consist of a number of such systems (a network of networks) with the provision of "cross-over" points (such as bibliographical centers) as internet linkages.

Alternatives such as these should be maintained in our planning. Unfortunately the whole area of interlibrary activities suffers from neglect by library administrators. Truly cooperative regional planning is a hallowed and hackneyed myth, well-insulated by mutual distrust among our library leaders.

Meanwhile, Back in the Library "Profession"

This essay itself represents that deplorable exercise in self-criticism which admittedly overemphasizes a negative side of our library field. Many of our articles carry just such an undercurrent of broad criticism; many are defensive and full of alibis; even jealous personal implications may be suspected on occasion. All of this perpetuates a profession-wide inferiority complex about the sociological value of librarianship that seems to be far more significant to me than a niggling concern with our image or with our professionalism.

Consequently, let me summarize the rest of these self-critical comments about our profession quickly so that this essay may proceed to more fruitful positive suggestions.

The stereotype of our "little old lady librarians" (male or female) is particularly unfortunate because it mistakenly associates a real problem of attitudes with the insignificance of a physical description. The reactionary, nit-picking, self-effacing depiction of librarians carries an irritating grain of truth which has provoked an over-abundance of defensive denials. The fact is that the stereotype is still too descriptive of our prevalent common approach to problems, regardless of how we look in person. The conservative traditional librarian attitude is still quite as likely to be epitomized in some of our most presentable representatives.

In the same vein, here are several more stereotypes that may seem offensive to some but which may also indicate some wry congruence to reality. (These observations were aroused by recent attempts at interlibrary systems.) Librarians in academic institutions seem to be overly concerned with the roles rather than with the content of library projects. They want to know *who* says something (that is, Where is this person located? What is his title? And, of course, what are his degrees?) far more than they want to know *what* is being said (that is, the information). They may play "Dog in the Manger" at every opportunity. Public librarians seem overly concerned with the *methodology* rather than with the *purpose* of interlibrary projects. Does the cataloger do it or does the reference librarian? What about all the ex-

ceptions to every conceivable rule (the "Yes, but . . ." game)? School librarians seem to be the most insular as a group. Evidently their library projects are so unique that they do not need any outside assistance (for example, interference) nor do they want to give any, if such can be avoided. However, *special librarians* also seem obsessed with their own uniqueness and with a quite mythical dynamic identity as a group. At the same time they have no hesitation about "sponging" on community information whenever possible, with as little direct contributions to those resources as possible. Such activity seems to be part of their "job description," and therefore it is alright. Sometimes our library world seems quite splintered and yet is such atomism really justified?

The point is that *all* librarians really will have to work together (with at least a semblance of mutual trust) if libraries are ever to be a significant factor in our culture. Our

In my opinion, future developments should be the result of aggressive active planning rather than phlegmatic attitudes or obstructionist tactics.

likenesses must be much greater than our differences, especially on comprehensive projects. Of course there will be good reasons for a conservative reaction to many proposed projects. Of course, there will also be good reasons for doubt about the possibilities for success of many plans. Nevertheless, it seems likely that passive or negative attitudes must generally be overruled by active or positive attitudes in the library field. In my opinion, future developments should be the result of aggressive active planning rather than phlegmatic attitudes or obstructionist tactics.

Finally let us also consider these questions: Is there an "establishment" in the library profession? If so, have the members of that establishment shown dynamic leadership during the past decade? I think that there is indeed a "main stream" of the library world that is quite conservative and that our leaders have been and still are essen-

tially conformists as shown by their consistent expression of quite cautionary attitudes toward every new development (automation, networks, etc.) that has come along. This does not seem to be the definition of leadership that is required for progress in a volatile global environment.

Now let us proceed from catharsis to analysis, synthesis, and implementation.

Creativity, Coordination and Concepts

Proceeding from this general context to more specific suggestions, here are some comments about ways of proceeding with planning. Like other comments, these are multidimensional annotations which might encourage the evolution of a number of plans at the same time. This carries the risk of chaos.

First, there must be individuals and agencies willing to serve as the initiators and organizers for the planning itself. Happily some already exist and of course considerable planning is underway. The agencies should include professional associations, cooperative groups, and similar formal organizations of our society. They should include libraries (school systems, public library systems, state organizations, federal agencies, etc.), and of course the individual librarian activists themselves.

There are at least two venerable problems: better "coordination" between all of these individuals and agencies; and more "active" participation by a greater percentage of those who will be affected by the planning. It seems to me that better "coordination" begins with better communication among ourselves, and here we are subject to all of the general problems already mentioned as inherent in our society. Coordination must then continue with cooperative action and this is directly linked to more "active" participation of more librarians.

At the same time, I also realize that some existing planning is also based upon the *hope* that not too many people will participate (or interfere). Those underway want to discourage any competition. Contrary to this tendency, multiple *plans* should be encouraged to provide the spectrum of possible futures. Better coordination and more active cooperation may be worthy initial goals, but

wide variation and individual eccentricity may also be assets in the conceptualization phase. Studies have indicated that creativity may be encouraged by a certain amount of disorder (8). Negative attitudes and a desire for order may well defeat innovation; whereas, new approaches should flourish in the initial stages of a possible project. Is it possible that this has been a contributing factor to the comparative sterility of our library environment? Must our initial concepts all appear judicious, practical, reasonable, coordinated, well-defined and palatable? If so we will always remain as custodians of historical artifacts rather than participants in present happenings.

Individuals or agencies who undertake library planning will never lack critics, and the more innovative the project the more vociferous will be the charges of impracticability. If the concepts can survive such brickbats, the next problem seems to be the real question of where to begin. Here are some suggestions for proceeding on a plan. While they are not particularly new, they may be encouraging at least.

One Method for Planning

Assuming then that there are a number of agencies preparing plans and that the ideas listed previously are acceptable as an initial guiding philosophy, here are some steps that any particular individual or agency (or group of agencies) might use in preparing its own plan.

Step 1: Establish some initial goals (in this case the preparation of the plan itself should be one of them); describe some sample products; identify any general philosophical principles that seem desirable as guidelines. Come to grips with the concepts and ideas for the plan, but encourage innovation.

Step 2: Estimate (or even guess, initially) as to the needs and usage of the products. Evaluate the significance of the goals and their effect if achieved. If possible, set tentative priorities for any identifiable elements.

Step 3: Consider technical, economic and human factors. Conceive of as broad an environment as possible (international, national, regional, local) and list the major considerations which may relate to the plan.

Step 4: Try to identify specific problems and possible obstructions in the work flow. Note any alternatives that seem reasonable for those problem areas.

Step 5: Within the context of the information derived in the previous steps, now try to define the explicit objectives of the plan. Outline the apparent functions to be performed and make an initial guess as to who may perform them. This sets the stage for more active participation.

Step 6: Re-check the planning and try to obtain some "real" sample information to test its validity. Generalize the conclusions and relate them to other products or goals. If necessary, go back to previous steps and repeat the cycle. This provides the basis for coordination with other projects.

This approach provides an initial framework or model with which to proceed. It is almost the exact reverse of the usual management cycle (gather information, plan, organize, implement, evaluate and modify) which results in specific products (Fig. 1). Its chief advantage is that one starts as specifically as possible with products (Fig. 2) and works "backwards" to a view of the overall environment. This conception is then subject to revision as needed to improve it. Such an initial conception of the total system plan can also be compared to those of other individuals or agencies and hopefully some coordination can begin. Subsequent action may also produce changes in the conception.

Another variation which may be used as an alternative (or even as a supplement) to that outlined above is a "planning-by-network" approach. The most popular is probably PERT (Program Evaluation and Review Technique). This approach also begins with the products (that is, the end-items) and works back to establish the general function (that is, the tasks) and interrelates them to other factors in the environment (that is, with network construction). The important thing to remember about PERT is that it is best suited to non-repetitive processes—that is a "linear-developed" project (such as the preparation of a specific plan).

I, personally, feel that PERT is a very useful approach and would like to see it used more for library planning. It provides a graphic means of relating plans to other significant events on a time scale—such as

coordinating possible developments after the Vietnam war. It also has the potential for interrelating various features of the multiple plans that are being developed. In part it might also provide an answer to the "coordination" question that was noted earlier in this essay.

After Viet—What?

Finally returning to the primary subject, all this verbiage should now be applied in preparing a sample plan. You are on your own for that task. Instead, this conclusion will be a simple listing and summary of some specific items that I think are especially pertinent to such postwar plans.

1. The question has not yet been settled as to how much money can be expediently diverted from the private sector (essentially consumer goods and capital investment) into the public sector of our economy. The trend toward more "public monies" is not necessarily inevitable even in our affluent U.S. society. This question is probably still negotiable through mass media influence on our publics.

2. The conditions by which the war "ends" may have very significant effects upon subsequent political and economic developments within this country, and cannot be ignored in our planning.

3. Postwar international commitments may continue to require a high percentage of available public monies, and will be competitive with domestic activities.

4. Proposals for funding of library projects must continue to be competitive with proposals from other disciplines (for example: "catching up" the space program, poverty program, Peace Corps efforts, etc.).

5. Considerable "promotional" effort may be required to gain public acceptance of the relative needs for library projects *per se,* in comparison to other social needs.

6. Library projects and systems require a much broader basis for support—in addition to librarians themselves (for example, patrons, voters, politicians, specialists, etc.). This requires much more active involvement and initiative from librarians in other roles for the community and for various agencies.

7. Librarians must be better informed on non-library matters and make wider use of non-library specialists where needed. At the same time library contributions must also be related to their non-library goals.

8. Library systems planning should be done from a "total environment" viewpoint and up-to-date techniques should be used.

9. More long-range planning is required and this must incorporate flexibility in procedures and equipment. Advances in technology should be forecast and incorporated in the planning.

10. Basic knowledge gaps in communication science should be pinpointed and arrangements to meet the forecasted needs should be included in the planning.

11. Operating philosophy for large networks should be derived and multidimensional principles incorporated into that philosophy.

12. Timing factors should be considered and proper schedules provided in the planning.

13. *Explicit goals must be determined and utilized in library planning.* Training and orientation toward those goals should be provided in the plans. Priorities or relative values should be set for the goals.

14. More effort should be given to planning for the future, even at the expense of

Figure 1. "Normal" Management Cycle

I. Input of information   II. Planning   III. Organization   IV. Implementation   V. Evaluation and modification   VI. Output of end items
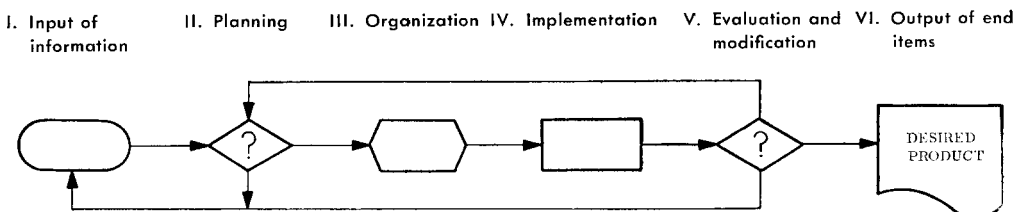
activities in the present and certainly in preference to routine documentation of the past.

15. "Latest In–First Out" (LIFO) systems are pragmatically preferable to "First In–First Out" (FIFO) systems in almost every operational circumstance. Adherence to FIFO systems is a large factor in the chronic bogging down of library systems with huge "backlogs."

16. Criteria for evaluation and standards for performance should be incorporated into planning. These are not nearly so difficult to prepare as commonly supposed even though conflicting requirements are usually involved —if the goals have been already defined.

17. Active participation of a larger percentage of librarians should be stimulated and better ways of achieving a well-informed response should be attempted. More and better participation by our professional societies should also be produced.

18. Better *coordination* of plans should be attempted between agencies, groups of agencies, and individuals.

19. Proposals for funding should be based on *purposes*, not on *methods*. For example, I do not think it is legitimate to request funds for filing cards, but it is proper to request funds for providing a directory for users to locate material and that directory might very well be a card file.

Librarians must be better informed on non-library matters and make wider use of non-library specialists where needed.

20. There will be some relatively high priority (HP) purposes following the war, and library projects which can be related to them are more likely to be funded. Here are some aspects that I think will be of higher priority:

    a. Clarification of relationships between individuals and groups.

    b. New approaches to organization and working procedures of groups.

    c. *Communication systems* will be HP.

    d. Practices which are successful in *motivating* individuals will be HP.

    e. Practices which elicit favorable responsiveness from people will be HP.

    f. Better ways of teaching will be HP.

    g. Philosophies which induce *meaningfulness* will be HP.

    h. "Education" will be HP.

    i. "Research" will continue to be HP.

    j. "Automation" will continue HP.

    k. "Environments" will be HP.

Figure 2.   Suggested "Beginning" Management Cycle

6. Collect sample information and generalize with relation to other end items. 5. Define functions and objectives. 4. Estimate work flow problems and alternatives. 3. Estimate technology, economical, and human factors. 2. Estimate needs and usage. 1. Define product and list characteristics.
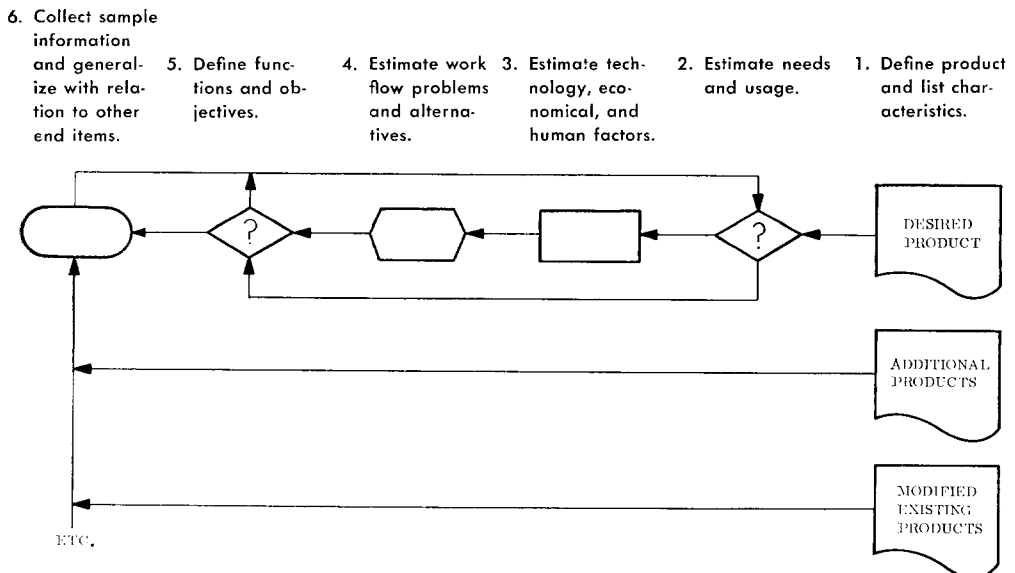
l. "Systems" will be HP.

m. Activities which result in faster delivery of information will be HP.

n. Activities which result in more effective "screening" of information will be HP.

o. Systems which provide "directories" for specific location of information will be HP (as compared to large collections of information *per se*).

p. Systems which can utilize the resources of other systems will be HP.

It seems to me that a number of library proposals, systems proposals, and projects could be developed from such a list. There is a great deal of preparatory work required in getting ready for such proposals. This should proceed as soon as possible so that if monies are more readily available at the end of the war, we would be all set to exploit the situation. Library needs are at least as important as other ones. There are four phases that we might expect.

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*Phase I (Beginning now and continuing to the war's end).

This phase requires the identification of the major agencies and individuals who are already interested in long-range library planning (not necessarily librarians) or who already have comprehensive plans underway. It should also establish a screening procedure for pinpointing the truly active "members" from those giving lip service. It should organize a communication procedure among these activists so that some common background environment can be established among them.

This phase might very well be initiated within an existing group or professional society. Indeed the task itself may already be someone's charge (however, if so, it is either quite new or rather inactive). An initial action could be the suggested addition of a "Library Futures" program event to each of the main professional societies (SLA, ASIS, ALA, the Information and Communication Section of AAAS, etc.). The screening procedure becomes somewhat automatic as time goes on, from simple lack of response; but it could be more formalized with some sort of "status report" follow-up from the activists.

These efforts should result in organizations for carrying on the planning and keeping each other informed about developments and changes.

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*Phase II (Beginning within a year and continuing to war's end).

This phase would include the definition of an adequate working ecology for planning. Basic purposes should be considered and the primary environmental factors relating to those purposes should be pinpointed. Guidelines for operations should be agreed upon (establish philosophy) and major needs should be identified. A creative environment should be fostered and truly innovative concepts should be encouraged.

These efforts could result in clear-cut goals and delineation of the major tasks leading to those goals. Again, professional societies could provide some needed leadership. As the plans proceed, problem areas should be identified and milestones can then be established. These events can also be scheduled with relation to each other (with something like a PERT system). Desirable proposals might also be identified and communicated to appropriate agencies who are interested and have the capability for performing them. These agencies can then proceed on the preparatory work for specific proposals.

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*Phase III (Beginning at war's end).

If things have gone well, there should be a number of proposals "on tap" for submission to appropriate funding agencies by this time. The major requirement in terms of overall planning would be the continuing communication of developments—as well as refinement and changes in the planning itself. In addition an evaluation and modification process should be set up on the proposals that actually do get funding.

These efforts may result in the delineation of additional tasks and more desirable proposals could result.

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*Phase IV (Beginning one year or so after war's end).

This phase would be a self-evaluation of the overall planning itself. Certainly new techniques and equipment should have been utilized as they became available. Were they?

Have the basic goals been met? Are new goals being evolved? Are the output products useful?

The result of this phase should be a revitalization of long-range planning if it is needed. Hopefully, it would be a self-administered pat on the back for a job well done and an optimistic future.

Conclusion

This essay has noted a number of factors which seemed pertinent in encouraging more long-range planning. One aspect which was only noted in passing is the possibility that our library professional societies should take a more active role in developing such planning. If we desire forward-looking and innovative librarians to act as "change agents" and attempt to improve our library world, is this not a reasonable purpose for our professional societies to pursue?

In the past our associations have apparently served mainly as dues-collecting organizations, as clearinghouses of membership information (jobs, etc.), as publishing agencies, and as social groups. I suggest that another aim may be as an apparatus for sociological change. Some possible directions for such activity have been indicated in this essay. It is hoped that this may stimulate discussion and better solutions.

Communication arts and sciences are likely to reflect the most important human developments of the last half of this century. "Communication Divisions" should become a major organizational element in business and industrial firms during the next decade (right up there alongside the traditional research, development, and manufacturing activities). Communications Departments are overdue within the educational establishment. It is not too early to begin advocating the formation of a Department of Communications within the U.S. Government— with its own cabinet officer, of course.

It is not too early for librarians to rejoin the rest of the human race with effective long-range plans for the mutual benefit of all of us. After Viet—What?

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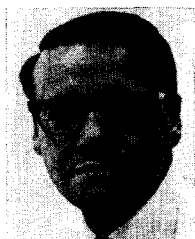
Book Catalogs: Their Function
In Integrated Library Systems

Mary Ellen Jacob

Sandia Corporation, Livermore Laboratory, Livermore, Calif. 94550

■ The integrated library system at Sandia Corporation, Livermore Laboratory has automated most of the cataloging and listing associated with both entering a book into the library system and maintaining circulation information. The problems associated with establishing this type of system are significant; careful attention must be given to such factors as the amount of cataloging information used, which subsystem is automated first, and what computer language is used.

THE automation of book catalogs, ordering systems, and circulation systems through the use of computers has become quite commonplace. Many libraries have accomplished automation in one or more of these systems, and a considerable amount of literature is available concerning the problems and advantages associated with automating each of the several systems. The subject of this paper is the next logical step in the process: the integration of all the separately automated systems. The integrated system at Sandia Corporation, Livermore Laboratory is used as a basis for discussing the advantages that can be obtained through integration and the problems that must be dealt with when combining the various subsystems.

Perhaps the first thing to be considered is just what is meant by an integrated library system. One possible definition of an integrated system is one in which all interrelated functions are accomplished at the same time or as part of a logical sequence. Operations are performed once, and the results of these are used in subsequent operations, but are not themselves repeated. For example, if a title is entered as part of the ordering process, it may be used for cataloging data or as input to the circulation file without having to re-enter it. The mere indication of the receival of an item may activate that item within the cataloging file, remove it from "on order" listings, and add it to the circulation file, charging it to the individual for whom it was ordered.

Secondly, one might ask why should anyone want an integrated system. Primarily, integration increases efficiency; it streamlines an operation, cutting down on duplicate work in entering, filing, and processing data, and it eliminates unnecessary operations or pieces of paper. In addition, such a system might allow better control of existing functions or permit an increase in service with a minimum of additional staff. The last item is highly dependent on the system design, programming, and the enthusiasm and cooperation of the library staff. There are systems that have been known to increase, not decrease, the amount of work required of the staff. The primary concern at Sandia has been to enable people to do their jobs easier and to handle additional functions not previously possible because of limited time or resources.

Most of the system design and much of the programming have either been done within the library or closely supervised by it. Program inputs, outputs, error messages, and submittal procedures have been tailored to the needs of the library, not to the needs of the data processing organizations. Every attempt has been made to obtain a smooth flow of information within the library without restricting the data processing operations. Where a choice had to be made that was a matter of convenience for the programmer, it usually was resolved in favor of the li-

brary. Naturally, some things may not be practical or even possible, but we were able to obtain most of the things we wanted and have found few difficulties working within what limited restrictions remain.

The main applications at Sandia consist of the ordering, cataloging, circulation, and current-awareness functions. These are all part of one system, with each contributing to the system as a whole, as well as to each other.

All of the peculiarities of our particular cataloging input are not pertinent to this paper; only those facts that affect the integration of the files or the book catalog format are discussed. However, complete information on our cataloging practices is available from the Livermore Laboratory library.

Integrated System Operation

The following sections describe the operation of the integrated acquisition, cataloging, circulation, and Selective Dissemination of Information (SDI) functions, indicating those files and listings that are produced by the overall system and the advantages gained from integration. Emphasis is placed upon the multiple actions that occur as a result of a single data input and upon the interactions of the four subsystems.

All of the various parts of the integrated system are exercised when a new book is ordered and entered in the system; therefore, these two processes are used to illustrate the system.

Ordering Books

Order requests for books are normally submitted in a very informal manner. Once it has been verified that the requested item is not available in the library and that an interlibrary loan is not sufficient, any unknown information (price, publisher, etc.) is determined. The order information is then punched into cards and entered in the system.

When the order information is put into the computer, it revises a master file. From this file, three outputs are generated (Figure 1):

1. "On order" lists: title, author, and purchase order number (Figure 2)
2. A revision of the book catalog to show new "on order" items (Figure 5)
3. A purchase order for the item.

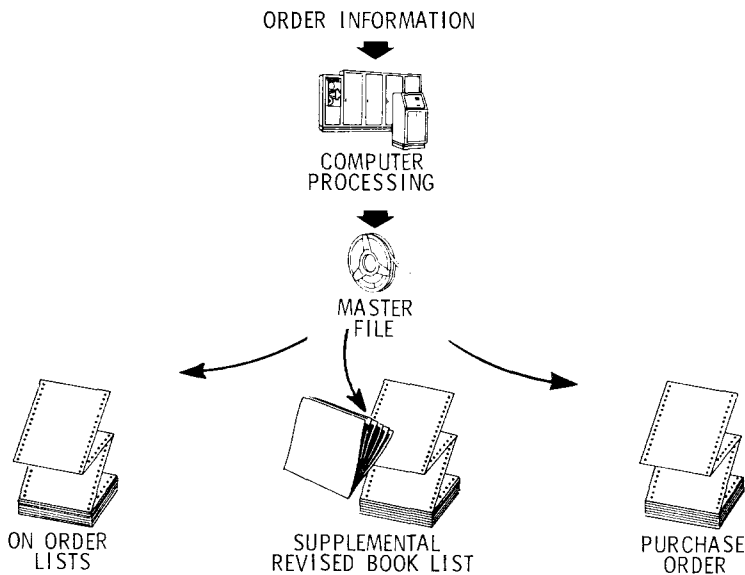**Figure 1. Listings Produced Automatically from Order Information**

ORDER INFORMATION

COMPUTER PROCESSING

MASTER FILE

ON ORDER LISTS   SUPPLEMENTAL REVISED BOOK LIST   PURCHASE ORDER

Figure 2. "On Order" Lists

```
      03/29/68                                    AUTHOR LIST                                    PAGE    6
   AUTHOR AND TITLE        ORDERED FOR  LOAN   SUPPLIER AND PUBLISHER    PO NUMBER  PRICE  JDATE CALL NO  COPY

AIRLINE TARIFF PUBLISHERS INC.  HODGES   W FL  AIRLINE TARIFF PUBLISHERS INC.  MC-  1507   5.00  68025  308642  0001
   AIR TRANSPORT RESTRICTED ARTIC
   LES TARIFF 6D

ALAMEDA-CONTRA COSTA MEDICAL A  LOVELL   P XX  ALAMEDA-CONTRA COSTA MEDICAL A  MC-  1602   5.00  68078  308917  0001
   ALAMEDA-CCNTRA-COSTA-MEDICAL-A
   SSOCIATION MEMBERSHIP DIRECTOR

AMERICAN ARTIST                 COMM/CAT    X  WATSON-GUPTILL PUBLICATIONS.    MC-  1621   1.25  68087  308957  0001
   ARTISTS GUIDE - 1968
```

```
      03/29/68                                   PO NUMBER LIST                                  PAGE    5
   AUTHOR AND TITLE        ORDERED FOR  LOAN   SUPPLIER AND PUBLISHER    PO NUMBER  PRICE  JDATE CALL NO  COPY

                                DORETY   L ML  CLEARINGHOUSE FOR FEDERAL SCIE  CFSTI13/68   .30  67340  308052  0001
   ENERGY LOSS AND RANGE OF ELEME
   NTS AND PCSITIONS - SUPPLEMENT

COLNEY, W H                     DINI     J WL  CLEARINGHOUSE FOR FEDERAL SCIE  CFSTI15/68  3.00  68010  308526  0001
   REASEARCH AND DEVELOPMENT ON IM
   PROVED MICROWAVE SURFACES

BROWN, L R                      LOVELESS C AL  CLEARINGHOUSE FOR FEDERAL SCIE  CFSTI17/68  3.00  68054  308745  0001
   EXPERIMENTAL DETERMINATION OF
   SIGNAL TO NOISE RELATIONSHIPS
```

```
      03/29/68                                    TITLE LIST                                     PAGE    1
   AUTHOR AND TITLE        ORDERED FOR  LOAN   SUPPLIER AND PUBLISHER    PO NUMBER  PRICE  JDATE CALL NO  COPY

SOCIETY OF TECHNICAL WRITERS A  LIBRARY/SPECS  X  SOCIETY OF TECH. WRITERS AND P  MC-  1566  1.00  68068  308818  0003
   ABBREVIATIONS FOR TERMS USED I
   N ELECTRONICS - STANDARD NUMBE

FLESCH, R F                     JAMIESON  W AL  J. W. STACEY INC.                     1868-08 47  4.95  68057  308759  0001
   ABC OF STYLE                                 HARPER AND ROW

                                DINI      J WL  AUTONETICS.  ANAHEIM, CALIF.                     67256  307974  0001
   ACCEPTANCE OF MARK II SOLDER A
   NO GOLD PLATED PRINTED WIRING
```

Master File. The master file contains all information about books received or "on order," except for current circulation control information which is kept in the master circulation file. The descriptive and subject cataloging, as well as order information, remain a permanent part of the master record. Revised book listings are made weekly of all information added to the master file for that monthly update period.

Advantages. At this point in the process, several advantages are apparent. The creation of the "on order" listing has eliminated the filing of order records and forms and has provided one place to maintain all pertinent information concerning a particular item. In addition, added order files are not necessary for multiple copies of a book.

Placing the "on order" items in the cataloging file has proved invaluable for eliminating duplicate orders. There are so many ways of approaching the information—by purchase order number, author, title, keywords from the title, and supplier—that practically any part of the record can be used for a file point.

Inclusion of the "on order" items in the cataloging file also provides better control of existing orders, that is, it is much easier to determine if additional copies need to be ordered.

ENTERING BOOKS INTO THE SYSTEM

The item appears in the "on order" listing until a receival is entered. When an item is received, the additional cataloging is added, and any necessary corrections are made. For books, few corrections are needed. Normally, just the call number, the receival date and code, and the subjects are added.

Information concerning reports is often incomplete or inaccurate; but even when corrections are major, the better control of the data more than offsets any inconvenience involved in revising it. Actually, the revising of an existing entry or the adding of a new one is not very different, since both are done by the same program (the only difference being in the update codes).

When the necessary information has been put into the system, both the master and circulation files are revised to show the new items as "received." (The circulation file is automatically updated by the master file, provided the updated items are not controlled, on order, or in areas not affecting the cir-

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Figure 3. Listings Generated Automatically by Receival Information
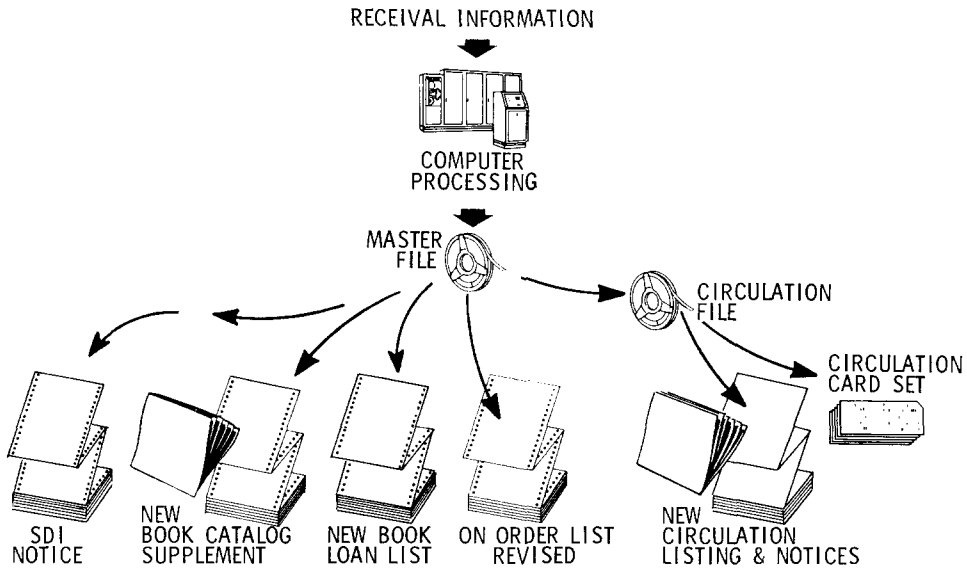
culation file.) From the revised master and circulation files, six outputs are produced (Figure 3):

1. New Book Catalog Supplements
2. "On Order" List (Revised)
3. Circulation List and Notices
4. Circulation Card Sets (Figure 4)
5. New Book Loan List
6. SDI Notices

Book Catalogs. The book catalogs are divided into two main areas: the master ac-

cession listing (Figure 5) and index listings (Figure 6). There are two index listings; one contains report numbers, and the other is a dictionary catalog containing author, subject, and permuted title. Both indexes contain the full title, call number or report accession number, and classification. In addition, the report number index also contains the main corporate author. The complete cataloging information is contained only in the master accession list and is arranged by call number or report accession number. Reference may be made from the index listing to the master listing through the call number.

