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special libraries

November 1978, vol. 69, no. 11

- ☐ Selecting Versus Collecting
- ☐ Music Libraries
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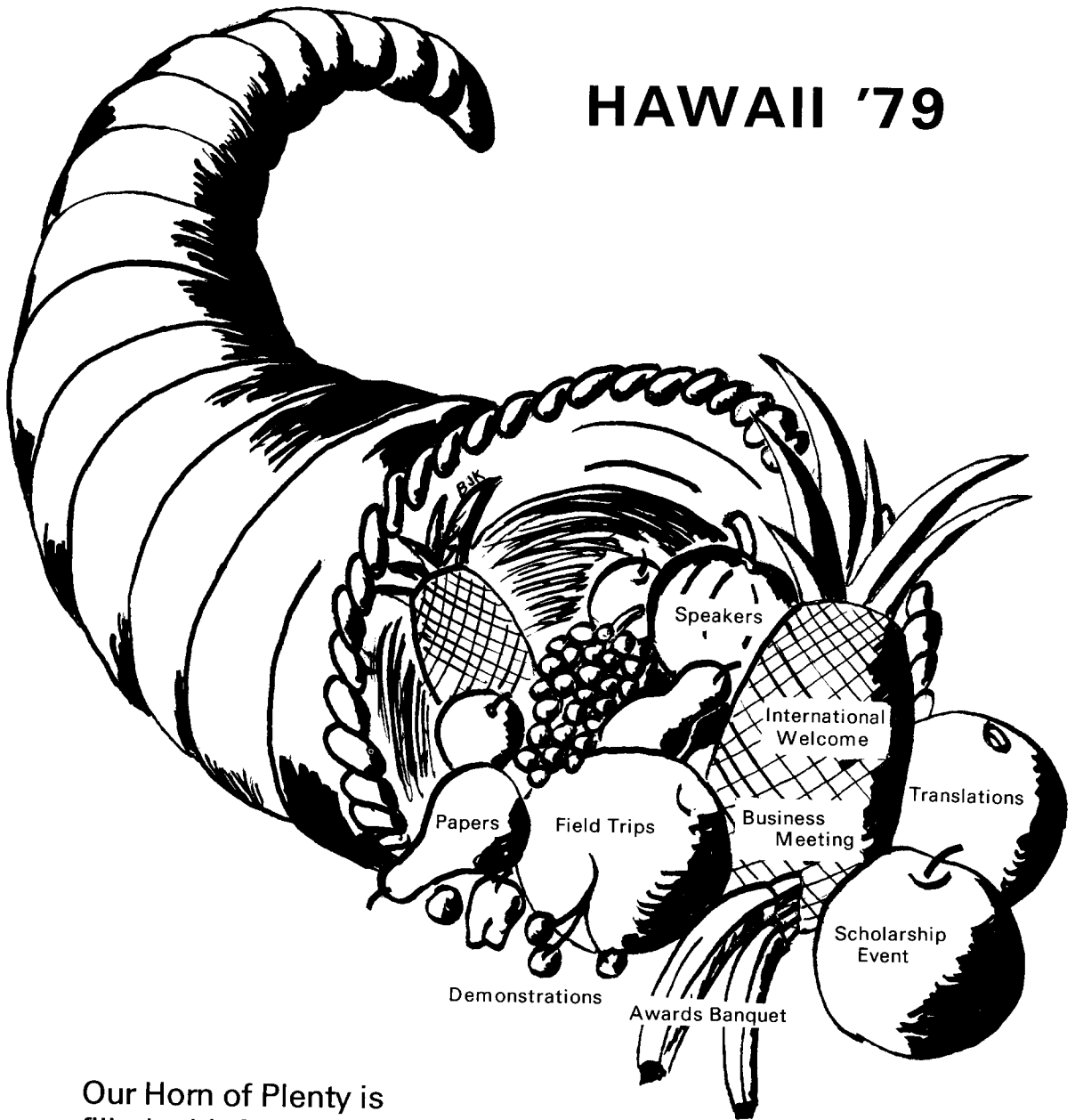
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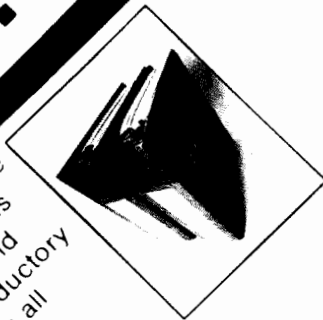
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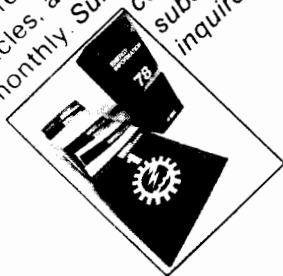
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LETTERS

Alive and Kicking

Helen Kolbe, in her article "A Worldwide Population Information Network" [*Special Libraries* 69 (no. 7): 237-243 (Jul 1978)] states that the Technical Information Service (TIS) of the Carolina Population Center was "discontinued as of Jun 30, 1977 for lack of funding." To borrow from Mark Twain, "The report of our death is greatly exaggerated." The facts are as follows: TIS prior to 1977 had four components. Only two of these, Publications and International Technical Assistance, have been discontinued. The TIS automated library and information service are still very much alive and operational. In fact, we have just published the 1978 edition of our CPC *Microcatalog* with 40,413 entries, along with a second revised edition of our *PPF Thesaurus*. It would be a disservice to our many users to be led to believe that the TIS information service and automated data base are no longer operating.

Of less pressing concern, but misleading nevertheless, is the article's reference to the First Population Library Development Institute held in Bangkok in 1973. That Institute established a precedent and led the way for two subsequent training institutes sponsored by APLIC, but the 1973 venture was initiated and funded by the Technical Information Service, with APLIC collaborating in the program planning. Since the Technical Assistance division of TIS which was responsible for the project has been discontinued, I felt I should set the record straight on this matter as well.

Patricia E. Shipman
Carolina Population Center
University of North Carolina
Chapel Hill, N.C. 27514

Job Well Done

As a first-time attendee to the 1978 Annual Conference of the Special Libraries Association in Kansas City, I would like to express my commendations for a job well done. I was overwhelmed by the warm and giving relationship of other SLA members and by the fact that I never was given a chance to feel uncomfortable. The most inspirational experience I had was meeting and listening to the newly inaugurated President of SLA, Vivian Hewitt. At a reception in her honor, she shared with us her experiences and struggles in her career as a

librarian. She is truly an encouraging and dynamic individual who made this SLA Conference a unique experience.

Gladys M. Smiley
Case Western Reserve University
Cleveland, Ohio 44106

Open Letter to IEEE

An open letter published in the January 1978 *Special Libraries* to express dissatisfaction with a professional society inspired me to use this forum to complain, this time in public, about the lack of responsiveness of the Institute of Electrical and Electronics Engineers (IEEE).

We at the R. E. Gibson Library have an expensive open order account with IEEE and thus receive all symposia published by the society. These publications are among the most complex to catalog. I have brought the subject to the attention of IEEE representatives at SLA Conferences and we also wrote a letter three months ago, to which no response has been received so far. We asked IEEE to become one of the 1,557 publishers who have become part of the Library of Congress Cataloging in Publication program.

Our discussions with catalogers in the Baltimore-Washington area led us to believe that this step would be greatly appreciated by librarians everywhere who process IEEE materials. We also offered to help in establishing this program. Could we know what IEEE's plans are in this direction? Your answer would be greatly appreciated.

Michlean J. Amir
The Johns Hopkins University
Applied Physics Laboratory
Laurel, Md. 20810

Special Libraries welcomes communications from its readers, but can rarely accommodate letters in excess of 300 words. Light editing, for style and economy, is the rule rather than the exception, and we assume that any letter, unless otherwise stipulated, is free for publication in our monthly letters column.

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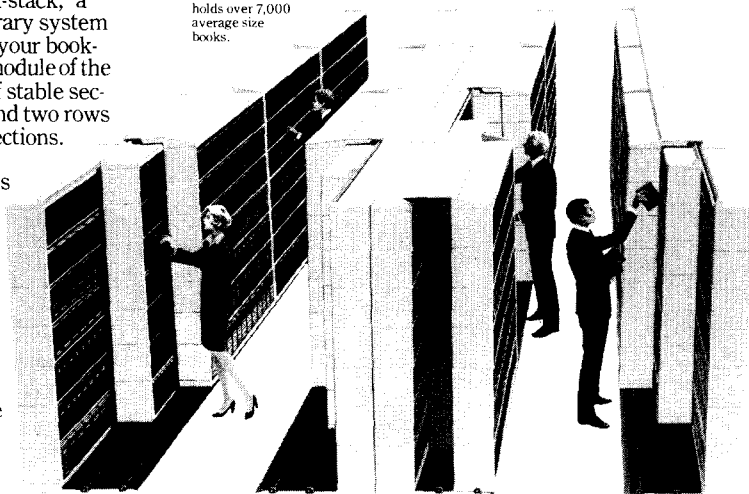
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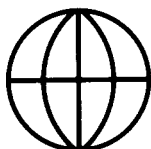
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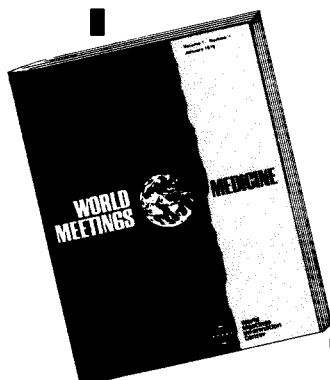
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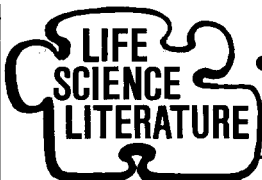
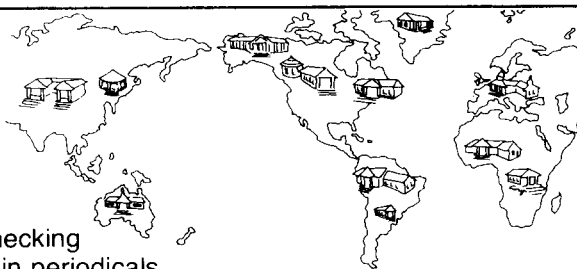