Figure 4. Circulation Transaction Card

Figure 5. Accession List

```
QC 174    -    -J24 -66                              1 307037 101
0001 1346-07 01 67023R  10.50                                102
JAMMER, M                                                    201
CONCEPTUAL DEVELOPMENT OF QUANTUM MECHANICS                  301
397P         MC GRAW-HILL                         66         501
J. H. STACEY INC.                                            551
PHYSICS - GENERAL                                            901
NUCLEAR PHYSICS                   ATOMIC STRUCTURE           902X
WAVE MECHANICS                    HILBERT SPACES             903X
NUCLEAR SPIN                                                 904

  ...............................................
QC 174    -    -KR2 -63                              300989 101
```

Catalogs are generated weekly, cumulating through the month. The monthly catalogs are cumulated quarterly. The report number and dictionary listings are reissued annually.

Basically, the catalog format is a combination of free and fixed form data. Items such as titles and descriptive notes are free form, while dates and report numbers are fixed. Standard phrases are used, particularly to insure consistency for possible retrieval by them. For example, specifics of meetings, while entered in a free form field, are always entered with the same beginning phrases, such as "held at . . ." or "Paper presented at. . . ."

in a KWOC (Key-Word-Out-of-Context) format, an exclusion tape was used to delete unwanted words from the catalog. The main problem in this operation is knowing what to leave in. It is true that the larger the accumulation of data, the more likely certain terms will be used so frequently that they will lose all meaning. However, some items are given titles which use only such terms; therefore, excluding them will cause these items to be completely left out of the permuted title listing. In addition, when systems are integrated, the needs of one system may outweigh those of another. This problem was especially evident when the SDI system was integrated. Some terms, undesirable in the book catalogs because of frequency, were retained because of their use in the SDI matching process.

Printing long catalogs is time consuming and expensive. When multiple copies are needed, new problems are added. Carbons are not very satisfactory, and other reproduction methods may be unavailable or too costly. We have been experimenting with a microfilm recorder to produce microfilm copy directly from print-formatted tapes. This

Figure 6. Index Listings

Dictionary Listing

```
ADHESIVES                                                                              CONTINUED FROM PREVIOUS PAGE
  ADVANCED TECHNOLOGY SYMPOSIUM - PROCEEDINGS OF THE 4TH ANNUAL MTG - 1963        T    6    -    A2B -63      L
  DEVELOPMENT OF ELASTOMERIC ADHESIVES FOR ENTRY SATELLITES                      TL 950   -    -N12 -64   7  L
ADHESIVES -RADIATION EFFECTS
  EFFECTS OF SPACE ENVIRONMENT ON MATERIALS - SYMPOSIUM PROCEEDINGS - MTG - 1967  TL 950   -    -N12 -67  11  U
ADIPRENE
  ELASTOMERS AND CHEMICALS - ADIPRENE                                            308649
ADLER, R B
  INTRODUCTION TO SEMICONDUCTOR PHYSICS                                          QC 612   -54  -A26 -64      U
  MULTISTAGE TRANSISTOR CIRCUITS                                                 TK7872   -T6  -T391-65      L
ADVANCED TECHNOLOGY SYMPOSIUM
  ADVANCED TECHNOLOGY SYMPOSIUM - PROCEEDINGS OF THE 4TH ANNUAL MTG - 1963        T    6    -    -A2B -63      U
```

Numeric Listing

```
AIAA-PAPER-65   423                    AMERICAN INST. OF AERONAUTICS AND ASTRONAUTIC
  EXPERIMENTAL EVALUATION OF THE THERMOPHYSICAL PROPERTIES OF SOME PLASTICS AND COMPOSITES A  308R08      L
  T CRYOGENIC TEMPERATURES
AIAA-PAPER-66   49                     AMERICAN INST. OF AERONAUTICS AND ASTRONAUTIC
  PERSISTENT REENTRY VEHICLE ROLL RESONANCE                                               R 2415      U
AIAA-PAPER-66-   56                    AMERICAN INST. OF AERONAUTICS AND ASTRONAUTIC
  AEROSPACE SCIENCES MTG - 3D - 1966 - AIAA TECHNICAL PAPERS                             TL 573   -   -A60 -66  3   U
ARS-90-720-B                           COLNEY, W H
  RESEARCH AND DEVELOPMENT ON IMPROVED MICROWAVE SURFACES                                308526      U
```

We have found the computer-produced listing more than satisfactory for most searching requirements. In addition, it is quicker than computer-produced searches. We have only used the retrospective searching capability of the computer for searches requiring the cross coordination of a large number of terms.

To reduce the length of the dictionary listings, which contain permuted title words

method has been used for the longer, cumulative catalogs, but not for shorter, current listings because the installation containing the recorder is 1,100 miles away, and therefore the data must be transmitted back and forth. In addition to facilitating catalog reproduction, the microfilm also suffers less wear from handling, since it is used in cartridge form.

Circulation List. Basically, Sandia's circu-

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lation control system is similar to traditional circulation systems. Standard prepunched tabulating cards are used as circulation cards. The prepunched portion contains the call number, copy number, and part of the title. A master prepunched card always remains with the book. The borrower signs one of the prepunched cards, which is then keypunched with his name and the loan transaction code. Returns require only the return code in addition to the standard prepunched information.

Revisions to the circulation file consist of manual and automatic transactions and updates. Automatic updates to the circulation file are generated by updates to the cataloging file, provided the updated items are not uncontrolled, on order, or in areas not affecting the circulation file.

Book Loan List. A new book loan list (Figure 7) is generated for the circulation clerk so that she can send out the books without having to refer to the circulation list to determine to whom the book is charged. This list also shows the disposition of any library copies, whether to the circulation area, reference, etc.

Figure 7. New Book Loan List

```
NEW BOOK LOANS
                    HD  70   -U5  -D7  -54        0002
                    QD  65   -    -H192-67  48    0003
                    TR  610  -    -J45 -68        0001
                    TK7872   -M4  -W38 -65   9    0001
                    QC  168  -    -238 -66   2    0002
```

Selective Dissemination of Information (SDI) System. The other library system that interfaces with the cataloging is the current awareness, or SDI system. Basically, this system matches users' interest profiles against document, book, or journal article profiles. The basic cataloging information added for the week is used as data for the SDI system. The function of this system, to inform the user of all items of interest to him, duplicates, in part, that of our current announcement bulletin; therefore, we hope to abandon the shotgun technique of the bulletin for the more refined one of the SDI system.

Advantages. As is shown by the previous discussion, one of the primary advantages of an integrated system is the automatic updating function. When an item is received, the new title, author, and copies are automatically added to the circulation file. Charge

transactions are also generated for any copies received that were not ordered for the library itself. Reserve transactions are generated for any additional requesters of the same copy.

At the same time the circulation transactions are generated, the appropriate requester records are dropped from the master file. All these actions are generated by simply adding a receival code to the copy record.

The inclusion of library holdings in the listings has also proved invaluable to the patrons and the reference staff. Previously, if a book were not on the shelf, it was necessary to check the order file to determine how many copies of a book were available. The circulation file would indicate which copies were on loan, but not the total number of copies or which items had additional copies on order. The shelf list, unfortunately, was not always up to date and also did not include information about items on order. Now, holdings for both books received, as well as those on order, are immediately available. Reference is still required to the circulation listings to determine whether any copies are available for reserves or are overdue, but not returned. It is also possible to have an individual added to the reserve list for any of the books currently on order which have not been requested for permanent loan. If requests are received for any items that are either on permanent loan or will be so placed, an additional copy or copies can be ordered to satisfy the demand. For items which are considered uncontrolled, that is, not entered in the circulation system, the record of whom the item was ordered for is maintained as a permanent part of the record.

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SELVAGE      C  SL
MULLIGAN     J  JX
ODELL        H  LX
LIBRARY/CIRC
BAKKEN       L  HL
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Problems Associated with Integration

System integration can pose many problems. Careful consideration must be given to the needs of all subsystems and compromises made to best fit the needs of the majority.

WHERE TO START

Many persons have advocated that library automation must start somewhere and why not with areas which suffer a chronic over-

load such as circulation or ordering. The only problem with this approach is that some thought must be given to the overall objectives of the library and how the integration of these separate systems will be accomplished later. We have been extremely fortunate in that automation at Sandia began with the basic cataloging system, and other systems were automated as a natural outgrowth of having the information in a machine-readable format. At first, we were concerned with entering the primary cataloging data, including the descriptive and subject cataloging, and utilizing this information to provide indexes to the library collection. After this basic system was established, other subsystems, such as the circulation system, were easily added, since a large part of the data needed were already established in the cataloging file.

AMOUNT OF INFORMATION

Occasionally, it may be necessary to include information in some file that is totally useless for that particular application, but which is needed in later uses of other files. Several illustrations of information conflicts are readily available. For example, while an abbreviated title may be fine in a circulation system, it may prove totally inadequate in a cataloging or SDI system. Also, permuted words in catalog listings may require an exclusion list to provide meaningful listings without increasing listing length; however, the word excluded may be the very one needed to complete the matching process in an SDI system. Price or order number information may be irrelevant in the circulation system, but it is a must in the ordering file.

Sometimes, it is best to establish separate files and provide linkages to others. The needs of the entire organization must be established and worked into the system.

PROGRAMMING LANGUAGE

Programming language is determined by many factors: the type of equipment, the programming talent available, and the policy of the data processing department. While the choice may not be completely at the discretion of the library, there are certain things that should be considered. Higher level languages, while not as efficient in operation,

are generally preferred because of the greater ease in the original programming and in any conversions to new machines. Although most conversions will require some changes, these will normally be minimal in the higher level languages. COBOL, Common Business Oriented Language, was chosen at Sandia mainly because it is designed for business application, easy to learn, and similar to normal English sentences. Other installations have been equally satisfied with FORTRAN (Formula Translation) or PL/1 as programming languages. Other languages are also being developed; in fact, there has been some talk of a language designed for library applications. Whatever language is chosen, make sure it is not limited to one computer or to the equipment of one manufacturer.

ADDITIONAL EQUIPMENT

For an organization having a moderate-sized computer installation, many additional applications may be integrated into the system without requiring additional equipment. Time for additional applications can be minimized if operations can be done once and not repeated. At Sandia, we have segmented jobs to keep the blocks of time used during any one period small, but have tried to accomplish as much as possible in one job. In our case, we have frequent daily access to the computer, but only for short intervals; longer job runs are made on the weekends. The report catalog ·update and weekly listings are all produced in one run, as is the book update and circulation listings. While the same programs are used in all areas of the library, they are combined in different ways to meet the varying needs of these areas.

Conclusion

One thing that cannot be emphasized too strongly: the catalogs produced are only as useful as the cataloging and programming allow them to be. We have been very fortunate in having catalogers aware of the limitations of the computers and/or programmers. From the beginning, they have understood the importance of doing things consistently, even if it means making the same

mistake repeatedly. The computer can correct consistent mistakes, but it cannot do anything with those which are randomly different.

We have a relatively small library staff and would find it impossible to handle our current work load without our present integrated system. The integration of our automated library systems has enabled us to spread our work load over more people. For example, the order librarian does much of the descriptive cataloging when entering an "on order" item, and the cataloger, while updating the record to add subject cataloging, also enters the item in the circulation file. The interrelation of library functions has enabled the entire processing of an item from the request to the actual distribution of it to the requester to operate more efficiently and, in many cases, more quickly than under the previous system. We have been able to eliminate the maintenance of many files and yet to have more ways of finding the information. Perhaps the most important of all, we can provide more and better services to our patrons.

Methodology of a Technical Information Use Study

Herbert B. Landau

Auerbach Corporation, Philadelphia, Pennsylvania 19107

■ A methodology for conducting a study of the needs of a technological information user is presented. The methodology can be used, with little or no modification, by an organization of moderate size where the majority of the technical staff members are situated at one main location. This technique utilizes an informal interview approach which can be employed by a single interviewer. The technique was employed at the Auerbach Corporation in the first half of 1968 and was found to be successful.

WITHIN an organization, the need for information has a dynamic quality; it seldom remains constant. To ensure that this need for information is satisfied, the organization's management must identify specific information requirements, weigh them against existing information services, and then devise solutions to problem areas where the information demands are not being met.

In January 1968, the Auerbach Corporation decided to assess its internal technical information needs and, at the same time, to evaluate the existing corporate technical information network. The general method chosen to gather the pertinent information was what is commonly called the user needs survey.

Because the company is an information consulting organization, it called upon members of its Information Storage & Retrieval Consulting Group to plan and conduct the study. The choice of a technical staff member with library and information systems experience, as opposed to corporate library or information center personnel, was considered to be a wise one, for as Bare (1) points out, information users tend to express their attitudes more openly to a disinterested or neutral party.

Purpose of the Study

The Auerbach Corporation is an information systems consulting organization with six offices throughout the world and over 330 employees (about 200 of whom are professionals). The overall goals of the study were to 1) improve communication within the organization, 2) increase utilization of prior work effort, 3) test the usefulness of existing technical information resources (including the technical library), and 4) to propose new information resources and data banks as necessary.

Data Gathering Technique

After studying various information gathering techniques it was decided to employ a variation of a data gathering technique that we had previously found successful in a study of the information needs of Department of Defense scientists and engineers (2). This was the interview technique, using a prepared questionnaire which made extensive use of the critical incident type of question. This question technique involves the isolation and definition of a mutually agreed on event between the interviewer and interviewee. A series of critical incident questions is represented by Questions 10–20 in the Interview Guide.

As opposed to the Department of Defense survey, it was decided that the Auerbach user needs study would not attempt to produce a statistically pure set of findings. Instead, it would be considered as a fact-finding mission, whose purpose it was to elicit the ideas of the organization's technical staff as to the type of information they require and to learn to what extent the existing information network met their needs.

The absence of any requirement for statistical validity of the answers enabled the single interviewer to employ a rather novel

experimental interview technique, similar to those discussed by Bare *(1)* and Jahoda *(3)*.

The Interview Guide

A basic interview guide, consisting of 36 questions, was developed as a base from which an unstructured interview could proceed. This guide was designed to elicit information in two broad areas:

1) To identify the technical information needs of the Auerbach Corporation; and
2) To identify existing technical information resources of the Auerbach Corporation.

The guide contained various types of questions—true or false, multiple choice, critical incident and other types requiring detailed narrative answers. The questions were designed to determine both the interviewee's information needs and to identify local or personal information files that he or his organization might be using. The *Interview Guide* is at end of this paper.

As will be noted in scanning the questions used on this survey, there is a high degree of redundancy. This repetition of variations of the same question was found useful as many individuals tend to remember additional data as they continue the interview and often wish to change or supplement their initial answers to certain questions. For example, one interviewee, when asked if he had any information gathering problems, replied initially that he had none at all. Later in the interview when asked about his periodical reading habits, he remarked that he had experienced many problems in trying to obtain certain serials that he needed.

Selecting the Sample Population

Data on Auerbach Corporation technical information needs was gathered primarily through the conduct of personal interviews with 57 members of the Auerbach Corporation representing management, technical, administrative and support staff groups. In-depth interviews were held with these staff members at all Auerbach Corporation offices

(with the exception of those in Amsterdam who were queried by mail). Only one visit to each outlying office was necessary as the majority of the participants were in the main office at Philadelphia.

The initial selection of interview candidates was made from the corporation's organization chart. A judgment or purposive selection technique was employed, as opposed to a random or probability sampling. This method can be used with a small and somewhat heterogeneous population. It involves inspecting the whole of the population and selecting a sample of "typical" individuals— that is, individuals who are close to the selector's impression of the average of the population. With a fairly small sample population and under the right conditions, this method can give useful results. In addition, the technical library staff was also queried and asked to supply a list of persons whom they considered to be prime consumers of information within the organization. These names were also added to the list of interview candidates.

We purposely selected some "old timers" to learn of their views and of personal information systems which they had evolved over the years. We also included several employees with less than six months' service in order to get their initial, and relatively unbiased, impressions of the company's information system.

At least one staff member from each technical section and each administrative group was included in the list of interview candidates. An effort was made to include first line supervisors as it was felt that they, being on the firing line, would be most aware of their organization's needs. Typical representatives from the legal, administration, and financial departments were also included in the list, as they all play a significant role in the production, control, and dissemination of technical information in a consulting organization. The list of candidate interviewees was presented to the Technical Director of the company who reviewed and approved the list and then issued a memorandum to all supervisory employees asking that they and their staff cooperate in the survey.

INTERVIEW GUIDE

1. In your own words, what do you consider your main area of professional interest?

2. In what form do you prefer to receive information?
   - ☐ Printed book
   - ☐ Printed article
   - ☐ Reproduced loose pages
   - ☐ Microform
   - ☐ Computer printout
   - ☐ Verbal
   - ☐ Other (specify)

3. If you wanted a lot of information on a subject, would you find a title listing or abstract useful in selecting the items to be read in depth?

4. Do you ever require translation of foreign language information?
   What languages?
   What kinds of materials?

5. Do you keep any personal information files?
   What do you keep in these files? (e.g., Journal articles, Trade literature, Reports, Proposals, etc.)
   What subject areas do the files cover?
   How and when do you use the data in these files?

6. Does your organization maintain any information files that you know of?
   How are they used?

7. Does your organization produce any information bulletins, newsletters, etc.?
   Why?
   Please provide a sample.

8. What technical information do you need to know about Auerbach activities?
   - ☐ Proposals
   - ☐ Projects
   - ☐ Personnel capabilities
   - ☐ Published papers and talks by Auerbach employees
   - ☐ Other

9. What technical information do you need to know about non-Auerbach activities in the world at large?

10. The last time that you needed job-related information, what was the first organization or person you went to in order to obtain this information?
    - A. ☐ Received with task assignment
    - B. ☐ Supervisor or Assignment to Subordinate
    - C. ☐ Colleague
    - D. ☐ Librarian or Library (Search by self)
    - E. ☐ Department Bookcase of Files
    - F. ☐ Own collection
    - G. ☐ Information or Data Centers
    - H. ☐ Manufacturer or Supplier
    - I. ☐ Other (specify)

11. What did you get from this first source?
    - A. ☐ All the information
    - B. ☐ Part of the information
    - C. ☐ Reference to further information
    - D. ☐ Nothing

12. What was the principal reason you used this first source?
    - A. ☐ Received with task assignment
    - B. ☐ Most authoritative
    - C. ☐ Only source known
    - D. ☐ Previously found helpful
    - E. ☐ Recalled that specific information was available from this source
    - F. ☐ Other (Specify)

13. Was the information used?
    - A. ☐ Directly in the task
    - B. ☐ As background information
    - C. ☐ As a lead to other information (where)
    - D. ☐ Not at all
    - E. ☐ Other (specify)

14. Was this information?
    - A. ☐ Absolutely essential
    - B. ☐ Could have completed task without it

15. What was the depth of the information you received?

    A. ☐ Once over lightly   C. ☐ Specific factual answer

    B. ☐ Detailed analysis   D. ☐ Nothing

16. What was the depth of information you wanted?

    A. ☐ Once over lightly   C. ☐ Specific factual answer

    B. ☐ Detailed analysis

17. After the task was completed, did you find any information that was available but unknown to you at the time you were doing the task?

    A. Yes (explain)   B. ☐ No

18. From the time you requested this information or started to search for it how much time did it take to get it?_____

        Was this amount of time considered satisfactory?_____Why?_____

19. What form was the information in when you received it?

    ☐ Published literature   ☐ Oral reply

    ☐ Correspondence, letter memo   ☐ Other

    ☐ Catalog

20. In what form would you have preferred the information?

21. Do you use the Auerbach Technical Library?

    ☐ Yes

    For what purposes?

    ☐ Current Awareness (specify types of publications scanned)

    ☐ To find specific information (specify type or specific example)

    ☐ Other:

    ☐ No (see next question)

22. Why don't you use the Auerbach library?

    ☐ Physical location   ☐ Too time consuming

    ☐ Red tape   ☐ Poor previous experience (explain)

    ☐ Incomplete files   ☐ Other

23. Do you use libraries or information centers outside of Auerbach?

    ☐ Yes   ☐ No

    Which ones?

    Why?

    For what type of information?

24. What information did you request the last time you used the library?

25. Did you receive the information?

26. Were you satisfied?

    Why?

27. How did you request it?

    ☐ In person   ☐ Written message

    ☐ Telephone   ☐ Send someone else

28. How would you prefer to request information from the library?

29. What additional library or information services would you like to have?

30. Do you have any trouble obtaining or locating technical information in the performance or completion of your tasks?

    Examples: Types of information:

               Trouble:

31. How do you resolve these problems?

32. Which Auerbach publications do you read?
   (indicate 1 for publications read regularly, 2 for those read infrequently, etc.)

   ____Technical letter   ____Software Notebook
   ____Proposals   ____Data Communications Reports
   ____Technical notes and reports   ____Data Handling Reports
   ____Standard EDP Reports   ____Other (specify)
   ____Auerbach Computer Notebook

33. Why do you read these publications? What sort of information do you hope to obtain from them?

34. What non-Auerbach publications do you read?

35. Why do you read these publications? What sort of information do you hope to obtain from them?

36. What publications or documents should you read regularly but don't?
        Why don't you read them?

Conducting the Interviews

Because statistical validity was not a prerequisite, interviews were conducted in an informal conversational manner. A point was made at the onset of each interview to tell the participants that the interview guide questionnaire was only a starting point and that they could add any information they felt would be useful. In this way an easy rapport was established, which resulted in a high yield of criticism and ideas for doing the job better.

The goal of the study was also completely explained to the individuals being interviewed prior to the presentation of any questions. Although there was some danger that this explanation would bias the answers, it was felt that this hazard was far outweighed by the increased potential of having interviewees volunteer additional information that they felt might be beneficial to the survey.

Each interview averaged about one hour; the interviews were carried out over a six-month period. The interviews were scheduled as far in advance as possible so as not to be too inconvenient to the interviewees. Whenever possible, interviews were held at the desk of the participant so that any special information files kept by this person could be inspected by the interviewer. The interviewer recorded responses to questions along with his comments directly on the questionnaire with direct quotations being entered where appropriate. Samples of department publications, files and indexes were also collected.

The interview technique made use of subjective questions which encouraged the employee to speak his mind on various topics concerning his use of technical information. The anticipated problem of interviewees volunteering irrelevant information never materialized. Such catch-all questions as "What information problems do you have?" and "What new or additional library services do you want?" all proved to be very helpful in gathering pertinent information.

Interviewee Responses

It was found that technical staff members, especially those who were long-time employees, are quite open and vocal about their information problems. Many volunteered information about personal files that they have maintained and, in some cases, outlined the company's information problems and described what they thought to be the causes of the problems. Some directed the interviewer to other individuals who had also encountered information problems.

A number of participants continued to supply information relevant to the survey long after their interviews had ended in the form of memoranda, phone calls, and even personal visits.

Only minor problems were encountered, such as a case where an interviewee could not remember the last critical incident where he required technical information. Initially, there was also some confusion over the meanings of such library jargon as current aware-

ness, retrospective searching, abstracts and the like. These problems were quickly resolved.

Interviewees were quite cooperative and, if nothing else, the technical information interview survey served to improve the morale of the company's technical staff. Almost all staff members interviewed seemed flattered and pleased that the company was interested in their opinion.

Analysis of the Data Gathered

The information gathering phase of this study was considered to be quite successful. In fact, a great deal more information was gathered than was originally anticipated. The significant data base developed in this survey was translated, by the study team, into a set of detailed technical information requirements and then into proposed systems designed to satisfy these requirements.

The data gathered on technical information needs and resources were first classified into the following categories:

- Subject Vocabulary Requirements
- Control over Internal Information
- Control over Outside Information
- Document Storage and Retrieval
- Personnel Skills Inventory Requirements
- Employee Talks and Papers
- Technical Library Services

Within each of these categories, the data were further subdivided into information needs and information resources and then into current information and retrospective information categories.

Information needs were weighed against available resources to determine their validity. For each valid need identified, a range

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of possible solutions was developed, ranging from simple to complex.

For example, the proposed solutions to the need for a skills inventory ranged from a manual inverted entry card file to a sophisticated computer assisted Boolean search system. The problems and solutions along with associated costs were put together in the form of a proposal report. This package was subsequently presented to management for review, approval, and implementation.

Evaluations of the Study Methodology

This somewhat subjective survey technique showed that by giving persons the opportunity to state their needs in their own words, a great deal of data on their technical information requirements and on the information structure of an organization can be gathered in a relatively short period of time.

The major disadvantage of this method, as compared with the participant-completed printed questionnaire, is that it requires a substantial outlay of time on the part of a skilled interviewer. But, interviews offer a potential saving of time in the long run.

As the interview progresses, the interviewer can analyze each answer and formulate tentative hypotheses. These assumptions can then be tested with the presentation of additional questions to the person being interviewed. Potential misunderstandings can be resolved in a like manner. With some practice, an interviewer can become quite proficient at pinpointing information problems in the course of an interview.

In this way, definite patterns of information use and need can be tentatively identified with each interview and then verified in successive interviews. Conversely, when analyzing a written questionnaire, one frequently encounters ambiguous or conflicting answers (this may be as much the fault of the questionnaire itself as the participant). This problem can be resolved through the questionable practice of trying to second-guess the participant, but it is more than likely that the person analyzing the questionnaire will have to recontact the participant and request clarification or amplification. This practice results in additional bother to survey participants and

greatly offsets the initial time advantage of printed questionnaires.

It is recommended that the informal interview technique be seriously considered as a user needs survey by librarians in organizations of moderate size.

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Social Work Education: The Librarian's Role

Martha L. Stewart

Case Western Reserve University, Cleveland, Ohio 44106

WHAT are the responsibilities of the social work librarian in the educational process of schools of social work? To use a favorite social work phrase: what is the role of the social work librarian in social work education? Is the librarian's professional function different for faculty and for students? Or should librarians serve as "door-openers" and "access roads" to knowledge and wisdom for teachers, practitioners, and practitioners-in-process? It seems to me that our professional experience and knowledge should become a bridge to wider horizons and to the strengthening of the educational experience, for both students and faculty.

Mechanical details and organizational processes are inevitable for the librarian, but when they are recognized as the means to the end, they can be made to fit appropriately into the long-range goals of the school of social work. Webster's *Third New International Dictionary* defines "to educate" as follows: "to . . . provide or assist in providing with knowledge or wisdom." The knowledge resources of our social work libraries are, hopefully, growing. Wisdom takes time, experience, and scholarly devotion within a mature setting.

One of the basic responsibilities of the librarian vis-a-vis the faculty and the students is *communication* about resources and procedures. A common and readily accepted means of communication is the *orientation* process. In most schools this begins and ends with the written and oral presentation given to all new students at the beginning of the academic year. This might have been satisfactory or sufficient a dozen years ago, but it is no longer adequate.

There are several other methods in use in graduate school libraries: 1) a required course in library resources and procedures in certain subject areas; 2) a follow-up, detailed session for the new students a few weeks after school has been in session; 3) special instructions for all or part of a class period in cooperation with the faculty member concerned; 4) a series of instructional sessions for all students in research courses. The size and curriculum of each school are, of course, fundamental in determining the most useful method to be utilized. I have learned that both faculty and students find the class-session or portion of a class-hour type of presentation the most useful because it relates the particular subject or problem to our specific resources in an immediately pertinent manner. This has a tendency to carry over effectively into subsequent assignments.

Many faculty are reluctant to, and indeed some never do, give up any class time for this purpose. This is a short-sighted stance, for the time taken for such instruction is more than compensated for in time saved and the furtherance of their development as scholars. The smaller the school and the smaller the library staff, the more significant is this type of library orientation, I would guess. In addition to the time-saving value, the student acquires a first-hand experience in ferreting out material to meet his particular requirements. Faculty should recognize this as being akin to the field-work experience relative to the student's professional development in social work. It is a means of helping the student, and faculty member too, to develop his own abilities for becoming professional in his use of the library. The more he learns in this respect, the more productive he will be in his scholarly pursuits, and the less he will have to depend upon the librarian's professional knowledge!

Besides the orientation process as a part of the librarian's basic responsibility in communication, there is the reverse of the coin: communication *to* the librarian. One of the most effective ways of enhancing his or her professional expertise, especially in some of the curriculum subject areas, is membership on one or two standing committees of the faculty. This is eminently desirable, if not

essential. Committees whose relevancy to the library are most obvious are: 1) curriculum; 2) continuing education; 3) foreign students. The time-consuming nature of such commitments is obvious and probably restrictive, but the merits of such first-hand participation could outweigh the drawbacks. In many schools the committees on research might be the committee of choice, rather than the curriculum committee, since curriculum decisions are usually discussed rather fully in faculty meetings. All of the above is predicated, of course, on the librarian's being a member of the faculty. (This was a recommendation of the Council on Social Work Education which was made a dozen years ago.)

In the process of involvement as a member of the continuing education committee, for example, the two-way-street aspect becomes apparent. The librarian is in the position of being able to furnish direct and accurate information about the range and timeliness of material available in subject areas which are being considered for a specific institute or workshop. At the same time, decisions made in the committee meetings as to time and subject matter of a workshop or refresher course make it possible for the librarian to anticipate needs and to plan administratively for the smooth and efficient delivery of library services to meet these needs.

Sitting in as a member of the curriculum committee would give the librarian helpful insights into the special areas of emphasis which would be very valuable in selecting new material, and in calling to the attention of individual faculty members pertinent publications. The *process* of decision-making which develops in such committee sessions is in itself a rich resource for the alert librarian for it enables him (or her) to make good choices which relate not only to the philosophies expressed in committee, but also to the exigencies of the budget!

Another basic responsibility of the librarian is that of keeping abreast of the proliferating resources pertinent to the field of social work (as exemplified in the curriculum). For this the librarian needs *time* to comb sources for newly published material and to become cognizant of the rich field of unpublished and esoteric matter which is, or can be,

available. In addition to the more obvious sources (such as *Publisher's Weekly* and the book review sections of professional journals) this means reading the ephemeral material that comes in constant streams across our desks. Often a pamphlet, or very valuable but otherwise obscure monograph, is mentioned in the newsletter of a local or national agency. Publisher's blurbs or listings of publications in various government publications or news releases are good sources for titles which might prove to be immensely relevant. And there are the always ubiquitous footnotes which, though often irritating, sometimes turn out to be gold mines! I find it is helpful to call the attention of individual faculty to material available in their specialty which otherwise might escape their notice. Often students will suggest something very useful and which otherwise I might have overlooked. Doctoral students are especially helpful in this regard. The social work librarian must not only be a resource, but resourceful! Whether in the function of formal teacher of library organization and usage, or as organizer and dispenser of the specialized resources in social work, we perform as professional educators.

As Florence Dehart *(1)* said "In order to determine exactly what education goals are desirable and how they are best fulfilled, librarians, faculty and administrators must be willing to divest themselves of preconceived ideas . . . and explore their roles on the basis of faculty and student need. . . . The future service program in college libraries . . . may well be a measure of the maturity of college librarians."

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University of Minnesota Bio-Medical Library Serials System

Audrey N. Grosch

University of Minnesota Libraries, Minneapolis, Minnesota 55455

■ System development resulted in a batch mode arrival predictive system designed to be MEDLARS-compatible. This system replaces all other records in the Bio-Medical Library for the included file entries and certain records external to this branch library, except accounting records. Over 7,000 records are contained on the master file; of these, 2,500 titles operate under the check-in system as active file entries. A Control Data 3300 Computer system, with FORTRAN programs, is used for daily and monthly processing. This system differs in many respects from other batch mode serials systems and has been designed primarily for human ease of operation, rather than programming simplicity. Chief among these differences are sophistication in handling check-in and bindery subsystems, functional design of various listed outputs, and totally variable bibliographic data fields within a totally variable length record.

IN THE summer of 1966 the Bio-Medical Library began design of a batch mode serials control system. The basic system requirements, input formats, input forms, and various output specifications were conceived in the fall. However, actual encoding of input data, building the master file, programming, and phasing in of the system did not begin until February 1967. At this time the library received a grant under the Medical Library Resources Program administered through the National Library of Medicine which enabled necessary staff to be recruited to develop the project. January 1968 brought full operation of the system with the exception of bindery procedures, which were fully installed in June 1968.

System Objectives

Serials control systems provide for the following operations:

- New arrival check-in processing,
- New record and correction entry,
- Bindery processing, and
- Ordering or accounting processing.

In the Bio-Medical Library system all but the last operation are performed. Since this library does not process its own orders and accounts, only rudimentary information of this type has been included for staff use in the serial record to serve as an estimating and triggering device. However, if the need should arise, such information could be amalgamated into the system, suitable software provided, and ordering and accounting handled internally within this library. Performance of these operations enable the library to fulfill all of the typical system objectives usually required in such a system. These have been listed by various system designers in the literature and will not be repeated here.

System Description—Monthly Processing

The monthly cycle is shown as a general process chart (Figure 1) of the clerical and computer operations performed monthly to process new arrivals, bindery shipments, new titles, deletions, transfers, corrections, and any other inputs which have accumulated during the month. First we perform

INPREP (Figure 1) which is the preparation of the input data, either on code forms or on prepared processing lists such as the check-in list shown in Figure 2. These data are keypunched and sight-verified prior to submission to the computer center, becoming MIN-1 or Monthly Input Data.
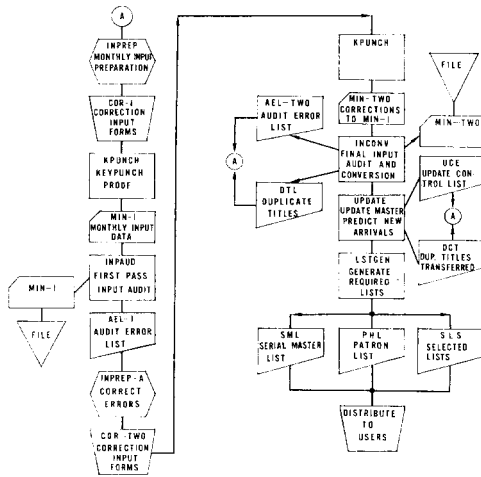
Figure 1.   Monthly Cycle.

Figure 2.   Serials Check-In List.

Next, these data are audited by a detailed input audit program called INPAUD; the correct records passing the audit are written on the Bio-Medical Library's disk pack. The incorrect records are listed on the Audit Error List (AEL-1) shown in Figure 3. Next, the errors are corrected, keypunched and become MIN-2 data which again are passed against the input audit in the final input audit and conversion labeled INCONV. During this computer run any further detected errors are listed on the Second Audit Error List, AEL-TWO. Any duplicate titles which are detected are listed as a Duplicate Title List, DTL. These short error lists are processed and resubmitted as part of the next monthly run; however, if a catastrophic error should occur, it is possible to correct and resubmit it prior to the creation of an updated or new master file. This flexibility is desirable since a machine error or operator error could be quite serious, whereas an error of one or two record corrections failing to enter because of keypunch errors could wait until the following month to be processed.

Next, the old master file is updated and the next month's check-in predictions generated and printed. In this UPDATE operation the input is sorted; daily transaction file, monthly corrections, new records, transfers, and deletes are merged and the old master updated, creating a new master file. During

Figure 3.   Audit Error List.

this operation an Update Control List, UCL (Figure 4), is printed to show each transaction updated and any errors resulting in failure to update the file with the data. Also if a code number is assigned to a new record which already was assigned to a record, a Duplicate Title Transferred, DTT, list is generated. These listings are processed and become part of next month's input data. Finally, LSTGEN generates the required listed outputs which are the Serial Master List, SML (Figure 5), the Cumulated Periodical Holdings List, PHL (Figure 6), and selected lists such as subject and language printed as desired.

Daily Processing—Check-In Operations

The daily cycle (Figure 7) shows a general diagram of our daily processing of arriving
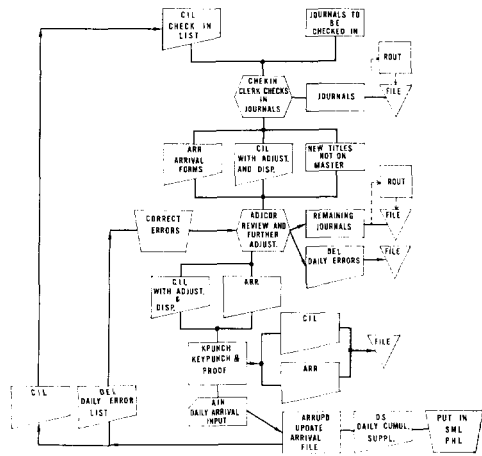

Figure 7.   Daily Cycle.

Figure 4.   Update Control List.

UNIVERSITY OF MINNESOTA BIO-MEDICAL LIBRARY   PAGE   119
UPDATE CONTROL SHEET
APRIL 1968

CODE NO.   TR DECK ERROR OR INFORMATIVE MESSAGE
J0877532 C1 J ZOOL   00 U0154 0004   A MAR 1968 - 081   A7   ARRIVAL UPDATE OK

JU333333 C1   C2300   S5 5271 FIXED FIELD CORRECTION
JU333333 C1 I 1 57 081   1   C2300 2 3   RESULT-CORRECTED

JU333333 C1 JULIUS+KLAUS-+STIFTUNG+FUER+VERERBUNGS+FORSCHUNG.+SOZIALAN+THROPOLOGIE+UND+RASSENH   5271SBNPSUNP   CORRECTION
            YGIENES

KA370000 C1   2   S5 5281 FIXED FIELD CORRECTION
KA370000 C1 A 0 61 081   012000 7   E   1 030   G2300 5 3   RESULT-CORRECTED

Figure 5.   Serials Master List (SML) used by library staff.

Figure 6.   Cumulated Periodical Holdings List (PHL) used primarily by library patrons.

Figure 8. Daily Cumulated Supplement (DS)
which is used by staff and patrons to give current holdings information.

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                              UNIVERSITY OF MINNESOTA BIO-MEDICAL LIBRARY                          PAGE   35
                                       PERIODICAL HOLDINGS LIST
                                     DAILY SUPPLEMENT (CUMULATIVE)
                                       MONDAY MARCH 10, 1969
TITLE (OR INDEX MEDICUS ABBREVIATION)                                    LOCATION                  CODE NO. SQ
JAPANESE CIRCULATION JOURNAL. JAPANESE EDITION                                    STACK NUMBER 068  JA605199
          UNBD.  32  NO.   9            SEP      1968                                                        2

J OF CHROMATOGRAPHY                                                               STACK NUMBER 074  J0341571
          UNBD.  27  NO.   2                     1967            CLAIMED                                     2
            BD.  37                               1968  RETURNED FROM BINDERY                               6
          UNBD.1968                               1968            BINDERY,03/18/69 LOT B055                13

NEW ENGLAND JOURNAL OF MEDICINE  COPY 2.                                  HL      STACK NUMBER 104  NE335134
          UNBD.  280  NO.   9            FEB  27 1969                                                       3
```

journals using the check-in list and a serials arrival form for items not on the list. This check-in operation is continuous with arrival input being submitted for processing every day; it results in the daily cumulated supplement, DS (Figure 8). As in the monthly cycle, if errors occur, the daily process produces a daily error list which is corrected and resubmitted as part of the next daily processing run. Each morning the daily supplement is placed with the library staff master lists and the Cumulated Periodical Holdings List used by patrons for up-to-date information cumulated since the last monthly listing was prepared. The weekend list shows all items processed to the close of the work week of the Serials Section. Thus the weekend staff has reliable current information about items received, items sent to the bindery, received from the bindery, or purchased for replacement.

Each run on Monday evening also produces a clean check-in list which is annotated by using colored ink to denote each day's punching. Therefore, this list is clean, easy to use, and reflects any corrections, adjustments, or changes discovered for our predicted arrivals and those we have checked in, claimed, purchased for replacement, or canceled from the list. In Figure 2 note the columns marked ADJ and DISP. Between the dots the appropriate code is written to denote the action to be punched and submitted as input from the check-in operation. These action codes are in Table 1.

The Arrival Card as punched from the list utilizes only the code number, any corrected data, the ADJ and/or DISP column, and the sequence number of that entry on the check-in list. Only in the case of arrivals not listed on the check-in list (that is, punched as coded on the Daily Arrival Form), is full information required, so that this entry will be compatible with the information to be printed on the Daily Cumulated Supplement.

Actual operations performed in the journal check-in portion of the daily cycle are shown in Figure 9. To refine and maintain the predictive code and to continue generating reliable check-in list data an expansion chart showing the ADJ-COR operation portion of the Daily Cycle is shown in Figure 10. During this operation changes in the assigned predictive codes are isolated, new titles are assigned code numbers placing them properly in the list alphabetically, and potential claim items are isolated and coded, W, for want.

Daily Processing—Bindery Operations

Using a Bindery Ready List prepared once a month, bindery preparation operations are done in much the same fashion as check-in. This list is consulted to remove volumes from the stacks which the system recognizes as complete. Those volumes are listed on the Daily Cumulated Supplement with date

Table 1. Action Codes Employed in the Check-In Subsystem

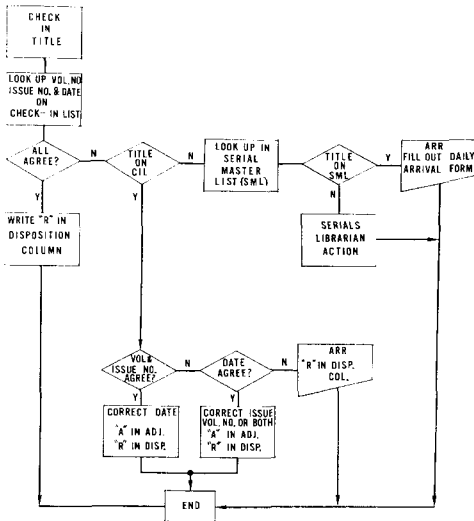| Column ADJ	Column DISP
C Correction (current entry only)	R Received (from bindery or new issues)
A Adjustment (correct current entry and adjust prediction for next issue to be predicted)	W Want
	X Canceled
	P Purchased for replacement
	B Sent to bindery

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Figure 9.   Journal Check-In Operations.

Figure 10.   Review Check-In,
Make Additional Adjustments and
Corrections As Necessary.
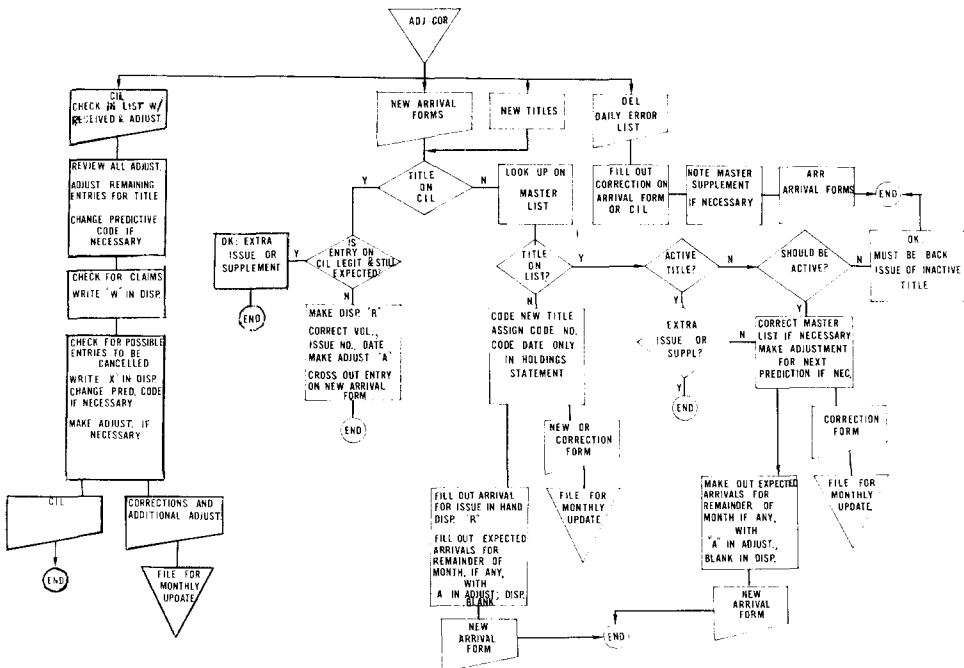
sent and lot number. Returned items, rebinds, and items purchased for replacement also are listed on the above list. This eliminates the need to prepare additional bindery charge cards, which in turn would have to be pulled and destroyed. Cards punched from the Bindery Ready List trigger this operation just as the check-in list cards do for the process of entering newly arrived journals. A Bindery Input Form, very similar to the Daily Arrival Form, is used to enter bindery items sent or returned which are not on the Bindery Ready List. From input punched from this list a Bindery Instruction form is prepared by the computer. This form shows the line spacing for spine lettering of two different widths: regular and three-quarter inch. Words to be split are also indicated by a special character inserted in that word. The generation of the proper bindery instruction results from the use of certain fixed field information contained in each title record for active serial records. The actual spine title spacing and word breaks are encoded in our data base by embedding special characters in the blank spaces between words in the variable field containing the full title. For titles having split words or titles different than the full title for binding

purposes, a special bindery title field is used. This technique saves considerable disk space and does not affect the system user since these special characters are suppressed for all listing purposes other than a special bindery title control listing used to verify placement of these special characters.

File and Data Description

The Master File Layout (Figure 11) illustrates how our card input data for a record are stored in our master file. Various programming support data, fixed field operational data and finally variable field data are entered in that order. Identification of these specific data categories and their encoding are available to anyone interested.

Outputs

Two types of system output result from our processing. These are library user outputs and library staff outputs. Library user outputs are shown in Figures 6 and 8. Figure 6 illustrates the Monthly Cumulated Periodicals Holdings List which is available in the periodical stack area for patron use. Accompanying this list is the Daily Cumulated Supplement shown in Figure 8. The supplement contains all items checked in, sent to the bindery, returned from the bindery, or purchased for replacement since the last

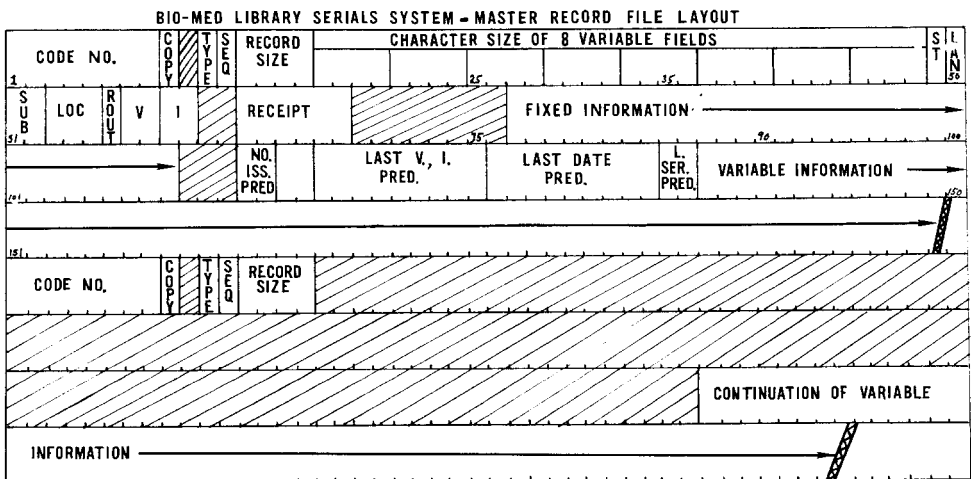**Figure 11. Master Record File Layout**
(Pred = Predicted).

Monthly Cumulated Periodicals Holdings List. Four copies of these listings are reproduced for distribution throughout the Bio-Medical Library.

Library staff outputs serve two functions: library patron services or system maintenance (that is error recovery provisions). All library staff members use the Serials Master File list (Figure 5) to answer questions by users, to handle journal circulation problems, and generally to contribute to the accuracy of our record data base. Other library staff outputs listed below are used primarily by the Serials Section. However, they are accessible to any staff member who needs to refer to them.

- Input Audit Error Listing (Figure 3) enables the Serials Section to handle errors for resubmission to the system.
- Update Control Sheet (Figure 4) shows each transaction as processed and flags any transactions unacceptable to the system as errors. These errors are processed in the next monthly update as part of the input.
- Check-in List (Figure 2) printed weekly and used by Serials Section staff for journal processing operations.

Comparable error listings accompany the daily processing runs which result in the Daily Cumulated Supplement. These listings are handled in the same manner as the monthly listings, in that they are corrected for the next run and then resubmitted to the system. Selected listings for subject arrange-

BIO-MED LIBRARY SERIALS SYSTEM - MASTER RECORD FILE LAYOUT

ment, language of publication, and a want list are also operational.

All listings have been designed for maximum ease of use by the persons to be served —not for ease of programming. Public acceptance of these printed tools has been excellent; increased acceptance is responsible for increased satisfaction by the library users.

Computer System and Software

The library has arranged its computer processing operations with the Computer Facility of the College of Medical Sciences. Our processing costs are currently underwritten as a part of this facility's funding program. Equipment configuration is a Control Data 3300 65 K (24 bit word) central processor accompanied by 4 disk drives (CDC 854) and 4 tape drives. A card reader and CDC 505 (500 lpm.) printer are used for I/O functions. The system executive is MASTER, a new operating system designed to handle time sharing, remote multiprocessing activities from a console communications system. This center is geared to on-line operations and is developing a hospital information system, currently operating a dozen CDC 211 Entry/Display Station terminals. The library is planning to participate in this center in the same fashion as other departments and does so now under the batch mode system.

Serials System Application programs are written in CDC 3000 series FORTRAN. This FORTRAN permits the use of either word or character mode since the CDC 3300 computer operates in either mode. Program overlays are used together with certain subroutines which are common to more than one program (1).

Costs

A cost study (2) was carried out during the conversion and installation of this system which covered the following:

1) Conversion of manual serial records to machine readable form.
   a) Direct equipment costs;
   b) Direct labor costs including professional and clerical; and
   c) Indirect expenses.

2) Programming, loading files, debugging.
   a) Direct labor costs, including programmer and correction of incorrect records;
   b) Direct equipment costs; and
   c) Indirect costs.

Cost of conversion of records under Item 1 above for encoding varied from $0.97 per active serial record to $0.65 per inactive serial record. Table 2 shows these costs according to source of funds. It is easily seen that the direct relative cost of the Bio-Medical Library amounted to only $7,550—a small portion of the total costs—with the remainder coming from grant funds and internal absorption of costs. This situation permitted the development of a highly effective system at a minimal cost to the library; yet it shows that considerable funding is actually necessary unless a project can be started using absorbed costs and grant funds for portions of the system. The University Library System as a whole invested only $27,100 (less than half of the gross total of direct and indirect costs). If contractors were employed or a service bureau used for processing development, costs would have been much higher.

Table 3 shows the cost of continued operation of the system and a cost per transaction of $0.71. Compared with other library costs such as the circulation of a book in this library (which varies from $0.22–$0.95 per transaction depending on whether it is searched, recalled or overdue) this cost does not seem excessive for the benefits received from the system. Viewed from another side, Table 4 shows the cost of the old system vs. the new system. This reflects preliminary studies made prior to the approval of the project. When compared to the increased patron services and the greater ease of staff use—together with timely claiming and replacement purchasing—the library administration feels that these costs seem justified for this environment and for future expanded service plans. Since all costs vary with the institution, labor market, overhead, and other factors, these figures can represent only the results of the study conducted as closely as we could determine.

▶

Table 2. Costs of Creating the Automated Serials Record

Type of Activity	Bio-Medical Library		University Library		Public Health Service Grants*		Total	
A1. Coding (see Table 1)					4,700		4,700	
Retirement of old file					1,600		1,600	
Miscellaneous					500		500	
2. Checking: assigning deck number	6,050						6,050	
before Sep 1966 (absorbed)	(200)						(200)	
3. Keypunching					700		700	
4. Other	1,350						1,350	
Sub-Totals	(200)	7,400	(000)	000	(000)	7,500	(200)	14,900
B1. Coding sheets	150						150	
2. Keypunch					940		940	
3. Cards					225		225	
4. Reference tools	(50)		(25)				(75)	
5. Equipment	(190)						(190)	
Sub-Totals	(240)	150	(25)	000	(000)	1,165	(265)	1,315
C1. Systems Analyst			15,000				15,000	
2. Research fellow			(1,000) ‡				(1,000)	
3. Building overhead	(4,000)						(4,000)	
Sub-Totals	(4,000)	000	(1,000)	15,000	(000)	000	(5,000)	15,000
D1. Programmer			4,500		5,500		10,000	
2. Other personnel							—	
3. Corrections					1,700		1,700	
Sub-Totals	(000)	000	(000)	4,500	(000)	7,200	(000)	11,700
E1. Tapes					300		300	
2. Disk packs					570		570	
3. Paper supplies					(300) †		(300)	
4. Computer time and overhead					(8,000) †		(8,000)	
5. Overhead	(3,000)						(3,000)	
Sub-Totals	(3,000)	000	(000)	000	(8,300)	870	(11,300)	870
Totals	(7,440)	7,550	(1,025)	19,500	(8,300) †	16,735*	(16,765)	43,785
								$60,550

* Two Public Health Service grants were used during this project. The first was one granted directly to the Bio-Medical Library for use in setting up this serials project and for doing other activities, such as ordering new serials. All items in this column which are not in parentheses were paid for with this grant.
† The items in parentheses in this column were paid for by a Computer Center Grant making the computer time and single-ply paper free to the project.
‡ This is the salary paid by the University Library School for a research fellow participating in the project.

Table 3. Costs of Continuing the Bio-Medical Serials Project

	Per Month	Per Year
Personnel		
Systems analyst (absorbed)	—	—
Programmer—¼-time equivalent	$ 250	$ 3,000
Keypunch/serials assistant	250	3,000
Serials librarian	550	6,600
Serials assistant	430	5,200
Supplies		
Paper, single-ply	20	240
Paper, multiple-ply	62	750
Cards	6	70
Keypunch rental	62	750
Computer time	840	10,000
	$2,470	$29,610
Cost/Transaction	**$0.71**	

Table 4. Manual Serials vs. Automated Serials Processing

	Manual	Automated
Serials librarian	$ 6,600	$ 6,600
Serials assistant	5,200	5,200
Clerk/typist	3,000	3,000
Supplies	70	1,060
Programmer		3,000
Keypunch		750
Computer time		10,000
	$14,870	$29,610
		—14,870
Cost of Automated System over Manual per Year		**$14,740**

Differences Between System and Batch Mode Arrival Card System

The most significant difference between this system and others lies in the use of a check-in listing instead of a computer generated card file. This permits the use of 80 characters of the full title instead of abbreviated titles. Further, it permits timely change of the arrival prediction when errors or changes are discovered. Punching of arrival cards from the list is fast, and card filing problems do not exist. The arrival file (represented by the listing) flags the time an item has been on the list; thus visual claiming is easy, without any interfiling of next month's cards with those left from the previous month. The possibility of shopworn cards does not concern us because when the input cards have been read once, they are retained only as back-up until the next monthly cycle.

The Serials Arrival Form is used to handle items which are received but not on the list because they are not current (for example, gifts, an unexpected supplement, or a newly received title). About 20% of our check-in is handled on this form. Of this amount more than three-quarters represents gifts or titles received for the first time; these could not be handled on the check-in list. The remainder represents supplements, extra issues or corrections, which could not be accurately predicted.

Since our check-in list is designed to reflect as completely, as we feel possible, the identity information for a specific journal issue, we use a code structure that enables us to predict the series, volume, issue, part, and date (month, day, year) as applicable with any combination of time periods or issue combinations as reflected by the past year's publishing history. If we feel that a journal publishes several combined issues, some in multiple parts, skips one or two months, etc., we can reflect this in our prediction. Journals not publishing issues in numeric order reflect only the title information. These constitute only 3 or 4 titles out of the 2,500 active titles serviced on the check-in list. These system requirements represent staff and user demands which we feel are justifiable and which can be successfully handled on the computer with appropriate application programs.

The system is designed for easy use, flexibility of code structure to meet changing demands, and to be as acceptable as possible for the requirements of both the library users and the library staff. Because the system is modular in structure, it permits expansion

and conversion to an on-line operating mode as part of our future development plans.

The system is MEDLARS-compatible for future matching of citations retrieved through a MEDLARS search and for immediate correlation with local holdings. The record length is completely variable to accommodate long bibliographic notes, titles, and holdings statements. Our variable field information has no character limit other than a maximum of 35 cards per record per computer pass. With our present tape blocking factor, over 31,000 characters per record may be stored, although our longest record now is about 8,000 characters.

Problems

In the development stages of the project we were aided immeasurably by competent skilled members of the project staff on all levels. Building the initial master file data was difficult because standardized rules had to be interpreted by four different individuals and data were obtained from three separate physical locations. Considerable recataloging work was accomplished to clean up these records for transcription. This problem was controlled by careful planning and delegation of tasks and finally by appointing one individual to check each day's coding before it was keypunched to insure uniformity and catch any spelling errors. This approach was quite successful, because we finished six weeks ahead of schedule. This was fortunate because we needed the extra time to retire the active records and to switch over to the automated check-in operation. While this switch proceeded, we operated parallel systems; three weeks after completion of the switch we dropped the manual procedures. This period was quite trying because of the double work load and staff changes.

Perhaps our largest problem has been turnover of clerical staff in recent months. Serials work involves a great liking for detail and complexity, but it also requires an ability to accept the daily routine. Competent clerical assistance is difficult to recruit, train, and—finally—to keep.

Documentation of the system had a low priority until we were actually operational; and now that this is essentially completed we have manuals for User Documentation, Pro-

gram Documentation, and Operation Documentation. Had we faced staff turnover this would have been a critical problem but with limited manpower we took a calculated risk which proved advantageous.

Programming of our various system applications proceeded very close to schedule. Software was sufficiently debugged to permit operation when we needed it. System changes and refinements were added along with further debugging as trouble spots were discovered. No delays of more than two days resulted and we easily recaptured the time and were reasonably close to schedule until we began implementation of the bindery operations, especially the preparation of the bindery instruction forms. The supplier of our forms caused a six-week delay so that we were only totally operational on this component of the system in June 1968 although programs were ready to process these forms in April.

Our major daily problem in handling transactions had been the inadvertent checking in of duplicate issues for titles not checked in on the check-in list. This occurs because we currently process five times a week; and a clerk does not remember every issue he writes on a Daily Arrival Form on the preceding day before the new daily supplement is printed. In a typical month, the monthly Update Control List will show errors which failed to update because the item was already added in the run. Then we must search the shelves for these items to see if they are duplicates (inadvertently checked in) or whether some other error has caused this update error. We have now eliminated most of these errors by using more care during check-in operations.

Monthly update control errors were less than 3% of the total transactions processed. Nonetheless we felt there was room for improvement, particularly in the Daily Arrival Transactions where the largest number of our update errors now occur. For example, during April 1968 we had 106 of these errors; 58 of these were duplicates inadvertently checked in—which we felt should not have occurred. The remainder constituted mispunching of code numbers or volume and issue numbers of items processed on the Daily Arrival Form rather than on the check-in list. We now have achieved a 1% error ratio which is

realistic and acceptable to us.

We have made minor format changes in our outputs to take advantage of conditions learned about their actual use by our staff and by our library users. We do not plan any major changes in the system as it now operates because we have begun to develop an on-line console based system. Through experience with the batch mode system we have learned that we want to further specify fields in our record, specifically those to handle sponsoring agency and cumulated indexes which we now handle in our Information Statement variable field. Because we include some government documents in this system, and because the system is not designed for this purpose, better control of these items would be achieved by a document subsystem that is not a part of the serials subsystem of a total library system. However, the number of documents is small and at this time would not warrant the development of a new subsystem at the cost of delaying development of an on-line serials capability.

Future Serials Plans

Systems development in the University Libraries has concentrated on the Bio-Medical Library as a unit because computer facilities were most readily available, because the size of the library was large enough to warrant computer based methods, but yet small enough to handle file conversions with minimal staff, and because the staff—clientele climate was attuned to accept radical change. As part of a total systems concept, for this library, enabling its operation as a prototype system unit, the total spectrum of serials has been given priority over the control of monographs and individual documents because serials are now the area most in need of improvement.

Therefore, our future systems development now centers around the design and conversion of the system described to operate in an on-line mode for check-in, bindery processing, correction input, and record query output. Print functions will continue to be handled on a batch basis. However, the ability to retrieve record data on a CRT console screen will cut down the need for much printing and will eliminate the need for card punching. We plan to use Computer Com-

munications, Inc. CC-30 Entry/Display terminals coupled to the Bio-Medical Data Processing Center, operating as a part of a medical sciences–hospital communications management system. Our master files will reside in mass storage disk files owned by the library, with additional storage added as we develop various portions of a total bibliographic system. Of our many computer systems on the campus, this one is the only system now geared to on-line processing in a management information system environment.

Installation of the new improved system will depend on the availability of necessary equipment funds and on stability in our staff throughout the twelve months estimated to design, develop, and debug the system before any hardware is installed.

Conclusion

The staff of the Bio-Medical Library shared heavily in the development of this system by setting the constraints of the required outputs, by determining what they wanted for user services and how these should be formated. Because of this interaction—together with the various complaints which librarians have traditionally voiced about computer based systems—we feel confident that our

systems development has been successful, and that it has been worth the cost and effort—both from the library user and staff viewpoints.

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2. Minnesota, University. Library. / *Bio-Medical Library Serials Control System: Comprehensive report of activities, Fall 1966–Jun 1968.* Submitted by Audrey N. Grosch. Minneapolis, Jun 3, 1968. Chapter 7.

Special Libraries Association

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1969/70

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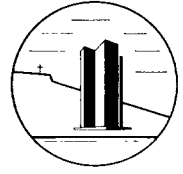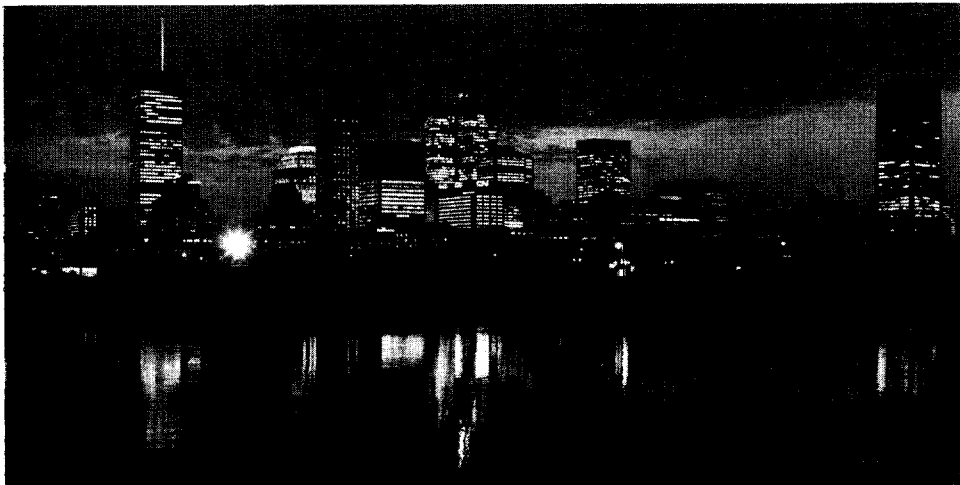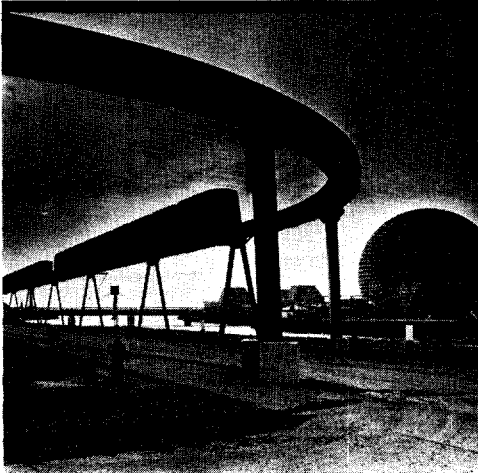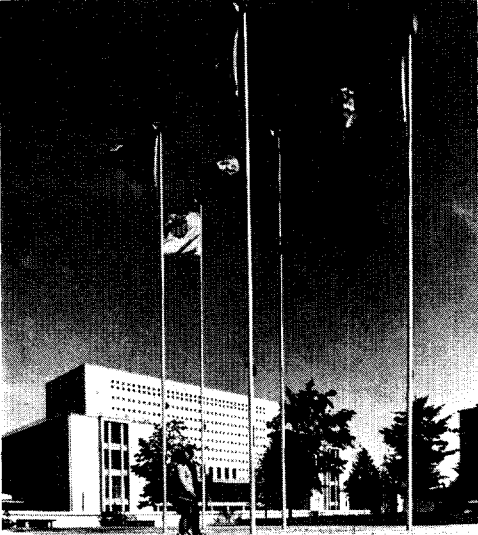
sla
news

SLA's 60th Annual Conference in Montréal is now history. The warm and cordial hospitality of Montréalers—plus helping hands from Ottawa, Québèc and Toronto—completely dissolved the "borders" of the Conference theme, *Information Across Borders*. On-the-spot reports, impressions and criticisms of the Conference are presented in this issue of *Special Libraries*. As the Conference papers and panel discussions are reviewed and adapted for publication, they will appear in future issues of this journal.

National Library and Archives Building in Ottawa as seen from the Garden of the Provinces.

Minirail and Biosphere at Montréal's "Man and His World."

Night on the banks of the St. Lawrence.

SLA's President 1969/70: An Introduction

". . . it is the hard work that makes SLA so interesting. . . ."

"The wide use of recorded knowledge can help to eliminate the costly re-invention of the wheel."

". . . the believer in the future of special librarians and their ability to research, develop and promote the available knowledge in useable form contained in our libraries."

". . . an advocate of computer usage, but only if it can be justified economically."

". . . opportunity to learn more about mechanized procedures, information retrieval and documentation. . . ."

". . . special libraries such as the ones I have been associated with must be designed to answer the client's needs, even if it means that many of the so-called library procedures taught in library schools are violated in attaining this goal."

BASIC philosophies of cheer, energy, creativity and hard work mark the path from South Dakota's banks of the Missouri River to an inaugural address as SLA's fiftieth President on the banks of the St. Lawrence River in Montréal on June 3, 1969. Kinetic energy for the career of Robert W. Gibson, Jr. has been fueled by stimulation and by diversification of his interests.

Bob Gibson may not be the first SLA President to have been retired from a "career" of carrying spears in operatic productions, but no records extant show that any of his predecessors have filled singing roles in the "Mikado," "H.M.S. Pinafore," "Student Prince," and "Call Me Madam." Parental lectures about *puttering* may have eclipsed the budding interests of SLA's new President in track and basketball, as well as those in piano, oboe, voice and dramatics. But very much apparent today are his fully developed interests in extemporaneous speaking—especially when the focus is on special libraries and their many extensive attributes.

Attentive alertness to the jobs to be done and attentive thoroughness in the methods to reach his goals are unique benchmarks at every level of Bob's career. The alert schoolboy, who was willing to do more than carry-out groceries, foreshadowed the young graduate chemist who—about 25 years ago—volunteered to add bibliographic research to his laboratory assignments at Battelle Memorial Institute.

The fertile soil had been well prepared. The values of expanding horizons through continuing education, formal and informal alike, had been well established within his family circle of parents and brother. The values of diverse interests—in the arts and in the sciences—reinforced and further broadened the vision of the youthful graduate of Yankton College's chemistry department. Even wider horizons appeared as Mr. Gibson began to cope with the challenges of special librarianship: challenges that were presented, and which he resolved, during his assignments at Battelle Memorial Institute, at IBM's Thomas J. Watson Research Center, and at the Research Laboratories of General Motors. Of even greater significance for SLA, Bob has recognized and accepted the challenges presented by the Association itself and by SLA's attempts to respond meaningfully to the challenges of today and of tomorrow.

Mr. Gibson's career has been adequately documented elsewhere. Of special interest to all members of the Association is his observation that his most interesting SLA appointment was his four-year term as Division Liaison Officer. Bob notes that his appointment as DLO permitted him to learn even more about specialized library functions in the *non*-science fields; that is in areas outside those of his first concerns. His broad vistas do not accept the eclipse of one segment of man's knowledge by any other.

The Girl Scouts of America will share the burdens of office of SLA's President for 1969/1970. Lisa Anne (MSLS '80), Mary Melissa (MSLS '82), and Nancy Jeanne (MSLS '83) will be most frequently chauffeured to Girl Scout meetings during the coming year by Bob's former duo pianist from Columbus, Jeanne Caster Gibson.

Among the traditions of SLA is the request from an incoming President to an associate to prepare an introduction such as this one. This laud is brief, because documentation is not necessary for the Association's President for 1969/70. FEMcK

Our Responsibilities

Robert W. Gibson, Jr.

SLA President 1969/70

A S I accept the trust you have expressed by electing me to our Association's highest office, I must admit that I view the year 1969/70 with the full and weighty responsibility which I owe to each of you, to the past accomplishments of our Association, and to the future aspirations of our profession.

This sense of responsibility, however, should not be mine alone. All of us are faced with many types of responsibilities:

To Our Job. This truth is so self-evident that it is almost axiomatic. Nevertheless, it must have the first priority in your professional career and in mine. Our employers expect that we will approach the fulfillments of our duties in a conscientious professional manner.

To Our Profession. Each of us has a personal obligation to continue the development of librarianship by recruiting talented persons to follow in our footsteps, to advance young recruits who enter the profession, and to aid them in every way so they can become progressive, efficient, stimulated and dedicated librarians.

To Special Libraries Association—Our Association. It is still true that we, as individuals, will only "get out" of our involvement with an association what we, ourselves, have "put into" the organization's programs. By our very act of "becoming" members, we have indicated our willingness to participate in furthering the objectives of the Association.

To Ourselves. Our formal education is only the beginning and not the end. We have an urgent need to broaden our personal interests and experiences because we must avoid every narrow-minded approach not only to our jobs, but to our entire existence.

As we approach our Sixtieth Anniversary, we may look back on 60 years of progress. We should also realize that along with our cumulative maturity, there comes the necessity for re-evaluation of our goals and our purposes.

I am certain that each President of this Association has had an undeclared objective to impress some of his own personal and private vision on the development of the Association. I am equally confident that most of the Past Presidents have had ambitions higher than it is possible to achieve during a one-year term as President. During my term of office, there are three programs which I will promote.

The Gavel is Passed: Lots of Luck!   The Chain of Office
White to Gibson   to RWG from HSW

The *first* area is a continuation of a project I started during this past year as an attempt
to learn what our membership is thinking. A series of geographically located discussion
meetings was scheduled. The results of those discussions have been reported in the
May/Jun 1969 issue of *Special Libraries,* in a brief article titled "The People Speak!"
From these sessions, I have compiled a short list of questions, each of which can be dis-
cussed as a Chapter project. Earlier at this Conference, I challenged the new presidents
of our Chapters to volunteer the efforts of their Chapters in this direction.

The *second* area that needs concentrated effort is the Committee structure of our Asso-
ciation. Boards of Directors in past years have added new Standing Committees without
an evaluation by the Board of the purposes and objectives of Committees already estab-
lished. We are rapidly approaching an "overstructured" organization. The Boards have
used the Committee on Committees as a substitute for original thought by members of
the Board. The number of Standing Committees has now reached 40. Some Committees
should be abolished and their function handled at Headquarters; other Committees should
be combined because there is much overlapping of interests. A preliminary examination
indicates that our present total could possibly be reduced to 15 *active* Standing Committees.

The *third* area where the Association should expend greater effort is in discussions with
other library associations, with the aim of closer cooperation in areas of mutual concern.

There have been many rumors in the last few months and equally as many discussions
by the Committees involved concerning the possible merger of SLA and the American
Society for Information Science. However, as I have already indicated, I feel that my re-
sponsibility to you and to the Association must ignore the "easy way out"! SLA cannot
afford to lie dormant until merger discussions are concluded. We must be positive, and
we must organize for an active year for SLA. Accordingly, our present Board of Directors
can take only one course of action: to proceed vigorously and positively toward continuing
the aims and objectives of our Association as set forth in the Bylaws of our Association.

The 1969 Conference Theme:

INFORMATION ACROSS BORDERS

The Prime Minister's Welcome

CN GGC712 71/68 RXCNT FD OTTAWA ONT 30 1030A EDT

MIRIAM H TEES CHAIRMAN SPECIAL LIBRARIES ASSOC
CONFERENCE 1969

AMONG OTHER USEFUL FUNCTIONS LIBRARIES REMIND US
OF THE RANGE AND VALUE OF BOOKS IN TODAYS
WORLD. EVEN WITH TELEVISION RADIO AND FILMS OUR
SOCIETIES CANNOT REPLACE BOOKS AS A FUNDAMENTAL
SOURCE OF INFORMATION AND ENTERTAINMENT.

I AM PLEASED TO WELCOME DELEGATES TO THE FIRST
SPECIAL LIBRARIES ASSOCIATION CONVENTION TO BE
HELD IN CANADA SINCE 1953.

BEST WISHES FOR A PRODUCTIVE MEETING AND AN
ENJOYABLE STAY IN MONTREAL.

   PIERRE ELLIOT TRUDEAU.

An Ambassador's Greeting

CN GGA393 122 4 EX NL CNT OTTAWA ONT 29

MIRIAM H TEES THE LIBRARY THE ROYAL BANK OF CANADA
PLACE VILLE MARIE MONTREAL QUE

I SHOULD LIKE TO EXTEND MY GREETINGS AND GOOD
WISHES TO THE SPECIAL LIBRARIES ASSOCIATION AS IT
UNDERTAKES ITS ANNUAL CONFERENCE IN MONTREAL.

I NOTE THAT THE THEME OF THIS YEAR'S MEETING IS
"INFORMATION ACROSS BORDERS." ACROSS NO OTHER
BORDERS, I AM CONFIDENT, DOES INFORMATION FLOW
MORE FREELY THAN IT DOES ACROSS THAT INVISIBLE
LINE OF DEMARCATION BETWEEN THE UNITED STATES
AND CANADA. THE MANY LIBRARIES, PUBLIC,
INSTITUTIONAL AND SCHOLARLY, WHICH ARE AN
INTEGRAL PART OF OUR CULTURES, CONSTITUTE A VITAL
AVENUE FOR THIS FLOW. I WISH YOU WELL IN YOUR
DISCUSSIONS AND COMMEND YOU FOR CHOOSING AS
YOUR MEETING PLACE THE COLOURFUL AND
COSMOPOLITAN CITY OF MONTREAL, WHICH EXEMPLIFIES
SO WELL THE BENEFITS OF A MULTICULTURAL HERITAGE.

   HAROLD F LINDER AMBASSADOR OF THE UNITED STATES.

Seated (left to right): Treasurer Jean Deuss, President-Elect Florine A. Oltman, President Robert W. Gibson, Jr., Advisory Council Chairman Helen J. Waldron, and Advisory Council Chairman-Elect Keith G. Blair. Standing: Past President Herbert S. White, Mrs. Gloria M. Evans, Loyd R. Rathbun, Edythe Moore, Burton E. Lamkin, Rosemary R. Demarest, and Efren W. Gonzalez.

SLA Board of Directors 1969-1970

New Board Members

President-Elect Florine Oltman found her first interest in librarianship as a student assistant in the library of Southwest Texas State College in San Marcos, Texas. She credits Ernest Jackson and Adeline Neighbors with the first sparks to ignite her professional career. These sparks were further

fanned by the influence of Harriet Howe, dean of the School of Librarianship, University of Denver.

Florine's professional career ranges from a high school library to a university level library with intermediate stops at a hospital library and at several military libraries. Her leisure time study of the Spanish language has resulted from her work as a consultant for library services in Venezuela at the School of the Armed Forces, Caracas. Bridge, sewing and gardening have filled her other leisure hours; but as she plans her Chapter visits during the next two years, it becomes apparent that her garden, at least, must become more self-reliant.

Miss Oltman sees one of the important contributions of special librarianship to research as the development of tools that make the specialized fields of information more accessible. She sees special librarianship as the stimulant that increases the use of new approaches to the handling of information—with needs that range from classical methods to newer sophisticated techniques that are yet only partially developed.

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Advisory Council Chairman-Elect **Keith G. Blair** transferred both his professional and regional loyalties to Southern California after cross-country moves from Iowa to New York to San Diego. His conversion to the library profession was at the hands of the charming, dedicated and dynamic librarian, Lucile M. Morsch, when Mr. Blair was a beginning student at Iowa University. Because Miss Morsch transmitted her belief to him that technology was the coming thing, Keith Blair has been involved in electronic and aerospace technologies for more than 20 years.

As one of the prime movers to establish SLA's San Diego Chapter in 1960, Mr. Blair helped to win the Membership Gavel Award for the fledgling Chapter. He is also one of the organizers of the Associated Science Libraries of San Diego.

Keith is an unofficial and unpaid member of the San Diego Chamber of Commerce as he extolls "The Harbor of the Sun." His ocean-front, year-around retreat in Ensenada (Mexico), 65 miles south-of-the-border, gives him the distinction of being SLA's first Director with such personal ties outside the U.S. and Canada. If Keith's hobby schedule of golf, ocean swimming, and two-mile jogs at 5:30 each morning seems too strenuous, there are then the compensations of Mexican refreshments—both food and drink.

Mr. Blair has found that special librarianship has been, and is, an exciting profession with opportunities now greater than ever.

The outflow from the current efforts of science and technology is creating new and stimulating challenges to the library profession. The sheer bulk of the graphics output has created challenges; but with the additional impact of data processing and micrographic equipment plus the hardware to record, reproduce, display and transmit information—then there are challenges enough for everyone. The special librarian can accept these challenges and contribute new developments in the fields of information by getting the right information at the right time to the right person. He feels that tomorrow's world will depend on how well we, as special librarians, do our jobs today!

Director Edythe Moore found early in her professional assignments that her training as a physicist had prepared her for a career in the organization of the technical literature. She also soon discovered that not only was she challenged by the need for organization of scientific knowledge, but that she also possessed a native "flair" to initiate such organization.

As her professional assignments moved westward, her love of the out-of-doors led her to the desert, to the seashore and to the mountains. Collections of driftwood, shells, weeds and pine cones have fueled her creative urges as she fashions decorative arrangements in her studio-workshop. As a rockhound, Edythe pursues a strenuous hunt for

native gemstones or she is a non-strenuous visitor of gem and mineral shows. By use of a lapidary unit in her garage, her rockhound specimens find their way into settings of copper and silver.

Vocation and avocation meet in Edythe's interests as a microbibliophile when she mounts mineral specimens in miniature book-ends. Paints, mosaics, gardens and the theatre fill her leisure hours that are not already committed as an instructor (since 1965) at the School of Library Science, Immaculate Heart College, Los Angeles.

Miss Moore feels strongly that special librarians—with their long history of specialized information services and of innovation in new techniques of information handling—must today take the initiative and must assume their full leadership role in making these techniques and services available to the total community through systems and networks.
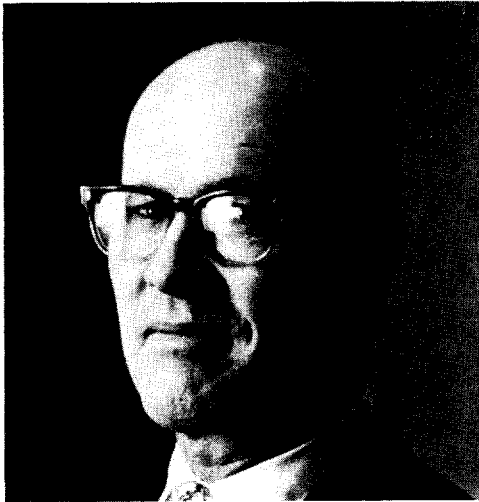
Director **Loyd Rathbun** says that in special librarianship, his second career, he feels like a young man and a newcomer. He cannot present an impressive list of libraries in which he has worked but as a "young" man this is excusable. His SLA activities have included the assistant editorship of the Southern California Chapter bulletin; bulletin editor, public relations chairman, and presi-

dent of the Boston Chapter; and chairman of the Association's Personnel Committee. He has also been a John Cotton Dana lecturer.

From 1941 to 1959 Loyd played oboe and English horn at Warner Bros. Pictures in Hollywood. He can still listen to himself in the background music for some of the late movies on TV. He credits James C. Petrillo, president of the musicians' union, as an influence towards his career in special libraries. When Petrillo called a strike of the studio musicians in 1957, Loyd decided it was time for a change. With an MA and a California State teaching credential, he explored the possibility of school teaching but decided against it. A few spot announcements on radio about the need for librarians led to his enrollment at the School of Library Science at USC. His unwavering direction was toward special libraries, and on receiving his MSLS he was employed by Hughes Aircraft, Communications Division. A meeting with Chuck Stevens at the SLA Convention in San Francisco resulted in his move from Southern California to head the library at the MIT Lincoln Laboratory in Lexington, Massachusetts where he now is.

Outside interests vary with the needs of the moment. When he owned a cruising sailboat he learned to do many things that were unknown to him before. He now builds, repairs, or assembles articles of wood or metal for his house and yard. He likes to learn new skills and apply them when the end product is needed.

Mr. Rathbun feels strongly that the librarian must constantly remember that the special library should actively contribute to the work of its sponsoring organization. Neither rules, personalities, nor situations must be allowed to come in the way of productive service. Innovation and automation, particularly in a small library, should be judged on what they can contribute, not simply on their modern appeal. Service, even when automated, can and must be direct and friendly. And he thinks that special librarians have the most interesting, exciting, happy, helpful, and challenging profession that exists today.

President's Report 1968/69

Herbert S. White

IN preparing this report for presentation at the 1969 Annual Conference, I read the reports of my predecessors during the last half-dozen years. I wanted to know what were considered to be appropriate sentiments to leave with the membership before one retired to the safe and secure status of senior advisor. I found that, without exception, the President's report was either a recounting of activities during his term of office, projections for the future of the Association, or both.

These are reasonable approaches. The President, during his term of office, holds in trust much of the power and responsibility which the membership can delegate, and it is proper to expect an accounting. Further, the experience of serving as President of the Association usually sharpens the incumbent's hindsight, if not his foresight, and few of us —and certainly not I—can resist prophesying to a captive audience.

However, I hope to aim my comments a little more broadly. The Association is only relevant to individuals in terms of its ability to relate to their professional objectives; it is only meaningful to our society in the manner in which it responds to the needs and challenges which exist all around us.

The past year has been a year of strengthening and consolidation for the Association. After the turbulence of 1967/68, including a move of the Association Headquarters, financial uncertainties, a change of Executive Director, and a complete turnover in other Headquarters management personnel, the Board and Executive Director were able to approach the past year without the sense of crisis which had hung over our heads.

Much has been accomplished in this environment. Headquarters operations have been framed in a business environment, with the establishment of control systems to insure follow-up, reduce backlogs, and assure accuracy. I know that the flow of paper through the Headquarters operation (and our Head-

qu.. ·ers is a gigantic paper mill) has been cor...olled and channeled. The establishment of a fledgling punched card system for membership records has taken place, and while this was accompanied by the usual pangs and agonies which characterize almost every mechanization implementation, the effort is beginning to bear fruit. Our membership records are more adaptable and more flexible; the advantages of machine manipulation will make possible the ready production of lists, directories, and mailing labels. It is, of course, only one small step, but it is a momentous step just the same.

Pleased as I am at the accomplishments, diligence, and dedication of our professional staff, and most particularly our Executive Director, we nevertheless continue to find ourselves somewhat constrained. Increased demands for service (which are almost inherent in society and which are certainly dominant in the Association) produce almost directly linear increases in workload on the harassed Association staff. Our improved performance in our Headquarters operation has, in a sense, been a Pyrrhic victory. It has created an atmosphere in which the belief is now wide-spread that Headquarters cannot accept additional tasks. Accurate and valid though this assessment may be, it is intolerable in an organization which exists on the basis of service to its membership. I think that the Association Headquarters is due for a complete examination of the paper flow process, not in terms of patches and quick correction for flagrant problems, but in terms of establishing an overall philosophy governing the creation and manipulation of records. Our Headquarters operation is a business office, which only secondarily happens to function for a library association. Our Executive Director will need assistance in undertaking such a study, financial assistance from the Board of Directors to secure the professional expertise required, and support and encouragement from the Headquarters Oper-

ations Committee. As chairman of that Committee for the coming year, I will certainly pledge my own commitment.

In my inaugural address of what seems like a millennium ago, I called on the Association for reassessment and rededication. In my opening remarks at the first Board of Directors meeting at which I presided, I urged the Board to be selective in its support of Association projects and activities—to curtail and eliminate those which drained the Association's energies and resources, and to encourage and support those which furthered our objectives. I felt—and I feel today—that the implementation of the dues increases in 1969 carried with it an obligation for positive assistance to worthwhile Association

penditures are largely consummated during the next six months on the basis of income projections which cannot really be verified until March. I know the historic reasons for these schedules, but they appear unrealistic nonetheless. During the past two years the Accounting Department at Headquarters, the Association's Treasurer, and the Finance Committee have all done yeoman work in closing the information gap. Accurate reports are now compiled and distributed monthly, and the Association has the mechanism for rapid response to changes in its fiscal fortunes. What is needed is an adjustment in our fiscal calendar, under which we, practicably speaking, operate on an expenditure calendar which begins in October, and an

programs. It is too easy, and perhaps too logical, to write off dues increases to the inflationary spiral. The argument is valid, but it is nonetheless unacceptable. We must continue to move forward, and that movement may require the amputation of atrophied appendages to allow us to grow new ones.

All of this requires discipline and dedication; and the Board of Directors—about to complete its term of office—labored with more dedication and sincerity than any with which I have ever been associated. The Board did take positive steps. The support of a pre-Conference Seminar on Education, investment in a start-up research project, the willingness to supply funds for the investigation of an SLA/ASIS merger—all of these are brave steps in the face of the financial uncertainties in which the Association always operates. Budgets are adopted in September, and ex-

income calendar which begins in January.

As I said, the Board labored earnestly and long to establish the priorities needed for the proper management of the Association. I am sure that our members will completely agree when I state that we did not altogether succeed. Perhaps the most interesting time at any Board meeting comes, at the end of several long days, just prior to adjournment. It is then that the Board, understandably weary, gives vent to its feelings concerning what it really wanted to discuss, and what it really considered significant. Much of the Board's time, as with any management group, is concerned with the more routine aspects of Association management. An agenda with 40 or more specific items is not unusual, and I am not sure it can be avoided. What can be avoided, and this has been pointed out by others, is the Board's necessity for struggling with meanings and intents, with attempting

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to comprehend a lengthy report submitted only on the day of the meeting, and for acting on financial requests without benefit of a recommendation from the Finance Committee. It requires discipline to enforce one's own regulations. This year, for perhaps the first time, reports not submitted in writing by the prescribed deadline, or for which no other specific arrangements had been made, were not considered.

However, as I intimated in my address to you in Jun 1968, the major questions which confront us are those of the profession, and therefore only incidentally those of the Association. Special librarianship, as related to the newly emerging disciplines, must be defined; and we must then be willing to resist any encroachment on the area we have claimed as our own. Our responsibilities to national library programs and to other professional associations are also clear. As you may know, I testified in Apr 1969 in support of the House of Representatives Bill to establish a National Commission on Libraries and Information Science, and I am sure you are aware of the

mal relationship were to be developed, they would be immensely valuable in what we will have learned from each other. The problems in affiliation are complex, and involve personal reactions as much as organizational ones. There are members of ASIS with a negative reaction to affiliation with what they consider the traditional and square librarian, and there are special librarians who feel negatively to what they consider a hucksterized and flim-flam information science. Furthermore, ASIS board members are understandably concerned about the incorporation and retention of their programs and values in any merged body in which they are initially outnumbered by two to one. We have taken only the first step, but it is an important first step. I feel personally that special librarianship and information science are now so inseparable in the advancement of our profession that a meaningful relationship must be developed. Because some misunderstandings have arisen, let me explain that my request that the Advisory Council defer discussion in January 1969 was not caused by any desire either to prevent dis-

discussions relating to a plan for possible merger of SLA and the American Society for Information Science. These have, up to now, been valuable and fruitful, and I appreciate the comments and encouragement which I and our members of the Joint Committee have received. The Committee members really deserve public recognition. Since January 1969, they have given up four weekends to this task, plus assignments to be completed between meetings. I am optimistic about these discussions, and even if no for-

cussion or to rush an approval. Any proposed agreement will require full discussion and approval by both our Advisory Council and our entire membership—and, for that matter, by all of ASIS. My request to the Advisory Council—and the Council did not have to honor that request (I appreciate the fact that it did)—was caused by the realization that discussion of a merger without a proposed merger to discuss could be nothing more than a matter of special librarians expressing their opinions of information sci-

entists in general, and information scientists expressing their opinions of special librarians—a risky proposition at best. Merger, or any other kind of affiliation, may or may not be feasible. The two Boards agreed that it was certainly worth examining, and we now await an ASIS Council decision in July as to whether or not that Society wishes to proceed with those examinations, and toward what potential goals. The two memberships will most emphatically decide any and all questions—but they must be given something to which they can react.
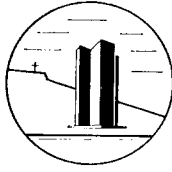
We are an affiliate member of the huge American Federation of Information Processing Societies, and we have applied for full active membership in AFIPS. Through the diligence of our SLA representative on the AFIPS Board, we have made great strides in achieving recognition among our compatriots in the information field. This is crucial for our Association. Librarianship, certainly special librarianship, cannot be an insular isolated community doing things and establishing criteria simply on the basis of its own determinations and value judgments. The only possible relevance for librarianship lies in its interaction with the other professions, particularly those concerned, as we are, with the acquisition, manipulation, and optimum use of information. The Boston Chapter planned and executed a meaningful SLA program at the 1969 Spring Joint Computer Conference, and I am sure that many of our fellow professionals now see us in a new light. The Southern California Chapter is planning similar activity for the 1969 Fall Joint Computer Conference. I emphasize the importance, as Elizabeth Usher did last year, of meaningful interactive programs with other professional societies concerned with information and its optimum utilization. From such interaction come both recognition and intellectual growth for our own

Association. Without it, we become stagnant and eventually obsolete.

I think it is important that we recognize the unique and unusual position in the field of library and information services which we occupy. On the one hand, the American Library Association, which includes in its professed charter all American librarians, including special, would and occasionally does claim to encompass our United States members. Moreover, there are a multiplicity of other "special" library associations, including such clearly specialized associations as the associations of theater, music, medical, law, and various religious denomination librarians. On the other hand, the objectives of the American Society for Information Science also provide a fair-sized overlap with our own.

It becomes important then that SLA must continue to define and sharpen its own goals and its own objectives. It is important that we understand clearly what it is about SLA that makes it a unique and a necessary organization for its membership, providing approaches, ideas, and attitudes not duplicated elsewhere. I personally believe that the clue to this identity lies in our own often-spoken motto, "Putting Knowledge to Work." We are an information-service-oriented profession. While we certainly have no negative feelings toward librarianship as part of the educational and recreational environment, our purpose is neither to educate nor to amuse. It is to serve, and our evaluation of how to serve best must be coldly unsentimental and must be pragmatically open-ended in its willingness to accept change— not for change's sake, but for improvement of the service which is the very reason for our existence. If we bear this clearly in mind at all times, then I believe that our concerns with educational programs in our library schools, with professional standards in our membership requirements, and with overlap with other associations, will fit into place more easily.

I think that it will also then be easier for many of you, particularly those who are members of our smaller Divisions, to recognize the value of an overall Association, such as SLA, for you. I realize that it is sometimes more comforting and personally pleas-

ant to think of a small Association in which you know everyone and in which everyone is engaged in the same kind of library work. This kind of introspection limits progress however; it does not permit broadly based attacks on the professional problems which we share. In our joining together as special librarians in an Association which must always permit diversity and specialization but must also firmly establish areas of commonality of interest, in our exposure to the work and interests of others, both within SLA and from other associations with which we cooperate, there is a synergism from which we

face the new Association year with enthusiasm and optimism. The Association has no major overshadowing problems; it has many opportunities. As I told you last year, the greatest resource of the Special Libraries Association is its membership. To repeat what I said then: "Special librarianship is a vital and dynamic profession. You cannot be a member of this organization, you cannot attend its technical sessions and business meetings, you cannot stand up here, without being completely aware of the energy and enthusiasm which mark the Association and its membership." It is this, perhaps more

as well as those with which we cooperate benefit. Special librarianship must be an interactive profession, open-ended in its willingness to engage in dialog with others. Inbreeding rarely improves any species.

It has been an interesting year and, on the whole, a good year. We encountered difficulties—some of major proportions, others in the manner of annoyances. Some were overcome; some were skirted; and some were ignored. All were survived. Many things were accomplished; others are well along the way to accomplishment. We can

than anything else, which makes special librarians *special*. It is a resource which we must never forget, and a source of our strength we must never allow to atrophy. There is little you cannot do if you really want to do it, and never has there been more opportunity for positive action than now.

Presented at the Annual Meeting of the 60th Annual Conference, Montréal, P. Q. on Jun 3, 1969. Mr. White is Vice-President, Leasco Systems and Research Corporation, Bethesda, Maryland.

Treasurer's Report

1968/69

Jean Deuss

IT is in a more confident frame of mind than at the 1968 Annual Meeting that I present this year's report to the members. Our fiscal position is now clarified so that we can begin to make some long-range plans with more assurance.

Fiscal Year, Oct 1, 1967–Sep 30, 1968

The audited statement of SLA for the Fiscal Year ended Sep 30, 1968 was published in the February 1969 issue of *Special Libraries*. This statement shows an excess of income over expenses of $21,423—considerably larger than the $4,000 predicted in my report to you last year. This excess was due to the fact that we had more income than anticipated, especially from publications such as *Special Libraries,* and we did not have certain anticipated expenditures, such as the amount set aside for back taxes pending an Internal Revenue Service ruling (the IRS ruling was in our favor). The cost of the unit record equipment was not billed until after the end of the fiscal year. The statement also does not reflect certain charges to other accounts. The year end surplus was used to augment the Reserve Fund and the Equipment Reserve Fund.

Fiscal Year, Oct 1, 1968–Sep 30, 1969

As expected, the dues increase did not affect the number of members. Therefore, we can expect an increase in income from dues. As expected also, this will be offset to

some extent by increases for salaries, the cost of the systems installation, and certain unanticipated expenses.

Recognizing the need for the Association to develop other sources of regular income than from dues and fees, the Board at its meeting on May 31, 1969 authorized the sum of $60,000 to be placed in an Investment Advisory Services account with the Association's bank. Of this amount $10,000 will be from the Scholarship Fund and will be a start toward making this fund self-supporting.

We are continuing the program begun last year of investing temporary surplus current operating income in U.S. Treasury bills. In addition, we have invested $70,000 in commercial paper. Both forms of investment are yielding very satisfactory interest income.

With this fiscal year, the Finance Committee took the first steps toward program budgets, a method of budgeting which should allow us to determine more accurately what each of the Association's activities cost.

An action by the Board on May 31, 1969 to change the fiscal year from October to September to the calendar year (which corresponds to the membership year) should also contribute toward more realistic budgeting.

Conclusion

The Association has made good progress toward a sounder fiscal program.

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Report of the Executive Director

1968/69

George H. Ginader

A YEAR ago, in Los Angeles, I reviewed my first nine months as Executive Director; at that time I had begun to feel more confident that substantial order was being engineered out of chaos. The past twelve months have brought a full realization of the complexity of this Association's structure.

We have now been in existence 60 years, and our membership has grown, albeit in rather slow fashion. We now have 37 Chapters and 23 Divisions. (The Board of Directors has just approved the Public Utilities Division and the Florida Chapter.) We have 40 Standing Committees, 5 Special Committees, 23 Special Representatives and 11 Joint Committees. We have a Board of Directors of 12, plus 4 members who meet with the Board *ex-officio*. We have 20 Groups in four of our Chapters.

What does all of this mean in terms of our record keeping in the functions of your Association's business office? It means the task is enormous. You have heard, and you have had personal exposure through your membership renewal notice this year, that we have modernized and have installed IBM equipment in order to have a more efficient means of handling memberships and subscription records.

The task of converting previous records has been a gargantuan job; it was like trying to tame a multi-headed monster. Not only has the structure of the Association grown like a patchwork quilt but it became obvious that our existing records were fashioned in the same manner. During the file conversion there have been mistakes—and I would be claiming that every employee of SLA is perfect and infallible if I were to say there won't be more. Mistakes do happen, but they are not intentional.

Your Headquarters functions have certain limitations; there are certain functions that can be accomplished at reasonable cost and

which are properly Headquarters functions. Your staff of 20, when all positions are filled—and we have not had a full staff this year—wishes to be of reasonable and efficient service to you, the members.

Strenuous efforts to keep current with internal Association matters (that is, the operations at Headquarters) plus demands on time for external Association concerns has meant many 10- and 11-hour work days for your management personnel during the past year. We only wish it were possible to be less dependent on volunteer efforts, such as in the planning and execution of Conferences, or on Committee efforts in areas of concern such as Chapter and Division operations.

I would very much like to be able to "travel the circuit" of Chapters to explain in detail what we do, and the way in which we do it. I did have the pleasure of addressing the Washington, D. C. Chapter on this subject, but because of the press of other duties, I had to send my regrets to two other Chapters which expressed similar interest. Hopefully, in the Association years ahead, I will have the opportunity to visit more Chapters.

I am grateful to many members with whom I have had personal contact and contact by correspondence. They have been of great help in my work as Executive Director. We have had the pleasure of several visits from foreign librarians who have been on travel grants from their home countries. And my very special thanks to the members of the Montréal Chapter for their great efforts in making this a very successful Conference.

I appreciate the interest of the Board of Directors with whom I have worked this year. It is with a sense of loss that I anticipate the retirement of members of the Board whose terms end with this Conference, but

this is offset by the anticipation of working with new Board members.

Scholarship Donations

At this point I wish to acknowledge the generous contributions made by members and corporations to the SLA Scholarship Fund during the past twelve months. All contributions are acknowledged either by a formal printed thank you card (newly revised this year and attractively suited for this purpose) or by an individual letter for contributions of ten dollars or more.

The Southern California Chapter deserves special mention because of its substantial contributions resulting from the sale of the *Los Angeles Restaurant Guide*. To date, the Scholarship Fund has received $1,542 from this source since the close of our 59th Annual Conference. In addition, Southern California has also contributed $603 to the Scholarship Fund; $584 of this amount from their very successful Christmas party. This is a grand total for the Southern California Chapter of $2,145.

The Scholarship Fund also benefited from the generosity of the Science-Technology Division which contributed $650. The scholarship event sponsored by the Metals/Materials Division in Los Angeles in 1968 resulted in $3,000 for the SLA Scholarship Fund. The Insurance Division has also added $1,000 to the Fund.

Corporate giving is a significant source of income for this Fund. The H. W. Wilson Foundation again this year contributed the generous amount of $4,000. Other corporate contributions include: $400 from Time Incorporated, $250 from Atlas Chemical Corporation, $200 from F. W. Dodge Company, $100 from Bell Telephone Laboratories, and $100 from the Standard Oil Company of California.

The Association also gratefully acknowledges memorial donations for the year amounting to approximately $300, a portion of this amount from the Cleveland Chapter in memory of Alta Claflin, a Past President of SLA, and others.

Contributions for Headquarters Equipment

Last year I reported a long list of contributions from Chapters, Divisions, corpora-

tions and individuals who contributed generously to a special fund set up to purchase new furniture and equipment for the Association's new offices. Two recent contributions to that fund must be acknowledged: $100 from Donald Wasson and $100 from the Advertising & Marketing Division.

Membership Department

I continue to be amazed—and delighted—by the amount of work handled and processed by Miss Ann Firelli, Manager of the SLA Membership Department. It is she who has been most deeply involved in the conversion of our old membership records, which were in a precarious condition, into the input and scheduling of our data processing system. Her responsibility was to supervise the work flow, explain the intricacies of the SLA's classes of membership to our keypunch operator, and to see that the necessary membership information was transferred to our new unit records.

Problems inherent in such a file conversion have appeared, but we hope to have all of these cleared up within a short time. The aim of the Board in approving such a system was to have an efficient, accurate manner to store and process member and subscriber information.

Chapters and Divisions have already received printouts of their respective memberships as of Mar 27, 1969, and a follow-up printout of changes as of Apr 30. We plan to continue the monthly update, and we are studying the feasibility of sending a complete listing twice a year. (Incidentally, we are *no* longer sending out the cards which were used for a monthly update when the old Addressograph equipment was being used.)

As of Apr 30, 1969 we had a total membership of 6,644—one more than the same date last year. An examination of membership figures covering past years indicates that this figure is in line with SLA's pattern of membership renewals, drops, re-instatements and the infusion of new members which occurs from January through April each membership year (the calendar year). For the past 10 years there have been substantial fluctuations each year in the first four months. However, the 6,644 member figure is doubly important this April because of the increase

in membership dues for 1969. It speaks well for the prospect of being able to reach the same level, and possibly exceed it, of Sep 30 1968 (the end of the Association's Fiscal Year) when membership stood at 7,274.

There has been concern expressed by some Chapters and Divisions because of an "apparent" drop in membership as of Apr 30, 1969. Are you, however, comparing your membership figures for the same period? Is it April to April or are you comparing this April against last September? Moreover, in previous years, counts of membership had been taken by hand with a far greater chance of error than is the case with our new system.

It is also significant to report that follow-up letters to former student members, inviting them to join as regular members, have met with success.

In addition, the Membership Department processes all applications for membership, including the assignment of membership class, the acknowledgement of the application, the letter of acceptance and welcome.

Please note that *until* a new member pays his dues the new membership cannot be activated, the new member cannot be notified of Chapter or Division meetings, he will not receive *Special Libraries,* and the Chapter Membership Chairman will not be notified that there is a new member in the Chapter. Nonrecognition of this simple fact accounts for innumerable misunderstandings on the part of new members, Chapter presidents and Membership Chairmen. Once the new member has been accepted, has been billed and has paid *his bill,* then and only then will he be plugged into the system.

Every request for address labels for Chapters and Divisions, whether for bulletins, other envelopes, ballots, or special meeting notices is channeled through the Membership Department so that there can be the necessary follow-through.

Did you know that the announcement of scholarships goes out from Headquarters? Did you know that we supply the application forms, have them returned with a transcript of grades, acknowledge receipt of the completed application, follow up on missing information, write to Chapter presidents to request them to set up interviews with candidates (who report the results of the interview to Headquarters) and finally send completed files to the chairman of the SLA Scholarship Committee for his Committee to select the winners of the SLA scholarships each year? This year more than 400 inquiries were handled in connection with scholarship awards; and more than 80 applications with other pertinent material were forwarded to the Scholarship Committee to select winners and alternates.

SLA Publications Department

This has been a fascinating and frustrating, exciting and dull year; a year of challenge and fulfillment. One rewarding event of the year was the appointment of Frank McKenna as Manager of the Publications Department. He has been of enormous assistance in bringing the Association's publishing functions into some kind of order. Included in these publishing functions are our serial publications: *Special Libraries, Scientific Meetings, Technical Book Review Index* and *Translations Register-Index. Scientific Meetings* (edited by Mrs. Marian Holleman) and *Technical Book Review Index* (edited by Anthony Martin) have their editorial functions carried out in locations other than at our corporate headquarters, 235 Park Avenue South in New York City. Although *Translations Register-Index* is a by-product of the National Translations Center, it is still an SLA publication because of the terms of its funding grant from the National Science Foundation.

There is one matter that should be set straight for the record. In past years there have been continuing references to something called the "SLA Publications Program." Each of the four periodicals has operated in its own vacuum, as have the non-serials. Each periodical is published in a different format, on different paper stock, with a different page size and a different printer. Thus there are no economies obtained through standardization.

And keep in mind that each of the serial publications has a parent, its Committee, as do the non-serial projects. Some years the Committees infuse some progress into their respective children but in other years not much of anything happens—it's the *status quo* approach. What is needed is a critical examination of each program with courage

to make one of two recommendations follow-
ing such an examination:

1) Stop
2) Justify the expenditure of some money
   to enhance the reputation of each proj-
   ect! If this is then unsuccessful, go
   back to Recommendation 1—STOP!

Let me comment briefly on specific publica-
tions.

Special Libraries. I hope most of you will
agree that there have been some marked
changes in this journal in the last few months.
These should be noted as progressive changes
with more to come. Hopefully, each issue
now appeals to a broad spectrum of mem-
bership interests. However, not *every* issue
can mean the same thing to all readers.

Some members have asked for a more "pro-
fessional" (and there are many variations in
definition of that word, not only when it
comes to vocation but to the printed word)
journal; but it has not been possible to make
a realistic estimate of expense vs. income for
a "professional" journal and/or a "news"
publication.

However, working toward such an esti-
mate, you will have noted that in the last
three issues of *Special Libraries* three distinct
sections appear: 1) Papers, 2) SLA News,
and 3) Vistas (outside SLA).

To be valuable as a news medium, *Special
Libraries* should be able to react promptly,
but a journal with 10 issues per year cannot
be expected to report up-to-the-minute news.
However, some relatively up-to-date infor-
mation must be presented.

Special Libraries, or an Association news
bulletin, must report Board and Advisory
Council actions promptly. If Chapter and
Division news can be reported promptly,
there would be the added benefits of re-
duced production costs of local bulletins.

Brochures and Other Printed Materials.
No Committee concerned with "recruit-
ment" or "public relations" *per se* has pro-
duced a manuscript for a brochure this year,
in spite of the fact that our various brochures
describing SLA and the career of special
librarianship were all several years old. As
times change, so must our description of our
field change to be an incentive for newcomers
to explore the field further.

I call your attention to *A Résumé* (which
replaced an overage pamphlet titled, *Activ-
ities and Organizations*), *The World of the
Special Librarian,* and *There's a Special Li-
brary in Your Stars,* which replaced out-of-
date promotional brochures.

Special credit is due to Dr. Martha Jane
Zachert, who provided the manuscript for
*The World of a Special Librarian Is a
World of Information* and to Jeanette Privat,
who provided the text for *There's a Special
Library in Your Stars.* Also, soon to be pro-
duced is a third brochure, tentatively titled
The Corporate Information Center, whose
author is Mrs. Audrey Grosch.

Interestingly enough, the texts of these
three brochures were originally submitted for
consideration as articles in *Special Libraries;*
but their exceptional value for public rela-
tions and recruitment led to their use as
SLA brochures. The significance of all this
is that we have exceptional contributions
from *individuals* who have added to the
lustre of Special Libraries Association, and
it didn't take a Committee to accomplish this.

Why are brochures highlighted in this sec-
tion of my report? Because I am talking
about the Publications Department and be-
cause I must give credit to Frank McKenna,
who recognized the potential of these manu-
scripts and who designed these brochures.

Also reprinted, and now in an attractive
format, is *Profiles of Special Libraries,* an-
other publication with public relations po-
tential.

An up-to-date *Publications* brochure was
prepared this winter and a further updated
version, to include new SLA publications
with *Standard Book Numbers* will appear
this summer.

Non-Serial Publications. There has not
been much time to really revitalize this area.
With the limited, existing staff—there are
only 3 staff members in the Publications De-
partment—there cannot be a revitalization
of both *Special Libraries* and the non-serials
phase of our publications. A basic and fun-
damental review of SLA's non-serials pro-
gram must be undertaken.

Non-serial titles published in the past year
are:

*Guide to Scientific and Technical Journals
in Translation* by Grace E. Boyd and Carl

Himmelsbach; *Selected Materials in Classification: A Bibliography,* by Barbara Denison; *International Directory of Back Issue Vendors,* by John Neverman; *Directory of Transportation Libraries and Information Centers,* by Ernest Horne; and *Library Use of Computers: An Introduction,* by Gloria L. Smith and Robert S. Meyer.

Another non-serial title, a project in existence since 1957, is to be published by University Microfilms. It is by Mary Frances Pinches and is titled, *Subject Headings in Chemical Engineering.* It will be available either in microform or in hard copy.

I am pleased to be able to report to you a Board action taken on last Saturday. A new SLA Membership Directory (as of Jun 30, 1969) will be available in early August. The nicest part of this is that members will not be charged for this directory. In addition to an alphabetical listing of members, it will also contain lists of members by Chapter and Division affiliation.

Conclusion

It has been a frantic year of consolidation, reorganization and concern to obtain the best results from the dollars you have paid in dues to belong to this professional Association, Special Libraries Association. The year has had its rewards and its frustrations.

I think this Association has backed and filled long enough. It has consolidated its operations in some ways, but more remains to be accomplished. To achieve my goals as the administrator of Special Libraries Association, I need the co-operation of every member. I said when I accepted this position that I intended to bring sound business practices to the administration of Association Headquarters because it has been my experience in special libraries that one cannot have a successful library or information center operation without sound management methods. You would expect the same qualities in your Association's business office.

The continuity provided to Association activities by a paid administrator does not allow time to answer unrealistic requests for bibliographic searching. There have been many staff vacancies this year. I think we have done quite well in the face of this problem.

If management of the Association's office affairs were my only concern and responsibility, then the problems would be fewer and the solutions simpler. But the Executive Director must also implement Board policy decisions and other responsibilities for the Association. There are *both* internal and external duties and responsibilities—and some of them have equal priorities.

I am happy to report that a number of inroads have been made in achieving, internally (that is, in the offices) a smoother flow of paperwork. My own plan of action in the months ahead includes further study of the problems and the necessary remedial actions necessary to break the peaks and lulls of the paperwork problem.

With your further cooperation and understanding, I am very confident that we will continue to build an Association of which we can all continue to be individually and collectively proud.

Advisory Council Report

1968/69

Charlotte S. Mitchell

WITH no special instructions from the President, I am not sure whether it is to become traditional that the Advisory Council Report provide a light touch in the course of the Annual Meeting. After last year's shining example, it does seem a worthwhile direction to take. However, it may place additional burdens on the Nominating Committee if candidates for Chairman of the Advisory Council be required to possess exceptional creative talent. Alas, the Committee made no such choice with this Chairman. Perhaps, I may substitute instead the quality of brevity.

The magic number of seven issues were presented to the Advisory Council during the past year. Wrestle, Dissent, Surrender, Support, Suggest, Reverse and Grapple are the key action verbs which best describe the Council's disposition of the seven issues.

The Council *wrestled* with the Planning Committee's proposals to encourage and support the establishment of Divisions oriented to the new library technology. While there were no productive results in terms of recommendations to the Board, it was evident that a need for change in our organizational structure was felt.

Some members of the Council *dissented* from the methods of notifying membership applicants of rejections. The subsequent discussion should produce favorable changes in procedures followed by Headquarters, the Admissions Committee and the Chapters.

The Council *surrendered* its responsibility on the Reserve Fund by voting to support the recommendation of the Finance Committee that the Reserve Fund Policy be changed to eliminate prior Council discussion on expenditures from the Reserve Fund.

The Council *supported* the Report of the National Advisory Commission on Libraries by requesting the Board to send its written endorsement of a permanent National Commission on Libraries and Information Science and to request SLA representation on any Federal Institute of Libraries and Information Science which may be established.

The Council *suggested* that its own membership be changed by requesting the Board to take action to include Past Presidents as active members of the Council for a term of five years.

On the question of the Association's name, the Council *reversed* its thinking of last year and will again consider possible changes.

And finally, the Council *grappled* with the problem of a placement service, concluded that this was an important membership service, and therefore recommended that the Board establish a full-time placement operation at Headquarters open to everyone. It was the wish of the Council furthermore, that the person in charge of this service provide liaison and assistance with Chapter placement activities.

Presented at the Annual Meeting of the 60th Annual Conference, Montréal, P. Q. on Jun 3, 1969.

Chapter Relations Committee Report

Joseph M. Simmons

Chapter Liaison Officer*

DURING the Los Angeles Conference last year, preliminary plans were made for Chapter visits by the President and President-Elect. The President visited the Colorado, Minnesota and Pacific Northwest Chapters. The President-Elect visited the Heart of America, Louisiana, Rio Grande and Texas Chapters. The regional concept was adopted last year, and President White attended a joint meeting at Santa Barbara of the San Diego, San Francisco Bay Region and Southern California Chapters. In this instance, the distances involved were too great to insure that a large number of members could meet and talk with the President of the Association. Instead of suggesting that the regional meeting be abolished, I recommend that it be continued for another year or two, to gain further experience. Perhaps the regional meeting concept could be continued with those Chapters that are closer to one another.

The Association is continuing to show its energy and vitality. There is a new Chapter— the Florida Chapter. A good deal of preparation and work was involved by all the members in forming this new Chapter. Mrs. Elizabeth R. Casellas initiated the petition and was assisted by Dr. Martha Jane K. Zachert at the organizational meetings. Our President-Elect, Florine Oltman, serves as Chapter advisor.

The Chapter Relations Committee was charged with the responsibility of revising the Chapter Manual. A preliminary draft has been prepared and submitted to the Board.†

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* The complete annual report of the Chapter Relations Committee will be published in the Sep 1969 issue of this journal.
† Completion of the revision has been referred to the 1969/70 Chapter Relations Committee for completion. Copies will be distributed to Chapter officers when the revision has been submitted to Headquarters.

The Chapters have been active and energetic in many areas. Some of our Chapter presidents have expressed frustrations and perhaps some disappointment in not accomplishing more than they expected and wanted. I quote several: "This has not been a year of tremendously significant accomplishment"; another wrote: "This has been only a moderately successful year"; a third asks: "Have we done enough?"; and a fourth comments: "Some tasks remain to be done." Many of our Chapter presidents are trying to reach the "Expectations and Excellence" outlined by Dr. Frank McKenna in his inaugural address in 1966, but they are frustrated by a general apathy on the part of some of their members. This is particularly emphasized by the president of one of the larger Chapters who said, "It is very difficult, despite a large membership, to obtain a large enough group of volunteers to undertake such a project."

Is the Association expecting too much from its membership, or does the general membership expect too much from the Association? The strength of SLA has always been its members—members who have generously given their time and energy. As special librarians are broadening their scopes

and viewing larger vistas, it becomes more difficult for them to channel their interests only toward SLA. Of necessity, they are joining other library-oriented associations on various levels. There are church, civic and family obligations which must be met. How much should the Association expect from its members who volunteer their time and efforts? How much should the members expect from the Association when they should realize that much of what is produced is by the members themselves?

Several Chapters embraced the idea of environmental involvement. The Boston Chapter deposited $500 of its funds in the Unity Bank and Trust Company of Roxbury, Massachusetts, a depressed area. A member of the Boston Chapter is devoting her services in establishing a neighborhood library in a blighted location. In San Francisco, several programs were presented on the social issues facing the librarian, the needs of the minorities, and the relation of man to his environment.

Many of the Chapters are preparing union lists; the Washington, D. C. Chapter produced three publications in the last year for sale and distribution. National Library Week was observed by several Chapters by inviting high school and college students to visit special libraries during NLW. The Pittsburgh Chapter had booths in several shopping centers to distribute SLA literature as part of National Library Week.

Joint meetings were held by several Chapters, and many meetings were with local and state library associations. The Washington Chapter and the District of Columbia Library Association held a one-day meeting which was so successful that they plan to do this annually. Several members of the Rio Grande Chapter are members of the State Library Development Council which acts as an advisory group to the state library.

Louisiana followed the advice of our Past President, Mrs. Elizabeth Usher, and had a joint meeting with the Catholic Library Association when CLA had its annual meeting

in New Orleans in Apr 1969. Louisiana also prepared a consultants pamphlet which was sent to the Chambers of Commerce of the various cities in the Chapter's area.

The president of the Minnesota Chapter appeared at a hearing of the state legislature regarding the certification of librarians. The New Jersey Chapter president wrote the governor of the state when the announcement was made that the Newark Public Library was to be closed for lack of funds.

The Illinois Chapter is preparing an Information Sources Directory which will be published by the Chicago Association of Commerce and Industry. Pittsburgh became a member of the Pittsburgh Commerce Institute Board of Directors. Upstate New York started a Student Papers Project as a program with the library schools in the Chapter's area. Students prepare papers which are judged by the Chapter and awards are made.

The San Francisco Bay Region Chapter presented a successful workshop for library assistants, which was later repeated for the staff of the California State Library. The Southern Appalachian Chapter issued a booklet which described the Chapter's growth from 1953 to 1968.

The strength of this Association is in its members—those who work at the Chapter level with little glory but with lots of determination to get the job done. The smaller Chapters have traditionally produced more in proportion to their size than have the larger Chapters. I recommend that more Chapters be established so that we have greater participation by the members. Such action should be encouraged to strengthen the Association and to develop an esprit de corps for our new and for our young members.

Division Liaison Officer Report

Charles Zerwekh, Jr.

THIS was a year of concern about the proliferation of new Divisions. But, it was a year in which two new Divisions were formed. The new Natural Resources Division has an exciting program at its first Conference here in Montréal. The new Public Utilities Division was just approved by the Board of Directors. The active and enthusiastic members of the former Public Utilities Section give this Division a vigorous start.

Division statistics have presented an interesting anomaly. Almost all Divisions have reported a decrease in membership, many of them quite significant. Yet, the Association membership has remained the same. The few Divisions which have not submitted Annual Reports cannot account for this difference. Apparently, it is a result of improvements brought about by the mechanized membership records at Association Headquarters. Individuals who have dropped a Division or Association membership were apparently not always removed by the Divisions from their records.

The major Division activity was planning and organizing the Conference Program. The excellent program—and the enthusiastic response of Conference attendees to these programs—reflect the success of that activity.

There are some areas of concern. A few Divisions are having trouble involving their members in Division activities. A few Divisions are concerned about the lack of new projects. A few are concerned—perhaps unduly—about a decrease in membership which may be only apparent, not real.

The active Divisions continue to be the real strength of our Association. These Divisions, and there are many of them, plan timely and well-organized Conference programs. These active Divisions do not consider an apparent decrease in membership or the lack of a new project as portents of dis-

aster. They expect these as challenges and reasons for meaningful self-examination.

I regret that specific activities of each Division cannot be enumerated. This is done in my formal report to the Board.* However, there is one activity I consider particularly significant. The Documentation Division, at the Board's direction, has assumed responsibility for cooperation with AFIPS at the Spring and Fall Joint Computer Conferences. The Spring Conference in Boston involved almost a hundred SLA members; it was exciting and stimulating to all who were involved. There was an excellent pre-conference seminar as well as involvement in the Conference activities. The Boston Chapter should be very proud of their contribution to the success of the program.

The tone of the Division meetings that I have been privileged to attend has been exciting and enthusiastic. I appreciate the effort going into the activities of the Divisions. But, I particularly appreciate the privilege I have had in working with the Divisions and with the Association during this past year.

Presented at the Annual Meeting on Jun 3, 1969 during SLA's 60th Annual Conference, Montréal, P. Q. Mr. Zerwekh is librarian, Polaroid Corporation, Cambridge, Mass.

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* The DLO's annual report will be published in the Sep 1969 issue of this journal with the annual reports of all Committees for 1968/69.

Actions by the Members at the Annual Meeting
Jun 3, 1969

Honorary Members Elected—Elizabeth Homer Morton, retired executive director of the Canadian Library Association, and former Vice President Hubert H. Humphrey were elected Honorary Members of SLA. The Board of Directors had transmitted a recommendation of the SLA Hall of Fame and SLA Professional Award Committee to the members for election at the Annual Meeting.*

Reserve Fund Policy—Members at the Annual Meeting approved the recommendation of the Finance Committee to delete Item 4 of the *Reserve Fund Policy* (as amended Jun 9, 1965). The Board of Directors may now use the Reserve Fund without prior discussion (*not* approval) by the Advisory Council. This action is in line with the Association's Bylaws which give to the Board the "power and authority to manage the Association's property and to regulate and govern its affairs." A Special Board Committee has drafted a definition of the Reserve Fund; Board approval of the recommendation had been given earlier in the week (see the Board Actions reported below).

The three sections of the *Reserve Fund Policy* now remaining provide only that the upper limit of $100,000 for the Reserve Fund be subject to a vote by the members at an Annual Meeting. Additional recommendations of the Special Board Committee emphasize the need for the complete rescission of the Reserve Fund Policy (now more than 30 years old) so as to achieve proper, up-to-date management of the Association's resources.

No Approval for Amended Criteria for Admission to Membership—Proposed amendments to the Bylaws to change admission requirements were rejected at the Annual Meeting by a vote of 273 *No* to 195 *Yes*.

The need for clarification, simplification, and updating of the admission criteria was first discussed by the Board in Jan 1967. Discussion then scheduled for the A/C in Jun 1967 had to be postponed because the time available was needed for debate on the possible use of the Reserve Fund in FY 67/68.

After lengthy preparations through the media of Chapter discussions, the Advisory Council–in Jan 1968–recommended to the Board that a Special Committee study the existing requirements for personal membership. The Council recommended specific parameters for study by the Special Committee.

Recommendations of the Special Committee were accepted by the Board in Jun 1968.† The recommendations were referred to the Bylaws Committee for construction of appropriate terminology. Because of legal requirements in the Bylaws regarding the time for notice of meetings, the amendments could not be submitted to an Annual Meeting before this year. If the members attending the 1969 Annual Meeting had voted for the amendments, a mail ballot would have been sent to all members this summer. The negative action of the members present at the Annual Meeting prevents the submission of a mail ballot.

One significantly important feature of the proposed amendments was the definition–for the first time–of a *special library or information center.* In addition, "information science" was to be recognized as equivalent to "library science"; degrees in subject disciplines were to be accepted at levels equivalent to the library degrees.

The three existing categories of personal membership (Active, Associate or Affiliate) were to be replaced by two: *Member* and *Associate.*

Finally, the Special Committee had rec-

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ommended that for non-degree personnel the existing requirement for 10 years of experience could be dropped to 7 years "without detriment to our standards." (Corridor discussions in Montréal indicated that many members had forgotten that the Bylaws adopted in 1962 permitted membership to non-degree personnel.) Apparently this last concept led to the defeat of the total proposal, because of the ruling that the total question could not be divided.

Advisory Council Actions Jun 2, 1969

A/C Committee to Investigate a Name Change for SLA—This Council Committee was appointed in Jan 1969 as the result of Council discussions, both formal and informal. The Committee developed five criteria to be applied to proposed modifications in the name, "Special Libraries Association":

1) The organization's name must reflect accurately the nature of the organization.

2) The name should define the organization's goals rather than the places of employment of its members.

3) The name should not restrict, or seem to restrict membership but should enlarge it to encompass all phases of information work.

4) The name should indicate organizational involvement with any and all aspects of satisfaction of the informational needs of users.

5) The name should distinguish this organization from others with which it might be confused but should also allow for potential merger with associations of related interests.

The Committee felt that the present name, "Special Libraries Association," is inaccurate and restrictive and will hamper the future growth of the Association. The Council adopted the Committee's recommendation that the Advisory Council refer this matter

of a name change to the Council Agenda Committee for discussion at the Jan 1970 Council meetings. The Committee further suggested that (between Jun 1969 and Jan 1970) the Chapters and Divisions be polled to obtain a true consensus of membership opinion.

After consideration of a list of more than 75 existing organizational names, the Committee suggested six alternatives to SLA:

1) International Society of Library and Information Services (ISLIS), or Society of Library and Information Services (SLIS)

2) International Society of Librarians and Information Scientists, or Society of Librarians and Information Scientists.

3) International Society of Library and Information Specialists, or Society of Library and Information Specialists.

A motion to favor the second alternative at this time was defeated.

Placement—The Placement Policy Committee presented its proposal regarding a Placement Service at Headquarters to the Advisory Council before presenting it to the Board. Before any Council discussion on the Committee's proposal, a set of resolutions were moved and seconded by representatives of the New York Chapter. After lengthy discussions, portions of the N. Y. resolutions were accepted and portions were rejected; a portion of the Placement Policy Committee's recommendation was approved.

The final package appears to call for an international clearinghouse for library positions to be operated without discrimination based on race, creed, color, national origin, sex, or geographical location. At a later meeting, the B/D adopted these recommendations of the A/C "in principle."

The Placement Policy Committee withdrew its report from consideration by the B/D on Jun 6; apparently conversations with the representative of the Canadian Department of Manpower and Immigration had indicated that the desirable level of operation should be a "clearinghouse" rather than a "placement service." The Committee will submit a new report to the Board in Sep 1969.

SLA/ASIS Merger Discussion—The 3-man SLA component of the 6-man SLA/ASIS Joint Committee report was presented to SLA's Board on May 31. The report with additional discussion was also presented at the Advisory Council meeting. No A/C action resulted; B/D action is reported below.

Actions by the Board of Directors
May 31/Jun 1/Jun 6, 1969

SLA/ASIS Merger Discussions—The Special Committee to Study Feasibility of Merger with ASIS reported to SLA's Board on May 31. The SLA component of the Joint Committee reported that the Joint Committee agreed "that alliance between SLA and ASIS offers mutual benefits to both organizations and to their members; and that there are many forms that such alliance might take." The Joint Committee could *not* agree on the form of alliance, whether *merger* or *federation,* but additional exploration was recommended.

The SLA Board adopted a motion that SLA's continued interest in merger discussions with ASIS will depend on future action of the ASIS Council.

Florida Chapter—The Board accepted the petition of the probationary Florida Group subject to receipt of approved bylaws and a roster of officers for the new Chapter. An initial allotment of $150 was approved for the new Chapter. (Installation of the new Chapter will take place at The Statler Hilton Inn, Orlando, Florida on Saturday, Sep 27, 1969.)

Chapter Manual—A draft revision of the Chapter Manual was accepted by the Board with the understanding that the 1969/70 Chapter Relations Committee will make additional appropriate corrections and revisions.

Public Utilities Division—Board action had been postponed from Jan 1969 until Jun 1969 on the petition signed by 118 members of Sci-Tech's Public Utilities Section that the Section be granted Division status. The possibility of a merger between the Public Utilities Section and the Transportation Division had been mentioned in Jan 1969. Subsequent discussions indicated no interest in such a merger. The Board approved the establishment of a Public Utilities Division as well as an initial allotment of $150. (There now remains only one Section in the Science-Technology Division: Paper & Textiles.)

Proposed Modifications in SLA Charter & Bylaws—Because of income tax considerations and other actions of the Internal Revenue Service, the Board authorized the Executive Director to continue his discussions with IRS and the Association's legal counsel. The purpose of the proposed modification in the wording of the Charter and Bylaws is the reclassification of SLA as a non-profit organization under IRS Section 501(c)3 rather than our existing classification as non-profit organization under IRS Section 501(c)6. Such re-classification will beneficially affect a number of SLA's operations.

Fiscal Year of the Association—The Finance Committee recommended that the Fiscal Year Oct 1/Sep 30 be changed to Jan 1/Dec 31. The Board adopted this recommendation so that a more logical and realistic balance between receipts and expenses can be achieved. Membership dues and fees

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as well as subscription income are received on a calendar basis. The existing FY Oct 1/ Sep 30 creates difficulties in projecting both budget income and budget expenses. The Board approved a change in Fiscal Year effective Jan 1, 1971. To permit an orderly transition, the budget for the interim period will be the period, Oct 1, 1969/Dec 31, 1970 (a 15 month period).

Investment Advisory Service—In Jan 1969 the Board had directed the Treasurer, Executive Director, and chairman of the Finance Committee to investigate the use of an investment counselor to advise and manage the reserve funds of the Association. The Special Committee concluded that neither an investment counselor nor a brokerage firm was suitable for SLA's particular conditions. The Board approved the committee's recommendation that a Special Investment Advisory Account be opened with the First National City Bank, New York; and that the initial investment be not more than $60,000 to be made up of $10,000 from the SLA Scholarship Fund and up to $50,000 from the General Fund.

Special Board Committee for Definition of the Reserve Fund—In Jan 1969 this Special Committee had proposed to the Board definitions for several funds. Because a portion of the Committee's recommendations had been referred back by the Board for further study, the Special Committee has now presented the following definitions (which have been approved by the Board):

Equipment Reserve Fund. To replace obsolete equipment or purchase new equipment. Transfers of $2,000 a year to be made from the General Fund until a total of $10,000 is reached. Any excess over $10,000 from interest or investments to be transferred to the General Fund.

Reserve Fund. To augment regular operating funds so that essential Association activities and financial commitments can be sustained during periods of low income or increased expense due to economic, legal or regulatory problems.

Further, the Special Board Committee felt that the recurring difficulties regarding defi-

nition, interpretation, and administration of the Reserve Fund cannot be overcome until the *entire* Reserve Fund Policy is removed from the realm of approval at Annual Meetings and placed in the hands of the Board which, by definition in the Bylaws, has the "power to manage the Association's property and to regulate and govern its affairs." Therefore, the Special Committee has recommended to the Board that the following be presented for action at the Annual Meeting in Jun 1970: "That the Reserve Fund Policy be rescinded and that the definition and administration of the Reserve Fund be the responsibility of the Board of Directors." This recommendation was adopted.

Employee Benefits—An increase in the Association's contributions to hospitalization benefits for Association employees from 50% to 100% was recommended by the Headquarters Operations Committee. The Board approved the HOC recommendation and instructed the Finance Committee to budget this additional cost for FY 1969/70.

HQ Job Descriptions and Salaries—The Board approved recommendations by the Headquarters Operations Committee regarding amended employee job descriptions. In addition, the Finance Committee was instructed to include in the FY 1969/70 budget an amount of money to provide for appropriate salary increases.

New SLA Exhibit—The Executive Director reported that SLA's new unitized, self-packaging display unit had been designed and constructed. The new unit with new Association publications was on display in the Exhibit Area in Montréal. It has been used at the ALA meeting in Atlantic City at the end of June and will be used at the ASIS Meeting in October in San Francisco.

1969 Membership Directory—The Board approved a recommendation of the Executive Director that the *1969 Membership Directory* be distributed to all members without charge, and that the *Directory* be sold to non-members at $25 per copy. The Board approved up to $5,000 to produce the new directory.

Board of Directors (continued)

New Non-Serial Publications—The Board approved the expenditure of an additional $4,200 from the Non-Serial Publications Fund to complete the publication NSP 184, *Library Use of Computers: An Introduction.* The expenditure of $449 was also approved for the publication of NSP 195, *Directory of Transportation Libraries and Information Centers.*

SLA Publications Programs—On Jun 2, under the aegis of the Publications Program Committee, there was held a joint meeting of the three serial publication Committees (*Special Libraries, Scientific Meetings,* and *Technical Book Review Index*), the Non-Serials Publications Committee, the Manager of the SLA Publications Department and the Board Proctor for these Committees. As a result of a free-ranging discussion it was suggested that a meeting of the several editors and Committees be held at Headquarters to promote closer coordination so as to devise a total and effective Association publications program. The Board approved the concept of such a meeting with travel expenses for the editors of serials to be charged to their Program Budgets, and with the proviso that Committee members could attend in line with present Association travel policy.

Professional Consultants—The Board adopted recommendations of the Consultation Service Committee regarding applicants for the roster of SLA Professional Consultants. Guides for education and professional work experience were approved by the Board as well as personal interviews by two mem-

bers of the Committee. The Board rejected the Committee's recommendations that SLA Professional Consultants be limited to senior members of the Association.

SLA Scholarships—The Board approved the recommendations of the SLA Scholarship Committee for the recipients of five $2,500 scholarships for the academic year, 1969/70. (The names and biographical sketches of the five recipients appear elsewhere in this issue of *Special Libraries.*)

The Board amended the recommendation of the SLA Scholarship Committee to authorize three $2,500 scholarships for the academic year 1970/71. The Board also accepted the Committee's recommendation that eligibility for scholarships be restricted to those persons *without* an advanced degree in library science, because the purpose of the scholarships should be to recruit persons into the profession and not to advance members already in the profession.

Responsibility for Conference Scholarship Event—Both the Metals/Materials Division and the Conference Advisory Committee recommended that the Scholarship Event at each Conference become the responsibility of the Conference Committee. This event which was begun by the M/M Division at the 1961 Convention in S.F. has increased in magnitude so that it can no longer be handled by a single Division. The Board accepted the two complementary recommendations.

Committee on Committees—Revisions in the definitions of three Committees received Board approval: Government Information Services, Governmental Relations, and Translations Activities. The Subcommittee on

Structure (that is, Association Committee Structure) reported its interim conclusions. The Board did not act on the Subcommittee's recommendation that a forum for Committee chairmen be established during each Conference because President-Elect Gibson had already scheduled such a meeting for 1969/70 Committee chairmen and their Board Proctors. The Board urged the ConC and its Subcommittee to continue their studies to lead to better utilization of Committees, and to determine those Committee activities that could be transferred to Headquarters staff (together with the related costs).

Discontinuance of Three Committees—As a result of recommendations of three Committees, the Board authorized the discontinuance of one standing Committee (Awards) and two Special Committees: 1) Case Study and 2) Advisory Committee to Elizabeth Ferguson on a Book: Descriptive Bibliographies.

John Cotton Dana Lectures—Because there have been recurring problems in the administration of these lectures by the Recruitment

Committee, and because of lack of communications from the outgoing Recruitment Committee, a Special Committee had been appointed in Jan 1969 to prepare guidelines for this lecture series. After lengthy discussion by the Board, the number of lectures for 1969/70 is to be limited to seven; payment of an honorarium of $50 to each lecturer is to be continued. A request for funds for 1969/70 is to be presented to the Board by the new Recruitment Committee in Sep 1969 with the understanding that the Board does not wish to continue the practice of paying travel expenses for the lecturers. The entire concept of this lecture series is referred to the new Recruitment Committee for report in Jan 1970. (Of the 16 lectures approved for 1968/69, only 11 were presented.)

Research Committee—As a result of a meeting of the Committee on Jan 26, 1969 with Dr. William Garvey (Center for Research in Scientific Communications at Johns Hopkins University), a proposal was developed and sent to Headquarters on Apr 9 to seek funds to study communications at the SLA

Board of Directors (continued)

Conference in Montréal. No funds could be developed in the short remaining period before the Conference.

Planning Committee & Goals—In a study of the existing "Goals for 1970" the Planning Committee concluded that the 1970 Goals had been unrealistic, and that not enough had been done by the Association to attain these goals. Six new goals were proposed by the Committee and accepted by the Board:

1) Special Libraries Association should actively participate in library education in the following ways:

    a) Programs should be encouraged and developed for the continuing education of the Association's membership;
    b) The Association should prepare guidelines for curricula content in special libraries courses in library schools;
    c) The Association should prepare guidelines for curricula content and quality levels for recognized library technician programs being conducted in community colleges and technical institutes;
    d) The Association should develop criteria for establishing personal attributes for careers in special libraries.

2) SLA must encourage research; it must identify areas in which research should be conducted that would be of value to the SLA membership, and the Association should participate in an advisory capacity in the conduct and evaluation of research projects and their results.

3) The Association should investigate means for "knowing" the membership of SLA and improve communications with a wider segment of the membership to determine their professional needs.

4) The Association should determine the special library manpower needs through 1980 and implement the necessary programs to recruit the appropriate numbers of persons to the profession at the proper levels of education and skill.

5) The Association should develop improved cooperative relationships with other library associations, other professional associations, and information producing services.

6) The Association should have a policy-making role and implement means for participating in information networks.

Implementation of the first goal was assigned to the Education Committee. The remaining five goals were referred back to the Planning Committee for an implementation plan to be submitted to the Board at its Midwinter 1970 meeting.

CONLIS (Committee on National Library/Information Systems)—The Board did not approve the recommendation of SLA's Special Representative to CONLIS (established in 1966) that CONLIS be continued so as to observe the legislative and administrative progress on a National Commission on Libraries and Information Science. Instead the SLA Board adopted an alternate action listed in the CONLIS report that "having prepared a report according to its original charge, delivering this report to appropriate recipients, and having observed its impact on the deliberations of the National Advisory Commission on Libraries, to consider its mission completed and disband." This action of the SLA Board is also to be transmitted to the chairman of CNLA (Council of National Library Associations) to indicate that CNLA is a more appropriate body for such continuing functions.

Membership Requirements—As a result of the vote at the Annual Meeting, the Board directed the Bylaws Committee to bring to the Board revised changes for the Bylaws at the Board's first Midwinter Meeting.

Canadian National

The Montréal Conference

Some Personal Afterthoughts

Neil K. van Allen

with the aid and comfort of

Barbara Gordon
Inter Alios
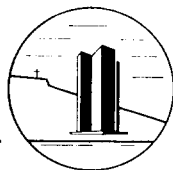
Deuxième étage, s'il vous plaît; second floor, please. Troisième étage, s'il vous plaît; third floor please. With such bilingual encouragement from The QE's elevator operators, courage overcomes wisdom; and late at night our bravely voiced *"quatorzième"* puts us off at the *14me étage* instead of the *quatrième! Alors!*

Now with the promise of instant French lessons we forget our early springtime hesitation to mail in our pre-registration forms. The preliminary program was not all that exciting. Several of us had even questioned the value of attending the Conference this year. But then, there are old friends to meet, new friends to make, Montréal itself to rediscover, and the Association to support. There was also the hope that there would be that *one* corridor discussion each year that really stretches our minds.

Even though the titles in the preliminary program were not spine tingling, there were just enough abstracts to suggest that there might be some meat hidden behind so many unimaginative titles (unimaginative speakers?). Can we really look forward to SLA programs that will include an abstract of every paper every year? The two-year-old experiment in publishing abstracts has certainly been a progressive step for SLA. But, will our program planners ever rev up their courage to reject authors who do not submit abstracts in time?

We had spent two days in the mountains of Vermont in a pre-Conference training session to develop the courage to face the rigors of another SLA Conference schedule. Fortitude is needed to face four days that start with 7:30 a.m. breakfast meetings* and wind up with the midnight closings of Division Open Houses.

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* Especially, when half-a-grapefruit is known as a demi-pamplemousse—until we learned to turn the menu over to the English language side!

Montreal Star—Canada Wide

When we arrived at The Queen Elizabeth on Saturday evening, we had been mellowed by our two days in Vermont. But The QE's desk clerks were already wearied by our American members who had been arriving early to take advantage of the Memorial Day Holiday on Friday. Our telephoned changes in confirmed reservations had run afoul of the communications between the hotel and the city's Convention Bureau. But we found a room at the Laurentian Hotel for Saturday night and a friendly bar to tide us over. On Sunday morning, a fully rested desk clerk at The QE unscrambled the reservations, and we moved into the Conference hotel.

On Saturday the Nuclear Science Division had had its pre-Conference tour of the Chalk River (Ontario) laboratories and, on Sunday, had toured Ottawa. SLA's Board of Directors had met all day Saturday and on Sunday morning, but our Conference Diary can only begin with Sunday's Pre-Conference Seminars for Continuing Education.

SUNDAY. MORNING. The Queen Elizabeth Hotel was where the action was. Even though the Opening Session was not scheduled before Monday, more than 1,300 of the 1,746 registrants had checked in on Saturday and Sunday.

The day dawned bright with the friendliest SLA registration crew in several years; and a thoughtfully placed booth nearby converted U.S. currency to Canadian for ticket purchases.

The Continuing Education for Librarianship seminars made for a full, but uneven, day. The course, *Personnel Administration,* was well organized. Mrs. Vivian Hewitt (Carnegie Endowment for International Peace, N.Y.) stimulated much audience discussion and participation in role playing. The experience of the attendees varied widely, and the more inexperienced seemed to gain new insights into the whole spectrum from what to cover in a hiring interview to how to conduct a termination interview.

Basic Principles of Management seemed to call for fully as much audience participation. Margaret M. Kinney (VA Hospital, Bronx, N.Y.) covered the elements of managing, planning, organizing, controlling, communicating, and decision-making. It was fascinating to hear how little problems vary from library to library; audience questions concerned such basics as where does information come from, how to handle multiple requests on the same problem, the need for policy statements, what leadership qualities are needed, and the part of dissent in decision-making. But an educational course really

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During each of SLA's Annual Conferences one or more of the conferees act as unofficial correspondents to report the flavor of the many conference activities for those members unable to attend. Two of the 1969 reporters are members of the library staff of General Motors Research Laboratories (Warren, Michigan): Mr. van Allen is safety reference librarian, and Mrs. Gordon is reference librarian.

Additional corridor comments by members of the Inter Alios family have been added. The Inter Alios should not be confused with the Et Als, who are only too well known in bibliographical circles. Because the Inter Alios have a dichotomous social structure, their members belong to two distinct clans. Members of each clan begin all conversations with their totem-phrases. The Inter Nos use "Why don't we . . . ?" and the Inter Se use "Why don't they . . . ?" Strangely, all photographs of an Inter Alios resulted in fogged film. ▶

SUNDAY. AFTERNOON. To sample all
four Education Seminars, we moved. The
second session of *Planning the Library Fa-
cility* was mainly a narrated slide presenta-
tion of one experience (Joseph N. Whitten,
Maritime College, SUNY, Fort Schuyler,
N.Y.). While the slides of a converted fort
were interesting in themselves, several at-
tendees felt that planning points, schedules,
and guidelines would have been more pro-
ductive than history. In fact, some attendees
seemed to be confused about how and where
to begin.

Robert Krupp's (New York Public Li-
brary) session on *Problem Publications* con-
sidered problems with exchanges, how to
handle gifts and the need for a written pol-
icy (for example, the value of gifts for
donor's tax deductions is not the concern of
the librarian!), deposit accounts, archival
functions, and bibliographic control of pe-
riodicals. The old problem of how to shelve
periodicals—by current title, by users' known
title, by each title during the period it ap-
peared on masthead—was not resolved. The
title of the session had implied to us the
acquisition of "problem publications," but
the content seemed to be concerned with
"publications problems."

Purses are open and ready for
international monetary transactions.

needs a great deal more than the audience's
narration of its own problems.

SUNDAY. NOON. The luncheon included
in the registration fee for the Pre-Conference
seminars was indicative of things to come.
Plea: Isn't it possible for a luncheon to be
more like lunch and less like a banquet? The
almost overwhelming temptation to stupor-
ously digest such meals is unfair to afternoon
speakers. The inbred thrift of librarians
seems to insist that a plate must be emptied.

The annual sessions for indoctrination of
Chapter officers and Division officers were
scheduled at the same time on Sunday after-
noon. The Division officers with their bulle-
tin editors learned of the plans for the 1970
Conference from Detroit Conference Chair-
man Gloria Evans (Parke, Davis & Co.,
Detroit). As usual, some Division officers
wanted more time for Division meetings in
1970. Other Division officers, more realis-
tically, were concerned with the poor quality
of some Division programs in 1969. They
also expressed their concern and confusion
arising from SLA's Division organization.

SUNDAY. EVENING. The Conference-
wide Reception in the Exhibit Area was very
crowded, and we watched the rum punch

His enjoyment of a glass of sherry during the Sunday
evening Reception is interrupted, when one of the
Conference reporters sees a member of the camera-
resistant Inter Alios family approaching.

disappear while we enjoyed excellent Canadian sherry and met some good friends. There must have been exhibits behind all those people, because we did see the exhibits later in the week. The "Punchbowl and Sherry Party" was sponsored by 23 Montréal firms that have special libraries.

The Reception and the Division Open Houses later in the evening accelerated the renewal of old acquaintances and the discovery of new ones. What had started to be a quiet dinner for four expanded to fourteen! Such quickly arranged dinner parties introduced many of us to the distinctive character of Montréal, the second French-speaking city in the world. The charm of the cosmopolitan city was sampled in its fine restaurants, by window shopping its elegant boutiques, and by noting the colorful tempo of its intellectual activity.

A crowded day ended in surprise: the beds were turned down, lights on, and fresh towels hung. With *The Gazette* under the door on Monday morning, we decided to like The QE in spite of the dubious welcome on Saturday.

MONDAY. MORNING. The First General Session had the "Standing Room Only" sign

SPONSORS OF THE
PUNCHBOWL & SHERRY PARTY

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Planning for 1974 in Toronto?
John F. Hatton, Roy E. Metcalfe and
Janette White.

Sales resistance? Or flower power?
SLA staffer Frank J. Ruth tries
to sell a subscription to
President Herb White!

on the door. The usual messages of welcome were spiced by repetition in both French and English. (If this is usual in Montréal, do meetings run twice as long? Or do they cover half as much?) We were impressed by Herb White's uvular "r's" in his opening remarks; but because he spoke *only* in French, we are unable to comment on his remarks.
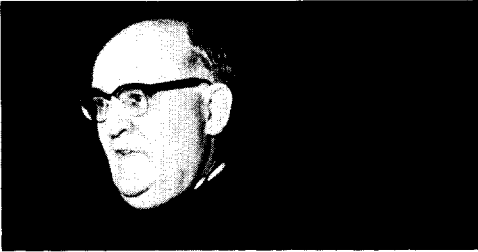
After the invocation by Father Auguste-M. Morisset, OMI, directeur Ecole de Bibliothécaires, Université d'Ottawa, messages of welcome were read from the Prime Minister of Canada, Pierre Elliot Trudeau, and from Harold F. Linder, Ambassador of the United States to Canada. The record for long distance greetings was the message from Mrs. Leslie Symes, president of the Special Libraries Section of the Library Association of Australia.

If our memory is not faulty, we saw more representatives from sister associations than have been present in past years. It seemed to us that many borders were being broken down. Let us hope that SLA's representatives are also attending the meetings of the other associations.

Medical Library Association and Music Library Association were represented by their presidents, Mrs. Jacqueline W. Felter and Walter Gerboth. Canadian Library Association was represented by its president, Katherine Ball, and by its executive director, Clifford Currie. ALA had its president, Roger McDonough (who has been a stalwart of the SLA's New Jersey Chapter) and Don S. Culbertson, executive secretary of ALA's Information Science and Automation Division. Father James Kortendick wore his hat as president of the Association of American Library Schools. The president of the Church and Synagogue Library Association was represented by Mrs. Ruth Smith. Dr. Bruce Gilchrist, executive director of AFIPS, Jane

Start the Conference with a laugh!
SLA's Ginader, University of Toronto's
Dr. Olga Bishop, and CLA's Currie and Ball.

Have you heard the one about . . . ?
ASIS' Becker, SLA's Gibson,
AALS' Kortendick and ALA's McDonough.

More seriously, now . . .
AFIPS' Gilchrist with Pacific Northwest's
Louise Montle and SLA's Representative
to AFIPS, Burt Lamkin.

L. Hammond, Secretary of the American Association of Law Libraries, and Joseph Becker, president of ASIS, rounded out the representatives of other associations.

Tees   Frappier   Morash

The welcome of the Province of Québec came from Georges Cartier, conservateur et chef bibliothécaire, Bibliothèque National de Québec. His observation that "Québec has its warm hospitality" was evident during the entire Conference—both in and out of the Conference Hotel.

Montréal's Mayor Drapeau was represented by M. Jules Bazin, bibliothécaire, Bibliothèque Municipal de Montréal. He referred to the novel, *Two Solitudes,* as he sketched the influences of the two cultures in the development of the City of Montréal, the Province of Québec, and the Dominion of Canada. Later, sight-seeing in the city confirmed M. Bazin's observation that while Montréal has been restoring its 17th and 18th century buildings, it was simultaneously destroying those of the 19th century in favor of hi-rise construction.

The dialog between Everyman and Mr. Computer-Man in Robert Shaw's Keynote Address was, to the less critical listeners, only a restatement of well-worn clichés. To the more attentive auditor, Mr. Shaw's dialog encompassed his own experiences from a laborer and steel erector, through civil engineer and corporation officer, to vice principal (administration) at McGill University, plus a recent responsibility as chairman of the McGill University Libraries Commission. Robert Shaw's final plea, "Hey, Mr. Computer-Man, come back!" was well taken. We need to be ever aware of the growing crises in libraries and the ever-expanding

methodology that is available to us. (We were fascinated by the speaker's pronunciation of *microfiche.* One of us understood *microfish;* another understood *microfix.* Both phonetic spellings should be adaptable to some use in the future.)

Gilles Frappier (Canadair, Ltd. and president of the SLA Host Chapter) included Montréal's new subway, its new baseball park, and the "Bed-in" by John Lennon and his companions at The QE in a list of Montréal attractions. As the Conference week progressed, we were almost ready to believe that the Montréal Chapter had planned all these attractions as part of their Conference arrangements.

Our absolutely unflappable Conference Chairman, Miriam Tees (The Royal Bank of Canada) stood up and smiled in a relaxed way. As at other SLA Conferences, we are again amazed at the year-long labors of love performed by the Conference Chairman while she maintained the operations of an important special library. The 1,746 Conference attendees will certainly agree.

Equally poised and equally unflappable were Eileen Morash (National Film Board of Canada and Conference Program Chairman) and the chairmen of all the other Conference committees.

"Chimo" broadened the Conference vocabulary from bilingual to trilingual with the Eskimo word of welcome from Mrs. Iris Land (Air Canada and chairman of the Exhibits Committee).

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MONDAY. NOON. Eighteen simultaneous Division luncheons and business meetings led us to choose the Metals/Materials Division luncheon because the Division's Honors Award was to be conferred on Genevieve Ford, retired librarian of the National Lead Company's Titanium Division, for her long and devoted service to the Metals/Materials Division. This straightforward business meeting included approval of a Resolution addressed to the Association's Board of Directors to urge the Association to assume responsibility for the Scholarship Fund Event, an annual affair which has reached conference-wide proportions and which makes sponsorship by one Division unrealistic and burdensome.

Some of us felt that the luncheon was composed of too much lunch at too high a price. Others of the *Inter Alios* family felt that the luncheon was a culinary triumph at a reasonable hotel price with its excellent cold poached salmon en gelée—never before found on the mass-feeding menu of any other hotel. But, as the *Inter Alios* observed, this disagreement only shows that one man's meat is another man's *poisson*.

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MONDAY. AFTERNOON. Another Business Meeting (Transportation Division) showed faulty elements that occur too frequently in the history of some Divisions. With one exception, absolutely nothing had been done between the 1968 and 1969 Conferences. One issue of the Division's bulletin had been mailed in May 1969, and it con-

tained only notes on 1968 Conference business. No committee appointments had been made. The Division chairman had not even seen a copy of the Division's Bylaws. This type of activity lends solid support to some of the current queries about the function and organization of our Divisions.

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MONDAY. EVENING. The Advisory Council meeting had a much larger audience than in recent years. With Council members and others intermingled in the Grand Salon, we can only admire the Chairman's apparent ability to recognize the voting members of the Council. No really vital actions were taken by the Council, but there was more fire and pepper in some comments than have been heard in recent years.

We were confused by the report on the proposed SLA-ASIS merger. At first, it seemed that SLA was now waiting for action by the ASIS Council before the talks would continue. But after several questions from the floor, statements from both the SLA component and the ASIS component of the merger study committee were read. We were left with the impression that neither side thought highly of the other's organizational structure or membership.

In the discussion of a possible name change for SLA, one of the suggestions leads to the acronym, ISIS (Institute of Special Information Services). One can only speculate that should there be further merger talks between I-SIS and A-SIS, that the merged organization could be known as WE-SIS.

Redmond's Point of Order   Lee's Move to Amend   Fire and Pepper

The SLA Placement Policy Committee brought its report for Board action to the Advisory Council first. The Committee soon found its report replaced by an orotund set of resolutions, some of which were approved and some rejected. After some parliamentary bobbles and the necessity for points-of-order raised by non-members of the Council, we are only sure that the Council recommended to the Board that an SLA Placement Service be open to all who seek its benefits without regard to race, sex, creed, etc. Because SLA has had a non-discrimination policy for about 20 years that has applied to all its activities (Conference cities, hotels, hiring policies, etc.) the Council resolution seemed only to add a new demand that SLA placement services be open to non-members as well as members. If this interpretation is correct, this open-handed approach does not give any incentive to join the Association.

Conference Placement interviews were scheduled by Barry Rose (right) and his staff from the Canadian Department of Manpower and Immigration with the assistance of Montréal's Johnny Wilson. Planning was handled by Ann Firelli of SLA Headquarters staff.
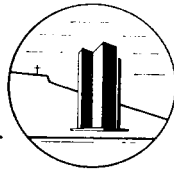
A Peaceful Scene in Montréal's Lafontaine Park.

Canadian National
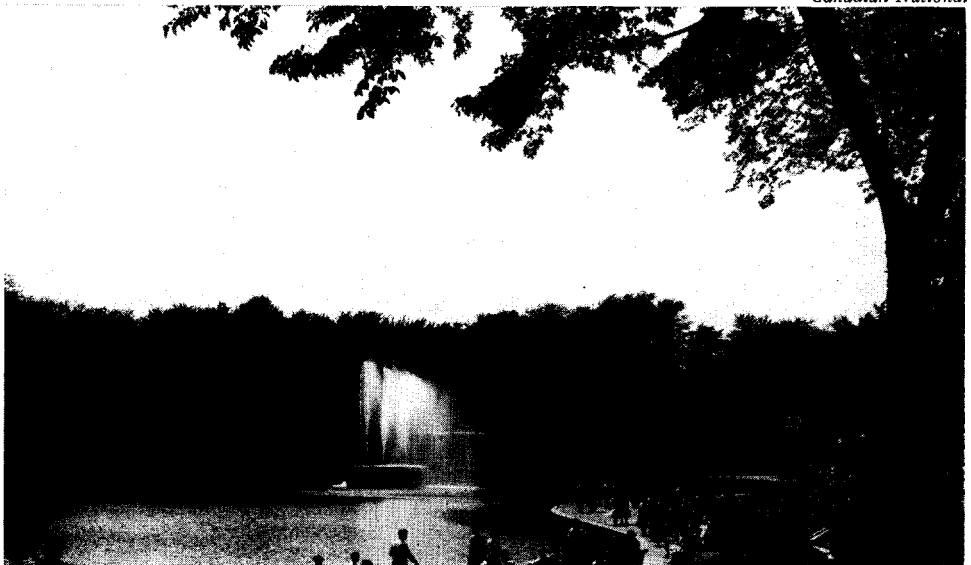
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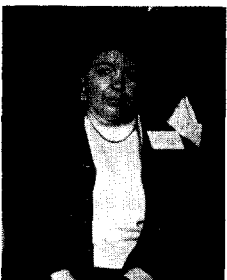
Pezaris

TUESDAY. MORNING. The Annual Meeting was less well-attended than the First General Session. The reports were well received, and are given in detail elsewhere. We were personally shocked at the failure of the Bylaw changes proposal regarding membership. SLA is not a licensing organization, and membership confers neither status nor higher pay nor "professional" standing. If we are a service organization, we need to seek ways to include all fellow librarians and documentalists who can benefit by information exchange, no matter what his (her) education. Sam Sass' printed challenge—as distributed—stated, ". . . it will spell out a simple minimum for a professional library position. . . ." Just how does Sam, or anyone else, think SLA is going to enforce standards for a "professional library position"? Maybe we need to take an existentialist stand such as: professional librarians are those who hold a library position classified by their employer as professional, our job being to upgrade knowledge and skills to as high a level as possible.

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TUESDAY. NOON. Rupert Tingley (Canadian National Railways) offered the Transportation Division a general overview of transportation planning for the future, with special emphasis on the greater strides in containerization. Again, the heavy lunch made full attention to the speaker rather difficult.

Daniells

Simon

Mamoulides

Tellers Chairman Marilyn Bockman hands up the tally to President White; Executive Director Ginader and Past President Usher wait for the announcement.

TUESDAY. AFTERNOON. One of us planned on attending "Microfilm Prospective—1969," found that the time had been changed, wandered into the Documentation Division Meeting, heard nothing startling, went back to "Microfilm" to find that now the room was far too overcrowded, and so we visited the exhibits. From a very personal viewpoint, the exhibitions of color fiche and the production of Xerox prints from fiche struck new sparks of interest. SLA's own exhibit—new modular mobile and self-containerized—was one of the more striking exhibits. (Question: Will this SLA exhibit unit be available for local meetings?) *

Another of us found that the Documentation Division speakers, while not coming up with anything new, did hold our interest, even while running late. We found the Hospitality Corner to be a much appreciated meeting spot. And librarians especially seemed to find a handy bar on the Convention Floor to be a real convenience—as a quiet place to discuss library matters, among others. We caught a little of the Engineering Division program in passing; there really is no need for speakers to talk down to their SLA audiences.

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Each day we had been impressed by the local press coverage of Conference activities. As the week drew to an end, we found the SLA Press Room in the Matapedia Room, and we discovered a real professional in action. Alice Kudo *(Financial Times of Canada)* and her committee were operating a real news room: press releases, copies of talks, photographs, summaries and special reports were being prepared, duplicated and distributed. Then we remembered that we had seen a new feature in our General Sessions: SLA had remembered to set up a Press Table! If we counted noses correctly, the staff of *Library Journal* had been joined by the *Wilson Library Bulletin*, the Montréal papers, the French language press, and the Canadian wire service (Canadian Press). In its 60th year SLA may just have awakened to the importance of news coverage. Can we expect our Rip Van Winkle to stay awake?

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* Yes, it will. ED.
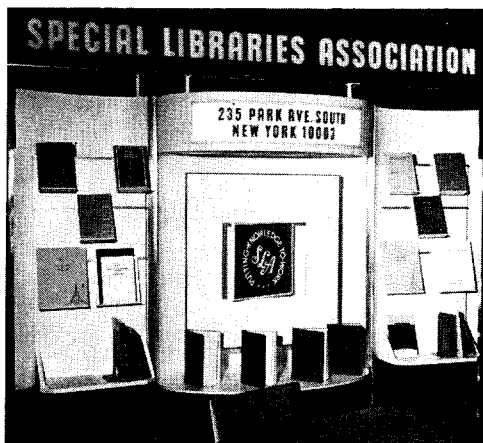
SLA's New Exhibit Unit

Conference Publicity Chairman Kudo

SLA and the Montréal Conference received good cross-Canada press coverage plus excellent TV and radio exposure—with more to come in Jul. More than 240 column-inches (equivalent to almost 3 full pages of *The New York Times*) of press clippings have been seen from newspapers in Montréal, Ottawa, Québec, Toronto, Winnipeg, Peterborough, Calgary, Hamilton, North Bay and Medicine Hat. Both English and French language papers (dailies and weeklies) are represented.

Films of the Exhibit Area were televised as a news item on Jun 6 at 6 p.m. on Station CFCF-TV (with an estimated 558,000 viewers).

A daily, hour-long radio program, "CBC Magazine," taped interviews with six SLA'ers. The interviews with Bob Gibson and Chuck Stevens were broadcast during the Conference week. The remainder will be broadcast as a package when the program returns to the air after Jul 22. The others interviewed were Mrs. Elsa Freeman, Mrs. Mary Knobbe, William C. Petru, Dr. Russell Shank and Dr. Martha Jane K. Zachert.

It isn't easy to smile
when you're at the head table
. . . and you're hungry
and . . .

. . . everyone else
is working on the buffet.

TUESDAY, EVENING. The Banquet posed
several interesting questions. The buffet serv-
ice was opened before the head table entered,
and some of us found "Grace" in the middle
of dinner somewhat misplaced. The food
was good, and very plentiful, but only if you
appreciate beef really very rare. We heard
no one say a good word for a buffet for so
many; this type of service is definitely not
recommended for other SLA Conference
banquets. Herb White and Gilles Frappier
shared the duties as toastmasters; and the
awards this year went to exactly the right
people. Father Morisset kept our table in
constant laughter with his stories. And even
the entertainment was pleasant.

Monique Gaube
French Canadian Folk Singer

Deputy Conference Chairman Marjorie
Goodfellow and Meals Chairman
Agatha Bystram relax before the banquet.

Conference Treasurer Anthea Downing
(center) seems to have good news
for George Ginader.

Tours Chairman Helene Dechief (left)
and Ellen Johnson (center) seem to anticipate
Thursday's trip to Ottawa.

WEDNESDAY. MORNING. The Second General Session seemed to be of academic interest. The four members of the panel reviewed Canadian collections, mentioned studies unknown to us, expressed a real need for a federal clearinghouse in Canada and briefly touched on differences between public libraries in the U.S. and Canada. It really came as no shock to hear that KWIC is *no good* in French; it is barely better than nothing with English titles. The session closed with a question about the costs of Intrex and brought, as answer, the classic "Consider not the cost of getting information to the user, but rather the cost of his not having information." We wish this were as easy to follow as to say.

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WEDNESDAY. NOON. We were able to attend all of the third and last of the Documentation Division's marathon luncheon sessions—after having listened briefly to parts of the Monday and Tuesday sessions. The principal speaker each day was the editor of a journal with interest for members of the Division. Each editor was supposedly accompanied by a mini-panel of some of his recent authors. A more meaningful comparison of the objectives of the three journals would have emerged from one session with all three editors present—and without the distractions of the author panelists—and with the *same* audience.

On Monday, Frederick G. Kilgour *(Journal of Library Automation)* discussed the "new librarianship" and the editor's problems in getting work written up. Some of the *Inter Alios* family interpreted the last statement to mean How-We-Do-It-At-Our-Place-*With-Machines*.

On Tuesday, Arthur Elias *(American Documentation)* spoke of the attempts to develop a theory of information science. He observed that "library-oriented people are completely beat by theoretical material." Perhaps, *AD*'s editor has been keeping the wrong company? But, he then also noted that How-We-Do-It-At-Our-Place papers are good.

On Wednesday, Dr. Frank E. McKenna *(Special Libraries)* reported on changes in SLA's journal during the past year. He stated that his prime consideration for accepting

or rejecting a manuscript will be a consider-
ation of the quality of the paper rather than
any emphasis on "special." Manuscripts will
now be reviewed by referees knowledgeable
in the subject of each manuscript. Because
Special Libraries has a dual function to pub-
lish professional (or learned) papers as well
as news of SLA, it had not in the past in-
cluded news of the world of information out-
side of the Association. Coverage of activities
inside and outside of SLA will be expanded.

WEDNESDAY. AFTERNOON. The Third
General Session was really different. Dr.
Trevor Lloyd's talk of Eskimos, Greenland,
northern Canada and its land and peoples in-
troduced an unexpected delight into what we
sometimes consider a fragmented and some-
what dull library Conference routine.

Five of us from three corporations caught
the 6:05 p.m. plane back to Detroit. Horse
racing holds no interest for us, although
some had bought tickets to support the SLA
Scholarship Fund. And we hope the tours on
Thursday were exciting; we could not justify
another day away. Unlike the 1968 reporter,
we returned to work just about as sarcastically
dour as when we first saw the preliminary
program. Except that we have—as always—
fond memories of late evenings spent with
old and true friends. And, a new idea or two
may germinate later when we really need it.

* * *

Late reports from the *Inter Nos* family
representatives tell us that one of SLA's
theoreticians won the Daily Double at Blue
Bonnets Raceway on Wednesday evening.
But, then, we had trouble enough with our
expense accounts in the intermingled $Can
and $US without the added hazard of the
U.S. Internal Revenue Service.

Our cousins from the *Inter Se*'s have re-
ported about the 7:30 a.m. CN train to
Ottawa. We still are unable to believe that
1,000 SLA'ers were peaceably on-board CN's
special train at 7:15 a.m. But, then, the coffee
and croissants on-board may have been pow-
erful magnets!

CN
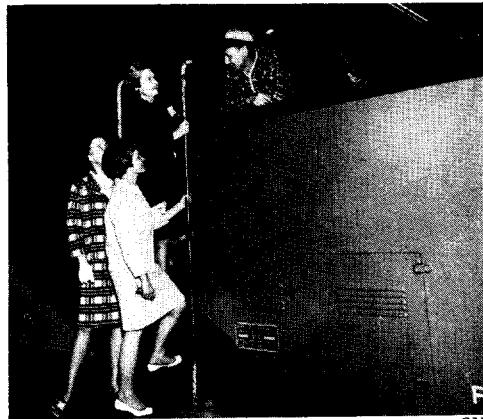
Alabamans Cleo Cason, Ann Logel and Phil Phillips
get an introduction to railroading before CN's
special train left for Ottawa.

CGTB

Parliament Buildings in Ottawa, Ontario;
ceremonial changing of the guard.
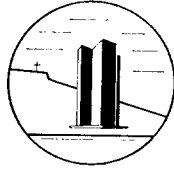
Two Honorary Members Elected by SLA

A CANADIAN citizen, prominent in Canadian library affairs for more than forty years, and an American citizen, who has enthusiastically supported library and information activities, were elected Honorary Members of Special Libraries Association. Their election was by acclamation by the members of the Association at the Business Meeting during SLA's 60th Annual Conference at The Queen Elizabeth Hotel, Montréal, P. Q. on Jun 3, 1969. The new honorary members are:

ELIZABETH HOMER MORTON, S.M., who retired on Apr 30, 1968 after 22 years as Executive Director of the Canadian Library Association/Association canadienne des bibliothèques. On Dec 20, 1968 the appointment of Miss Morton to Membership in the Order of Canada was announced.

HUBERT H. HUMPHREY, Vice President of the United States, 1965/69.

Honorary Membership in SLA is restricted to a maximum of 15 living persons; since 1958, election to Honorary Membership has also been restricted to non-members of the Association. The citations for the two new honorees stated in part:

ELIZABETH HOMER MORTON

Today's fashions ascribe progress to organizations and movements rather than to individual men and women. The development of libraries in Canada during the past three decades cannot be told without recognition of the achievements of one woman. She left an assured senior professional position to gamble on the organization and healthful growth of a national association.

Her concerns enveloped a continent—from the coasts of Newfoundland and the Atlantic Provinces through the metropolitan areas of the provinces of Quebec and Ontario, across the plains of Saskatchewan into Alberta and the mountains and shores of British Columbia, yet without neglecting the scattered population of the Yukon.

Her talents, her initiative, her erudition, her culture and her devotion were combined with a rare competence and with an unalterable loyalty to her profession and to her nation, further emphasized by her perseverance in the merits of bilingualism and biculturism.

Although Miss Morton's professional activities have all had a broader orientation than special libraries *per se*, without her efforts towards a sound national basis for libraries, the future development of special libraries in Canada would not be possible.

VICE PRESIDENT HUBERT H. HUMPHREY

Progress as the product of individual men and women was recognized almost 30 years ago, when the Mayor of Minneapolis in radio broadcasts invited communications from his constituents. Later as a United States Senator he concerned himself with the growing need for improved information and for improved communication of information. As chairman of a subcommittee of the Committee on Government Operations of the United States Senate, 85th Congress, studying "The Science of Technology Act of 1958," the then Senator very quickly made himself an expert—and by his adroit questioning of witnesses showed that he could separate fact from fantasy in the testimony offered.

At first the Senator was attracted by the idea of a great central agency with machines doing much of the work. As the hearings went on, he gradually realized that there is only so much that a machine, or even a gov-

ernment agency can do. He then commented that, "There is a line somewhere where mechanization stops and where the human factor is a very vital part of the total program of documentation."

In 1963 he questioned the strengths of the existing programs of scientific communications, and asked for a statement of their weaknesses. He asked for advice on how the nation could capitalize on the strengths and how it could overcome the weaknesses. He asked for candor in comments about the work of the subcommittee and in comments about the information work of any group whose funds come from the taxpayer.

Without formal background in our complex area, he observed that the governmental "appropriations will achieve their highest yield only if progress is quickened in improving the handling of scientific and technical information . . . all phases of information —to storage, retrieval, abstracting, indexing, evaluation and dissemination of information."

The interests and probing concerns of Vice President Humphrey helped to establish the need for the creation of the National Advisory Commission on Libraries which, in its turn, has recommended the establishment of permanent bodies within the federal government of the United States.

Honorary Members

1952   Sarah B. Ball *(d. Oct 1962)*
Herbert O. Brigham *(d. May 1959)*
Francis E. Cady *(d. Nov 1953)*
Adelaide Hasse *(d. Jul 1953)*
Josephine B. Hollingsworth
Dorsey Hyde *(d. Jan 1955)*
Richard H. Johnston *(d. Jan 1953)*
Dr. John Lapp *(d. Dec 1960)*
Guy Elwood Marion *(d. Jun 1969)*
Rebecca B. Rankin *(d. Mar 1965)*
Dr. Charles C. Williamson *(d. Nov 1965)*

1953   Florence Bradley *(d. 1968)*
Louise Keller *(d. Mar 1966)*
Helen Rankin

1954   Mrs. Grace R. Cameron *(d. Apr 1959)*
William L. Powlison *(d. Feb 1964)*

1955   Ethel Cleland *(d. 1963)*

1957   Dr. William Kaye Lamb

1969   Hubert H. Humphrey
Elizabeth Homer Morton

Canadian National

Interior of Ottawa's New Railroad Station.

SLA Professional Award/1969

BEATRICE V. SIMON, who retired in 1965 as Assistant University Librarian of McGill University Library, has always been interested in the administration of libraries. Her administrative ability has been demonstrated in many ways at McGill both in the libraries and in the Library School. Two of her most noteworthy contributions were her survey of medical libraries in England in 1938/39 and her 1962 survey of Canadian medical libraries.

The award and citation were presented to Miss Simon by President Herbert S. White at the Banquet during the SLA Conference in Montréal. The award was presented for her report, *Library Support of Medical Education and Research in Canada.* The citation read, in part:

"As a librarian and an organizer of libraries, as a teacher and lecturer, as an investigator and surveyor of the library scene, as a writer, and as an active participant in many professional organizations, the designee for the 1969 SLA Professional Award has demonstrated a catholicity of interest and firmness of purpose in many areas in addition to the single achievement for which this Award is presented.

"At this Conference in Montréal it is fitting that recognition be given to a person who joined the Montréal Chapter in 1934 (then known as the Montréal Special Libraries Association), and who served as SLA's Second Vice-President in 1949/1950. Her interests and efforts have also been turned to the Québec Library Association and the Canadian Library Association.

"As a teacher, she has played an important role in the lives of hundreds of student librarians as well as many practicing librarians. Even in retirement she continues her career as a teacher. Few special librarians have had the opportunity to demonstrate their ability in organizing major libraries in: medicine, commerce, law, and the physical sciences.

"As a surveyor of the library scene, her efforts have stretched from the North American continent to England. The crowning achievement of her career as a surveyor is a document that seems to refer to one kind of library in one country. But through her lucid style and her organizational abilities, precepts are derived that have no boundaries— and guidelines that are not limited by considerations of language or politics."

SLA Hall of Fame/1969
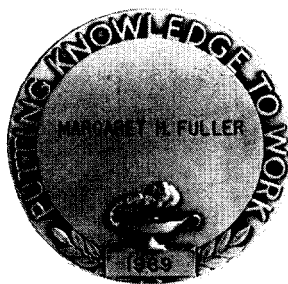
Mrs. Margaret H. Fuller after she received the medallion of the SLA Hall of Fame. For the announcement and biography, see Special Libraries 60: (no. 4) 224 (Apr 1969). Director Efren W. Gonzalez (rear); Deputy Conference Chairman Marjorie Goodfellow (right).

Gavel Award/1969

SOUTH ATLANTIC CHAPTER was the winner of the gavel for the greatest gain in Chapter membership on a percentage basis. The Chapter's president-elect, Mrs. Eugenia H. Abbey, accepted the award; President White made the presentation.

The Virginia Chapter was in second place and Toronto in third place in the competition.
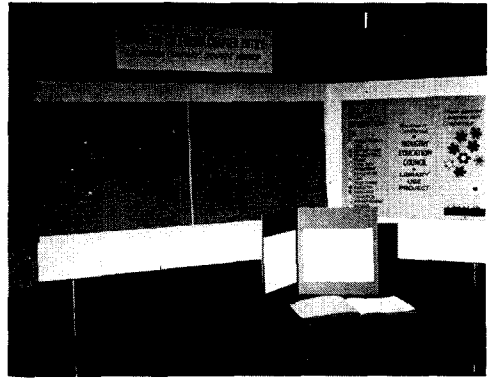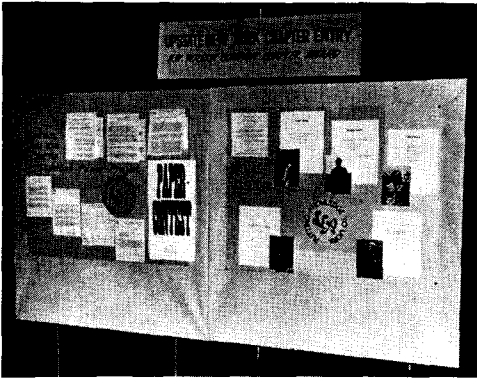
Upstate New York Chapter Wins Wilson Award

FOUR CHAPTERS submitted entries for the annual H. W. Wilson Company Chapter Award. The entries were displayed in the Exhibit Area of The Queen Elizabeth Hotel. Lois Gauch, president of the Upstate New York Chapter, received the $100 award. At the banquet the presentation was made by SLA President White on behalf of the H. W. Wilson Company.

To encourage library school students to become special librarians, Upstate N. Y. sponsored a student paper competition. Three of the library schools in the Chapter's area participated: Syracuse University, State University of New York at Geneseo, and SUNY at Albany. The Education Committee worked with faculty representatives to develop guidelines for the competition. Papers in connection with course work were encouraged.

Fifteen papers were rated by a panel of five judges who were chosen to include a variety of backgrounds. The best five papers were presented orally at a Chapter meeting. First, second and third prizes of $100, $50, and $25 were presented. The prize money was contributed by the Chapter and the three library schools.

The first prize was presented to Mary V. Jelley (SUNY at Geneseo) for her paper, "Computer + Microfilm = Catalog." The second prize was for the paper, "Information Retrieval / Current Awareness Service on a

Shoe String," by Arthur D. Dick (SUNY at Geneseo); the third prize went to Sharon E. Sedgeley (SUNY at Albany) for "Mechanized Circulation in University Libraries."

All papers presented have been submitted for consideration for publication in *Special Libraries*. The project committee members were Mrs. Mary Ann Archer, Wilma Kujawski, and Mrs. Elizabeth W. Krause.

The Southern California Chapter entry described the Chapter's contribution to the *Library Use Project,* a cooperative effort of the Chapter, the Los Angeles County Industry Education Council and the California Association of School Libraries. To alleviate overcrowded school libraries in Los Angeles, an SLA member of the Council suggested that special libraries in industry could be used by advanced students on the recommendation of an instructor and the school's librarian.

Within a year, the response and interest were so great that other communities have asked for information to set up similar projects. During the second year of the Los Angeles project there were 231 cooperating special librarians who offer help and guidance to 145 schools and 12 junior colleges (with future commitments to outlying districts and counties for the coming year).

Descriptive literature was prepared to appeal to students and teachers—in separate

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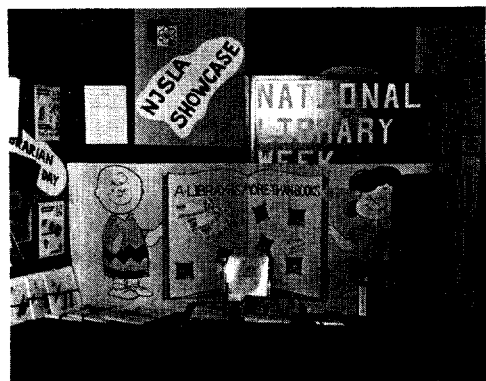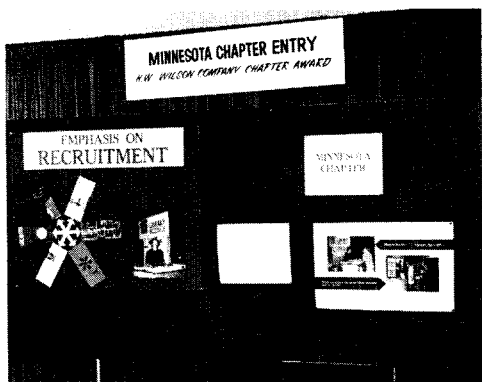
Metals/Materials Division 1969 Honors Award to Genevieve Ford

Leola Michaels presents the Metals/Materials Division Honors Award to Kathryn Genevieve Ford.

brochures. Art work was contributed by the Bunker-Ramo Corporation; and brochures were printed by the Los Angeles City Schools Adult Training Center. Mrs. Jan Krcmar coordinated the program.

The Minnesota Chapter emphasized its recruitment activities at the Minnesota State Fair in 1967 and at the 1968 Catholic Library Association conference in Minneapolis. Charlene Mason was in charge of the exhibit entry.

New Jersey's entry summarized the Chapter's year-round activities in the "NJ/SLA Showcase." Charlie Brown helped to letter the poster with his statement that "A *Libray* Is More Than Books." A recruitment project during National Library Week created a new job title, special-librarian-for-a-day, in many of the special libraries in northern New Jersey. Mrs. Mayra Scarborough was responsible for the Showcase exhibit.

THE AWARD citation refers to the 42 years of Miss Ford's abundant enthusiasm, inspiration, leadership, positive thinking and stimulation of those around her—her talent for motivating people—as her contributions to her Division and SLA.

Miss Ford became a member of SLA in Feb 1927. She was an active campaigner for the Metals Section and, later, a charter member of the Metals/Materials Division. She is a former president of the New Jersey Chapter and is a life member of the Association. In 1954 she retired from the Titanium Division, National Lead Company in South Amboy, N. J. In her many travels "Gen" has been an unofficial ambassador-at-large as she has visited libraries all over the world.

While she has continued to pursue her interests in archives, consulting and special projects, she also finds time for activities in the American Red Cross and in the Business and Professional Women's Clubs.

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Resolutions of Appreciation Adopted at the Annual Meeting, Jun 3, 1969

WHEREAS, Special Libraries Association has had a President who has so successfully led the Association and guided its many activities with equanimity during this Sixtieth Anniversary Year of the Association; therefore, be it

Resolved, That Special Libraries Association expresses its sincere gratitude to its 1968/69 President, Herbert S. White;

WHEREAS, the Sixtieth Annual Conference of Special Libraries Association is an effective demonstration of "Information Across Borders" through the cooperative and creative spirits of many persons and many organizations; therefore, be it

Resolved, That Special Libraries Association express its appreciation to the Conference Chairman, Miriam Tees, for her dynamic, enthusiastic, cool and calm leadership, the Royal Bank of Canada for its wholehearted support of her Conference duties, the Montréal Chapter and its president, Gilles Frappier;

The Conference Program Chairman, Eileen B. Morash, for arranging the comprehensive sessions, and all speakers who took part in the general sessions, panels, and workshops for Divisions, Sections, and Committees;

The chairmen and members of Montréal Chapter Conference Committees who have labored so loyally; as well as members of the Toronto Chapter who have crossed boundaries with their gracious assistance;

Pierre Elliot Trudeau, Prime Minister of Canada, for his message of welcome and encouragement; Jules Bazin for bringing greetings from the City of Montréal; and Robert F. Shaw for bringing greetings from McGill University and giving the keynote address;

All libraries, industry, and friends in Montréal, Quebec, and Ottawa for permitting visits by special librarians during the Conference;

All organizations which contributed so much to the success of the Conference by sponsoring various social events;

All exhibitors and their representatives for presenting novel ideas and displaying new materials and equipment which should help facilitate the flow of information across borders;

George H. Ginader, Executive Director, and the Headquarters staff of the Special Libraries Association for their support of Conference activities;

The management of The Queen Elizabeth Hotel, especially Bill Thomas, Convention Co-ordinator, and André Prudhomme, Assistant Banquet Director.

Margaret R. Anderson, Louise Lefebvre, Virginia E. Murray, Beatrice V. Simon

Olga B. Bishop, Chairman

Retiring President Herbert S. White receives the "Year End" Award from another retiree, Past President Elizabeth R. Usher.

SLA Scholarship Awards for 1969/1970

FIVE $2,500 scholarships have been awarded by Special Libraries Association for graduate study at recognized library schools during the 1969/70 academic year. The winners were announced by Mrs. Elizabeth B. Burrows who represented Julian R. Larson, chairman of the SLA Scholarship Committee and librarian, PPG Company, Barberton, Ohio. The announcement was made on Jun 3 at the Annual Meeting of Special Libraries Association at its 60th Conference at The Queen Elizabeth Hotel, Montréal.

Wesley Allen Cassan (Coquitlam, British Columbia, Canada) received his B.A. degree in geography from Simon Fraser University, Burnaby, British Columbia in June. In addition to having been president of the Geographical Society, Mr. Cassan has worked in the University's libraries since 1966. During the past year he worked in the Geography Department as assistant to the Director of Library Acquisitions and was responsible for acquisition of material for the Geography Library. Mr. Cassan has been accepted by the Department of Library Science at the University of Michigan (Ann Arbor) ; he intends to continue working in libraries concerned with natural resources. Administration of special libraries is his chief interest.

Jane Ann Jacober (Mount St. Joseph, Ohio) received a B.A. degree in English from the College of Mount St. Joseph in June. During the course of her undergraduate years, she wrote a paper on the "use of linguistics in the teaching of poetry appreciation" which was used as the basis for a freshman course taught this year. Miss Jacober has worked in the Cincinnati Art Museum Library, an experience she enjoyed very much and which led her to the field of special librarianship. Interested in automation and libraries, Miss Jacober has been accepted by both the School of Library Science of Case Western Reserve University and the Graduate School of Library and Information Sciences at the University of Pittsburgh.

Mrs. Dency Cornelia Kaiser (Wethersfield, Connecticut) received a B.A. degree from Boston State College (Boston, Massachusetts) and has already completed one course toward her M.L.S. at Rutgers. Mrs. Kaiser works full-time at the Connecticut State Library as a Legislative Reference Assistant, a position which supports the work of the State Legislature. When the legislature is not in session during 1969/70, she will return to Rutgers to work on her degree. Mrs. Kaiser, who has four children, enjoys her work very much and will return to her position at the Connecticut State Library upon the completion of her degree.

Mrs. Eleanor Cecilia Nuttycombe (Tucson, Arizona) received her B.A. degree in history from the University of Arizona in June. A widow, Mrs. Nuttycombe has been supporting herself and two children while completing her undergraduate work. She has taken courses in library science and has been accepted by the University of Oklahoma for graduate study. With experience in newspaper library work, including the *Arizona Daily Star,* she will probably continue in this field of special librarianship on the completion of her degree.

Mrs. Patricia Lotze Symes (Lewiston, Idaho) has earned B.A. and M.A. degrees in English, with a minor in library science, from Utah State University (Logan, Utah). Mrs. Symes is currently teaching freshman classes in humanities at Western Washington State College (Bellingham) ; she has also had extensive experience working in special libraries. It was particularly while working in the Medical Library of the Lovelace Foundation, Albuquerque, N. M., where she realized the rewards of a library career. Mrs. Symes will be attending the University of Minnesota and is mainly interested in reference work, but she also likes a variety of tasks, including cataloging.

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Guy Elwood Marion
1882–1969

ON JUNE 24-26, 1919 Guy E. Marion presided as the Association's eighth President at the Tenth Annual Convention of Special Libraries Association in Asbury Park, N. J. On June 24, 1969 Mr. Marion, a charter member of the Association, died in Atlanta, Georgia. On June 26 was interment in Forest Lawn, Glendale, California.

Members of the South Atlantic Chapter attended memorial services for Mr. Marion in the Mikell Chapel of St. Philip's Cathedral in Atlanta on June 26. Members of the Southern California Chapter attended funeral services in the Chapel of St. Paul's Cathedral in Los Angeles. The Association's Board of Directors was represented by Director Edythe Moore.

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Mr. Marion began his association with SLA at its first Convention in New York City in November 1909; he remained an active and interested member the remainder of his life— a period of almost 60 years.

Guy Marion was appointed business manager of *Special Libraries* in 1909, but gave up that position in March 1910 to assume the office of Secretary-Treasurer, which he held until 1915. He became a member of the Executive Board in 1917 and was elected President in July 1918. As Secretary-Treasurer during the formative years of SLA, Mr. Marion was well qualified to assume the presidency during one of the Association's most crucial years. During his term as President in 1918-19 a number of important changes took place within SLA; and its financial and membership standing were greatly improved. Mr. Marion was later an active participant in the Southern California Chapter activities, serving as member of its executive board (1922) and president (1924-25). He was elected to the SLA Hall of Fame in 1959.

In Mr. Marion's presidential address in 1919 he stated:

"The formation of special libraries was a direct result of the demand for ready reference material furnished with expedition, coupled with its representation in organized and digested form."

In the same address, Mr. Marion offered the following definition of a special library:

"The special library consists of a good working collection of information either upon a special subject or field of activity; it may
consist of general or even limited material serving the interest of a special clientele, and preferably in charge of a specialist, trained in the use and application of the particular material."

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Guy Marion began his career as librarian with the American Brass Co. of Waterbury, Conn., where he organized a Bureau of Information that has been called one of the first information centers in the U.S. In 1909 he took a position with Arthur D. Little, Inc. of Boston and organized an existing collection of technical literature and news clippings into a highly efficient information department. From 1914-18 Mr. Marion served as librarian-library advisor to several Boston firms and operated a part-time, free-lance business library consultant agency.

From 1918-20 he was employed by the Community Motion Picture Bureau, New York City, where he organized the library and cataloged an extensive motion picture collection. In 1922 he moved to Los Angeles, where he became head of the science-technology department, and assistant librarian of the Los Angeles Public Library. Two years later, he became research director and librarian of the Los Angeles Chamber of Commerce, a position he held until his retirement in 1952.

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Mr. Marion was a strong supporter of library cooperation at all levels, from individual libraries to professional organizations. Commenting on this in 1965 he said:

"... I made a strong appeal for a oneness in the whole library profession, starting from the Library of Congress . . . and the state libraries, and the public libraries in the communities, and then the special libraries surrounding the public libraries, and they ought to help each other to strengthen their professional reputation and regard by the outside world."

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Mr. Marion was born in Woburn, Mass. on March 25, 1882; he received his bachelor's and master's degrees at Tufts University. He was a member of the Mt. Horeb Masonic Lodge in Woburn. He is survived by his daughter, Mrs. Charles L. Young of Atlanta; two sons, Dr. Charles P. Marion of Mamaroneck, N. Y., and John B. Marion of Beverly Hills, Calif.; and six grandchildren and four great-grandchildren.   **Robert V. Williams**

Printed Catalogs or Catalog Information?

Whilst the article by Dr. Brodman and Mrs. Bolef (*Special Libraries*, Dec 1968) on the subject of printed catalogs makes many valid points, I venture to suggest that it also introduces a misconception of the real value of computers in this area. The basic idea behind the introduction of electronic data processing is not simply to replace card catalogs by a printed version of the same thing, but to provide what is beginning to be known as catalog information, i.e. data that can be utilized in several ways in addition (or even instead of) conventional catalogs, whether printed or otherwise. I am rather surprised that an article from Washington University, where excellent experimental work has been carried out and where I understand there is an active interest in the development of the MARC project, should have apparently overlooked this approach. There is no direct relationship between the 19th century book catalog and the modern concept of computerised catalog information, and to suggest that readers will use neither is to some extent irrelevant. It is now becoming generally agreed that readers do not use card catalogs either, at least not sufficient to give an adequate return on the investment they necessitate.

I would certainly agree that computer produced catalogs are–at present–expensive, and I would not deny that the end-products currently being achieved are unattractive. But this particular technology is in its infancy; we have barely scratched the surface. And most important is the stimulation not only to examine the basic why and how of providing catalog information but also to try to overcome the idea of an individual library as a bibliographic island. The many problems generated, particularly on the question of co-operative provision, will not be solved easily or quickly, but they are being examined on both sides of the Atlantic and I am quite certain that the library profession throughout the world will ultimately benefit.

C. F. Cayless
Senior Librarian
The Western Australian Institute of Technology
Hayman Road, Bentley 6102, Australia

Dr. Brodman Replies to Mr. Cayless

Thank you for sending me your letter to the Editor of *Special Libraries* about the article by Mrs. Bolef and me on printed catalogs. Apparently you–along with many others–have confused what we were saying, and therefore we can only conclude we said it very badly. Let me reiterate our argument.

Mrs. Bolef and I were talking about *printed* catalogs, whether produced by computers, typesetting, photocomposition, or whatever other means. We said nothing about *computer* catalogs except as they led to printed ones. All the arguments you give for the computer-stores of bibliographic data are, of course, correct, and that is why we continue to input our cataloging data into the computer, even though we are not using a printed catalog as a substitute for our card catalog. Our point, however badly we made it, was that printing a catalog (even with the simplified computer-produced catalog) is not an answer to today's problems, any more than producing a printed catalog by typesetting was an answer to yesterday's problems. Using a computer-manipulatable bibliographic record for other purposes is beside the point.

As Mrs. Bolef put it: "Our library has been engaged in experimental computer work for more than five years, as an examination of the literature will show. In this particular article we attempted to go beyond a mere recitation of our experiences with the computer to an analysis of one common form of output; namely the printed catalog. We hope the article will stimulate other librarians to look critically at other methods of presenting cataloging information–or perhaps the same method under different circumstances."

Forgive me if I seem weary of this argument. Since I have had to write several letters like this, I am sending a copy to the Editor of *Special Libraries* and asking him to print it after yours.

Estelle Brodman, Ph.D.
Librarian and Professor of Medical History
Washington University
School of Medicine Library
St. Louis, Missouri 63110

A Savannah Ricochet

The letter from Mrs. Elsom of the Savannah Council for Technical Education (*Special Libraries*, Mar 1969) strikes an unintentional blow at librarianship as a profession.

A group of unpaid volunteers are trying to establish a special library to serve the needs of highly trained professionals in engineering and architecture. However, there is no professional librarian in the group, and evidently no position for a paid professional is intended.

I don't want to disparage the efforts of the volunteers, or say that special librarians should not share information with them. The point is, would a group of unpaid volunteers ever attempt to establish and staff a social service agency, a private school, or a mental health clinic, etc. without a salaried, experienced professional person in charge?

Professional librarians should be dismayed and discouraged to learn that the future users of this library, many of whom are engaged in lucrative fields, have not found it necessary to request (and be willing to pay for) the services of a professional librarian.

<div align="right">

Mrs. Ruth Gordon
Librarian
Mental Health Development Center
Los Angeles, Calif. 90027

</div>

Before publishing Mrs. Elsom's letter we had the opportunity for additional correspondence with her. The joint collection of the 15 engineering and architectural societies, which form the membership of the Savannah Council for Technical Education, will be housed on a temporary basis in the Savannah Public and Chatham Effingham-Liberty Regional Library in Savannah. Mrs. Elsom wrote:

". . . Our problem is selection. Once in the collection, professionals will take over. If we reach our objective, we'll get support and hire our own professional staff, but getting something to show and sell is the key. Even professional librarians (ALA vs. SLA) have trouble in making up a "basic list." At least one of our volunteers lacks only one-quarter of reaching her professional rank. Most have degrees and training in library education in our local college. We are just limited here in school facilities in this area. All the courses I took were slanted to school libraries."

We suspect that much of this pioneering sales approach to establish a special library in Savannah has not yet been told. Perhaps, Mrs. Elsom and her associates can be persuaded to share their full story with the readers of This *Journal. If the predicted shortages of fully qualified professionals are correct, the fiery missionary spirit of SLA of 30–60 years ago may again be rekindled.*

<div align="right">

ED.

</div>

Nursing Splinters

I have read the article "Nursing School Library Classification Systems" (*Special Libraries*, Jan 1969) several times and still cannot believe that this was printed in a professional journal.

While I agree that no one system of classification is perfect for the needs of nursing (but then, I never found one that was perfect for any other discipline, either), this does not mean that we should be satisfied with a homemade subject classification. With the trend to more centralized Health Science Libraries rather than splintered libraries for doctors, nurses, faculty, students, etc., it seems to me only logical to use the National Library of Medicine classification system. Standardized classification and subject headings will be essential in the developing regional networks of libraries.

Student nurses should be taught that all they need to know on a given subject can be found in one place. They should be taught to find needed material wherever it is.

<div align="right">

Mrs. Katherine L. McCrea
Assistant Librarian in charge
of the School of Nursing Library
Hackensack Hospital
Hackensack, New Jersey

</div>

We had read between the lines that there had been grossly deficient library services in hospital nursing schools from 1916 to 1963; further, that in spite of improvements in recent years that the teaching staff in some hospitals still control the operations of the nursing school libraries. This Journal has not received manuscripts from hospital librarians or nursing school librarians in some time; we would welcome the opportunity to publish additional papers in these areas.

<div align="right">

ED.

</div>

A Leg Up to the Light Switch

I send the enclosed by way of thanks and to show you how some of the material you publish has been put to use. As you will see, it is my reply to a request to reclassify our library clerical positions.

I was able to do it quickly and easily as a

result of your publishing "Criteria for Programs to Prepare Library Technical Assistants" in the April 1969 issue. (Exactly the right month and mailed on the right day!)

I find that industrial managers and professionals have poor concepts of special libraries. The best way to become visible seems to be to try to translate our work into their language. Whenever I do this successfully, I see lights come on. Today I bask in some light! May we all! Thanks for the leg up!

Mrs. Judy Scull
Librarian
Burroughs Corporation
Business Machines Group
Pasadena, Calif. 91109

Mrs. Scull's memo to her Wage & Salary Department follows:

The positions of Steno-Secretary and/or Senior Records Clerk do not really exist in a library of fewer than six employees.

The main thrust of an industrial library is service—providing all kinds of timely information on demand—and each staff member must contribute whatever abilities he has. The product, information, flows to professional and management level employees and must be of sufficient calibre.

A library subprofessional's work mix is not heavily correspondence, reports, letter files, PR's. It also involves skillful contact with various publics, learning sources and fitting them into solutions, with a little purchasing-accounting-data processing-expediting rolled in. Each staff member must be trained on the job, be interested in technology and people, and enjoy variety.

The library is a specialized island in the industrial climate. The invisible part of the iceberg is the network of How's and Where's that interest and experience build: into the parent industry, the community, and the nation. An industrial library with a brand new staff is housebound. Given management support, the contribution of any one library will be the total of its staff abilities.

Any subprofessional never functions as a clerical, but we hang on this person whatever he can successfully do. The more's the talent, more's the fun —and the better the product.

A list of duties and responsibilities of a Library Technical Assistant and of abilities required is attached. It is copied from *Special Libraries*, April 1969. . . .

The Rocks Are Misinterpreted

In a recent editorial in *Sci-Tech News* (Summer 1969), Rocco Crachi noted the financial crisis of SLA a few years ago, SLA's subsequent recovery, and studies going on for possible merging with other associations. His final statement was as follows: "On the question of merging with any organization, we suggest that a long engagement might again prevent us from going 'on the rocks.'"

It is unbelievable in this day and age that an organization as well-defined and vital as a "Special Libraries" organization did find itself "on the rocks" and finds its solution for the future in a merger. Incompetency in leadership over the years must be the reason as reflected in the travesty of a program presented on paper for the Montreal annual meeting. I personally know half a dozen individuals who could not justify attendance to their management on the basis of the printed program. It is true that all organizations have an amount of individuals who profess loyalty to their profession through a specific association and support the organization no matter what the accoutrements. That group will not keep the organization "off the rocks."

SLA has always been rather strong locally. I have attended meetings in the Southwest in the Petroleum Division that have been excellent. Get this same group on a national basis and it flubs the dub completely. I believe this is due to lack of leadership from the transient executive board or the lack of more than weak administrative guidance from executive administration.

I don't care who's at fault. The most possibly dynamic creative association in the world could be quite solvent if it were to insure quality programs in the future.

E. H. Brenner
American Petroleum Institute
Central Abstracting and Indexing Service
New York 10022

Mr. White Replies to Mr. Brenner

Ev Brenner makes a number of fairly serious charges, which do require response. It should be clearly understood that SLA is far from being "on the rocks." Our financial position is strong, and is certainly healthier than that of either of the other two major associations in this field with which I am familiar. Our interest in possible merger or other affiliation is not caused by financial desperation. I believe it to be important because I find myself in the position of having to belong to a number of associations to meet my professional commitments. I find a great deal of overlap in both the programs and purposes, and I think that some form of combination or cooperation would improve things for both the associations and the members. At least that's my reason.

There is little I can say with regard to the complaint about Conference programs. One man's meat is another man's poison. I have had comments about the same program from some people who thought it was superb and others who thought it was irrelevent. It should be noted that the Board of Directors probably has less control in the technical program than in any other area of Association activity. Conference programs emanate from two sources. The general sessions are planned by the host chapter, with a view toward providing a program of over-all general interest. This year it was considered appropriate to introduce a theme emphasizing Canadian and Canadian-American information resources. I personally consider this an appropriate choice. While some U.S. members may not have found the talks specifically relevant to them, we do expect our Canadian members to attend a fair number of general sessions which turn out to be discussing U.S. questions. The general session programs should be as all-inclusive as possible, but I doubt that totality can be achieved.

The bulk of the program planning is Divisional planning. Some Divisions work harder at it than others, but all of them end up preparing programs which they at least think satisfy the interests and objectives of their members. By and large, these are the same people who also devise the Chapter programs which Mr. Brenner does find relevant. I can only suggest, to those who think that Division programs do not meet their needs, that they participate actively in the planning and execution of those programs. Most program chairmen would be happy for the help.

Finally, it must be emphasized that no association can avoid the kind of criticism which Mr. Brenner's letter levels. It is impossible to plan a program which will satisfy everybody. It is important that any association make it possible for those who are unhappy to make a contribution to make the next program more the way they would like it to be, and I hope that Mr. Brenner will do just that. We can use his help.

Herbert S. White
Past President, SLA

Never Trust One Barnaclescraper

Dear ED.:

When did the ZIP de-coder join your staff?

Barnacle Inn Hibitor
One Nine Seven Four Four

Dear One Eight Nine Five One:

A perfessional speshiul liarian, you calls yourself. Aitch Dee? Ain't you never heard of the ZIP directory published by the Post Office Department? Future communications can be handled more expeditiously, if you will use your own correct SLA Membership Number.

ED.

Never Trust Two Barnaclescrapers

Hurt, that's what I am, hurt to the quick by your suggestion that I'm really not me, but rather a pseudo-something. Why, my grandfather, C. Figley Barnaclescraper, would turn over in his grave at the thought.

I am sorry I missed the job in Box C-102, but at the time I was employed for a brief period. You see, I had an exclusive franchise for the sale of Indian elephant tusks to the natives of West Africa, but unfortunately the market just wasn't there.

You asked about my SLA Membership Number. You know, I'll be switched, but I don't think I have one. In searching my records . . . I can't find one, and if you won't tell me what it is, I guess that this letter will have to bring our correspondence to a close. . . .

In leaving, let me pass on one final gem that my granddaddy used to always say: "Remember, old Barnaclescrapers never die, they just chip away."

Irving Barnaclescraper
21 L III

Dear Irv,

In spite of our readers' interest in your proper identity we must close this exchange of letters. We need the space for more "professional" matters. As you can see from other reports in this issue, an itinerant tusk peddler just doesn't meet SLA's membership requirements. Could you possibly specialize in tusks with engraved bytes of information on them, and then resubmit your application? We will continue to hold your Membership Number open for you, Jay Cee.

Because the Barnaclescrapers seem to be a committee activity in the Southern California area, we're wondering if the Barnaclescrapers are really sponsored by the So. Calif. Chapter.

ED.

COMING EVENTS

Aug 4–29. 3rd Archives Institute of the Georgia Department of Archives and History in cooperation with the Emory University Division of Librarianship . . . in Atlanta. Contact: Miss Carroll Hart, Georgia Dept. of Archives and History, Atlanta, Ga. 30334.

Aug 18–22. Gordon Research Conference. Operations Research and Management Science . . . at the Holderness School, Holderness, N. H.

Aug 19–22. International Advisory Committee on Documentation, Libraries and Archives . . . in Paris. Organized by UNESCO.

Aug 25–29. Datafair 69 . . . *in* Manchester, England. Write: Secretary, British Computer Society, 23 Dorset Sq., London NW 1.

Aug 25–30. IFLA (International Federation of Library Associations). 35th Session of the IFLA General Council. Danmarks Biblioteksskole, 6 Birketinget, 2300 Copenhagen S, Denmark.

Aug 26–28. Association for Computing Machinery. Conference and Exposition at Brooks Hall, San Francisco and the S. F. Hilton Hotel. Contact: ACM, 211 E. 43rd St., N. Y. 10017.

Sep 1–6. 4th IATUL Seminar (International Association of Technological University Libraries) . . . at the library of the Technological University, Delft, under the direction of Dr. L. J. van der Wolk. Write: Miss B. G. Sinnema, Technological University, 101 Doelenstraat, Delft, The Netherlands.

Sep 2–5. Second Cranfield Conference on Mechanized Information Storage and Retrieval Systems . . . sponsored by The College of Aeronautics and *Information Storage and Retrieval*. Conference director: Cyril Cleverdon, The College of Aeronautics, Cranfield, Bedford, England.

Sep 7–12. Division of Chemical Literature, American Chemical Society. New York, N. Y.

Sep 7–10. Conference on Historical and Bibliographical Research Methods in Library Research . . . in the Illini Union Building, University of Illinois, Urbana. Write: Extension in Library Science, 116 Illini Hall, Champaign, Ill. 61820.

Sep 14–15. The 6th Pre-Institute Workshop for Mental Health Librarians . . . in conjunction with the 21st Institute on Hospital and Community Psychiatry. Write: Jean C. Jones, American Psychiatric Association, 1700–18th St. NW, Washington, D. C. 20009.

Sep 21–24. Aslib, 43rd Annual Conference. At the University of Warwick at Coventry, England. Write Aslib, 3 Belgrave Sq., London SW 1.

Sep 24–26. 3rd International Micrographic Congress . . . in Frankfurt/Main. Write: Ausschuss fur wirtschaftliche Verwaltung, Gutleutstr. 163–167, Frankfurt/Main, Germany.

Sep 25–27. SLA Board of Directors . . . at the Statler Hilton Inn, Orlando, Florida.

Oct 1–5. American Society for Information Science, 32nd Annual Meeting. San Francisco Hilton. Convention chairman: Charles P. Bourne, Information General Corp., 999 Commercial St., Palo Alto, Calif. 94303.

Oct 3–4. Medical Library Association. Joint Meeting of Upstate New York and New England Regional Groups . . . at the Towne House Inn, Rochester, N. Y. Write: Mrs. Lucretia McClure, University of Rochester, School of Medicine and Dentistry, Rochester, N. Y. 14620.

Oct 13–16. International Visual Communications Congress . . . at the International Amphitheatre, Chicago. Sponsor: Society of Reproductions Engineers.

Oct 16–19. LEEP Institute (Library Education Experimental Project) at Syracuse University Adirondack Conference Center, Minnowbrook, N. Y. Write: Mrs. Pauline A. Atherton, School of Library Science, Syracuse University, Syracuse, N. Y. 13210.

Oct 19–22. ARMA (American Records Management Association) . . . in St. Louis at the New Riverfront Inn Hotel. Write: ARMA, Suite 823, 24 N. Wabash Ave., Chicago 60602.

Oct 26–30. Medical Library Association, Annual Meeting. Brown Hotel, Louisville, Kentucky. Program chairman: William K. Beatty, Northwestern University Medical Library, 303 E. Chicago Ave., Chicago 60611.

Oct 27–31. Business Equipment Manufacturers Association (BEMA), 11th Annual Business Equipment Exposition . . . at the New York Coliseum. Contact: BEMA, 235 E. 42nd St., N. Y. 10017.

Oct 28–30. Conference on Communication among Scientists and Technologists: Production, Dissemination and Use of Information. Contact: Carol Morgan, Center for Research in Scientific Communication, Johns Hopkins University, Baltimore, Md. 21218.

Oct *** 9th International Congress of Libraries & Museums of the Theatre Arts (IFLA) . . . in New York.

Nov 2–5. 16th Annual Allerton Institute: Serial Publications in Large Libraries . . . at Robert Allerton Park, Monticello, Illinois. Write: Extension in Library Science, 116 Illini Hall, Champaign, Illinois 61820.

Nov 7–10. 4th Annual Colloquium on Oral History . . . at Airlie House near Warrenton, Virginia. Write: Royster Lyle, Jr., The George C. Marshall Research Library, Lexington, Va. 24450.

Nov 10–12. 4th Annual Convention of the Geoscience Information Society . . . in conjunction with the meetings of the Geological Society of America. Write:

Donald H. Owens, Information Operations Division, Battelle Memorial Institute, 505 King Ave., Columbus, Ohio 43201.

Nov 18–20. FJCC (Fall Joint Computer Conference, AFIPS) . . . at the Convention Hall, Las Vegas, Nevada. Write: AFIPS, 210 Summit Ave., Montvale, N. J. 07645.

Dec 8–10. Third Conference on Applications of Simulation . . . at the International Hotel, Los Angeles. Sponsored by ACM/AIEE/IEEE/SHARE/SCI/TIMS. Abstracts of papers are due Mar 31. Program chairman: Philip J. Kiviat, The RAND Corp., 1700 Main St., Santa Monica, Calif. 90406.

1970

Jan 16–18. Association of American Library Schools, annual meeting . . . at Graduate Library School, Indiana University, Bloomington. Contact: Dr. Mildred H. Lowell, GLS, Indiana University.

Jan 19–24. ALA, Midwinter Meeting. Chicago.

Jan 29–31. SLA, Board of Directors and Advisory Council. Regency Hyatt House, Atlanta, Georgia.

Mar 30–Apr 2. Catholic Library Association. Statler Hotel, Boston.

Apr 12–18. National Library Week. For promotional pieces and price lists, write: NLW, One Park Ave., N. Y. 10016.

May 5–7. SJCC (Spring Joint Computer Conference, AFIPS), Atlantic City, N. J.

May 17–22. Medical Library Association. Roosevelt Hotel, New Orleans, Louisiana.

Jun 7–11. SLA, 61st Annual Conference. Sheraton-Cadillac Hotel, Detroit. *Theme:* The Changing Face of Special Libraries. Conference chairman: Mrs. Gloria M. Evans, Parke, Davis & Company, Production and Engineering Library, Detroit, Mich. 48232.

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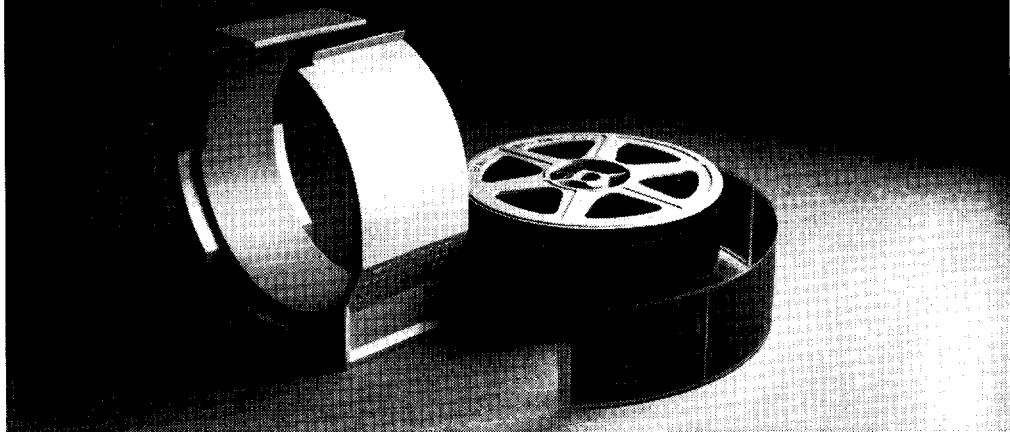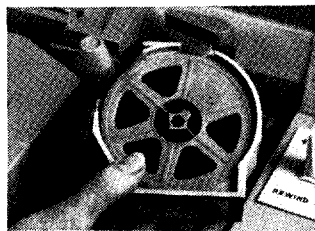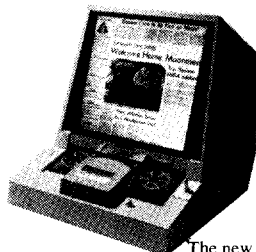
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PLACEMENT

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POSITIONS WANTED

Librarian (MLS)—Man, 55—10 yr. experience metallurgical library, all phases library detail. Proficient in several European languages. Prefers Midwest. $12,500. Box C-108.

Librarian—Male, age 50. Fifth-year BLS and BS in Geology. 16 years experience in university and technical libraries, including abstracting, editing, all phases of library service and supervision. Box C-99.

Literature Chemist—BS in chemistry, MA in biochemistry, over fifteen years experience searching, indexing and abstracting the literature of medicinal chemistry. Box C-111.

Reference Librarian—Female, MLS equivalent, seeks part time or full time position, New York City, mid-town. Nine years with management consultant and international organization libraries. Experienced in business economics, social sciences, and some background in fine arts. Have worked in LC and Dewey classifications. Knowledge of French. Box C-112.

Librarian—(woman) full charge. Exp. in all phases of library operation, including administration. Knowledge of medical, pharm., legal, agric. and art fields. Exp. in abstracting and research. Articles publ. in encyclopedia and periodicals. Position desired one day a week (Saturday excepted) in New York City, New Jersey areas. Box C-113.

Librarian: Subject specialist—Broad academic background plus 8 years varied experience. Woman librarian seeks position in library needing person with high verbal ability. Experienced in medical and behavioral sciences and economics. Bibliographer, indexer. Editorial skills, clear & concise writing style. Flexible approach to computerization. Supervisory experience. Prefer position in N.Y.C. or Northern New Jersey. Inquire Box C-114.

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Chief Science Librarian—to supervise public reference services and assume responsibility for the selection, organization and use of extensive reference and bibliographic collections in a large Science/Engineering library. Qualifications: MLS, minimum of undergraduate major in science or engineering, acceptable experience in reference and information work, some supervisory experience. Salary $11,520 and up, depending on qualifications; fringe benefits. Apply to: Wm. S. Budington, Executive Director and Librarian, The John Crerar Library, 35 West 33rd Street, Chicago, Illinois 60616.

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United Air Lines needs an assistant librarian with experience in cataloging practices. We're seeking an individual who can assume responsibility for cataloging and classification activities within set standards, but who can recommend for discussion necessary changes.

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Applications are invited for the positions of Bibliographer (Sciences) and Mathematics Librarian at the University of British Columbia. The Sciences Bibliographer's position is in the Bibliography Division of the Main Library. Degrees in science and library science are required. Experience as a science librarian is desirable. Salary is dependent on experience. The Mathematics Librarian's position is for a small separate Mathematics branch library and requires a degree in mathematics and a library science degree. Experience preferred but not required. Salary open. Librarians are members of the Faculty Club and Faculty Association. Excellent medical, disability, group insurance and superannuation benefits. Four weeks vacation. The University is located in a beautiful west coast city of 700,000 population and enjoys a mild climate; current enrollment is over 20,000. Book collections are close to two million. Library staff numbers 350, and 90 are librarians. Apply Mr. I. F. Bell, Associate Librarian, University of British Columbia, Vancouver 8, B. C., Canada.

Document/Serials Librarian

for assignment at the headquarters library of the International Labor Office (specialized agency of the United Nations), Geneva, Switzerland, under the general supervision of the Acquisitions Librarian.

Duties: Organize and supervise the work of the Serials Unit which includes accessions and records, circulation, binding, updating and completing collections; formulate recommendations for improving intake, especially in respect of governmental serial publications; assist in book selection and periodicals scanning; participate in the introduction and operation of an integrated computer-based documents control system.

Conditions: U.S. or Canadian Nationality; Undergraduate degree in social sciences; Graduate library diploma; fully satisfactory knowledge of either English or French with very good knowledge of the other (additional languages desirable); experience with serials and especially government documents, preferably in a social science library; supervisory experience and experience and interest in mechanized serials operations desirable.

Application forms and information may be obtained from—

International Labor Office
Washington Branch
917 Fifteenth Street, N.W.
Washington, D. C. 20005

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Reference Librarian—Master's Degree in Library Science, BA in Math, Physics or Chemistry preferred. Comprehensive reference and bibliographic work with Western Electric and Bell Telephone Laboratories. Prefer candidates with experience, but will consider recent graduates. Located near Universities of Duke, North Carolina and Wake Forest. Starting salary $8,600–$11,000. Write to M. D. Kenny, Western Electric Company, Incorporated, 201 N. Elm Street, Greensboro, North Carolina 27401.
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A Chance to Live and Work in Florida! Needed–Librarian with MLS and a minimum of two years experience in special library. Extensive knowledge in cataloging, and reference and administrative experience. Salary range $10,140–$14,000. Beginning on or about September 1, 1969. Send résumé: State of Florida, Division of Plant Industry, P. O. Box 1269, Gainesville, Florida 32601.

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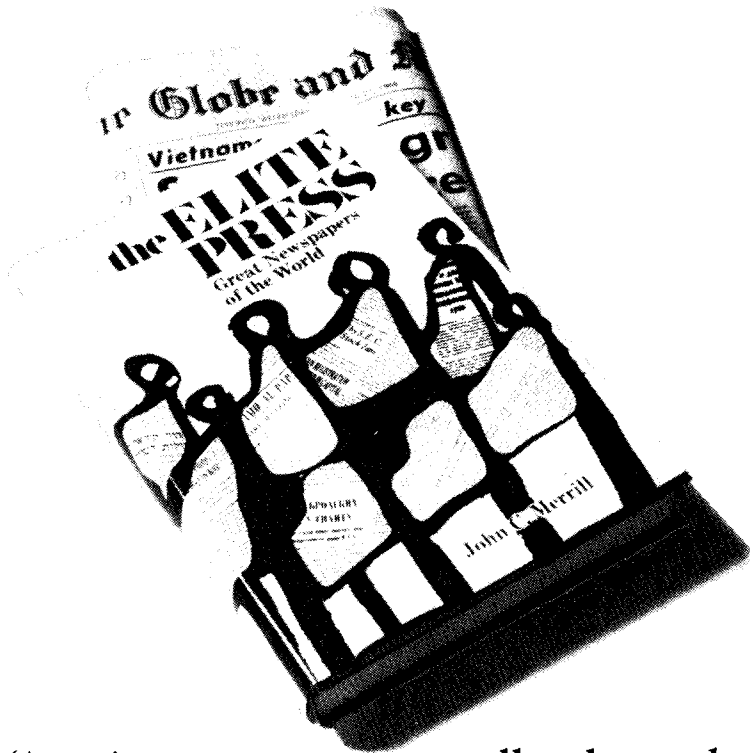
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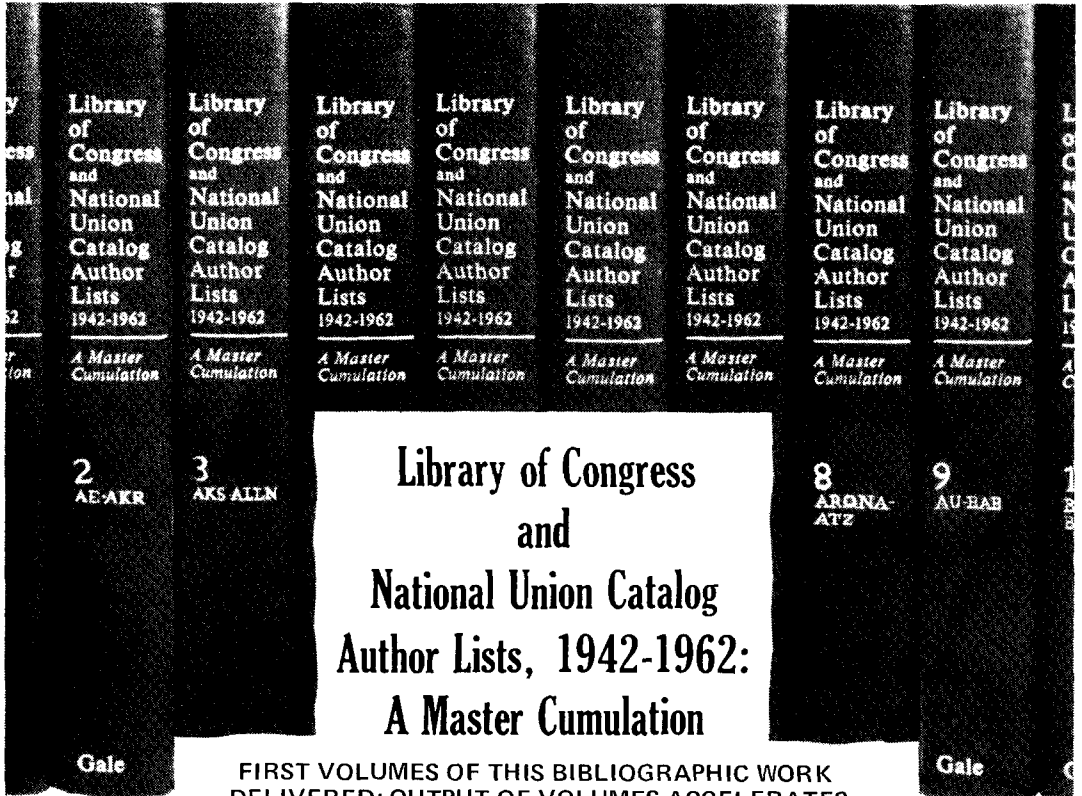# 'A serious newspaper, excellently produced in all respects, The Globe and Mail well deserves its place among the world's elite dailies.'

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