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Report Literature

Selecting Versus Collecting

Wilda B. Newman and Michlean J. Amir

R. E. Gibson Library, Applied Physics Laboratory, Johns Hopkins University, Laurel, Md. 20810

■ The document collection of the Johns Hopkins University, Applied Physics Laboratory Library grew so large that it consumed an inordinate amount of space, staff time, computer time, and money. To control that situation an extensive evaluation was conducted with the view of changing the current policy of collecting and establishing guidelines for selecting new reports. The evaluation included: defining

the purpose of the report collection, using an automated microfiche report ordering system, screening items received on automatic distribution, studying selected subject categories of reports, establishing guidelines for a routine weeding policy, considering retention of microfiche versus paper copy, studying costs of report literature, and considering retrievability based on geographic location.

THE APPLIED PHYSICS Laboratory (APL) of the Johns Hopkins University, employs about 2,300 people, half of whom are scientists and engineers. The collection includes physical and engineering sciences, particularly physics, mathematics, and geophysics; the computing and environmental sciences; and aeronautical, mechanical, electrical, and biomedical engineering.

During the past few years, the APL library staff conducted studies of the technical report collection. This was done with the realization "that one critical area for improvement is the collection development process" as stated by Grattan (*1*, p. 69). The library's collection accumulated into tens of thousands of items as a result of its depository nature. Anything that arrived in the laboratory and made its way into the area was processed; in fact,

the physical location is still designated as "storage" rather than "library." This area was inundated with microfiche, microfilm, and paper copy reports, charts, maps, specifications and standards, slides, photographs, and equipment. These materials were brought in by scientists and engineers (who no longer needed them), were received on automatic distribution, and were added as new items requested by laboratory staff. Consequently, the document collection grew so large that it consumed excessive space, staff time, and money.

"Over the years reports have come to constitute a section of the literature ranking in importance with journals, books, patents and standard specifications, and the time has come to grant them full recognition" (*2*, p. 3). As the APL report collection grew, it became apparent that

the importance of reports must be recognized here also. As a result, the library staff conducted specific evaluations with the view toward changing the basic policy of collecting, and of establishing guidelines for selecting and retaining reports.

The most significant change in the policy governing the purpose of the report collection was to adopt a realistic philosophy. No longer would the reports* be collected and retained archivally in a warehouse; rather, they would be screened for retention in a viable library collection, the size of which would be controlled by cost and space, and the content of which would be defined in terms of user needs. Only material relevant to the laboratory's interests, and not readily obtainable elsewhere, would justifiably be maintained.

This change in philosophy effected every phase of library operations. To implement such a philosophy, however, one must have data on the sources, subject-matter, and the level of use of the documents requested by the staff, reports received by the organization, those returned by staff members, and those already in the collection. In what follows, examples will be given of how the library collected data to cope with several specific problem areas in an effort to control the size and cost of its report collection.

The Microfiche Collection

One of the largest categories of materials in the library consists of over 65,000 reports in microfiche, housed in an automatic storage and retrieval file, a Remington Rand Lektriever. As early as 1969, stimulated by an increase in demand for report literature, an investigation was made to identify problems in the ordering and distribution process of reports in microfiche. The basic problem was found to be insufficient staff to handle cumbersome and repetitive processing. Furthermore, duplication of requests

Table 1. Total Microfiche Reports Received; 1970-1976

Year received	Total received	Status A items & %	Status B items & %
1970	8984	5873 65.3%	3111 34.7%
1971	9027	5557 61.5	3470 38.5
1972	7314	3564 48.7	3750 51.3
1973	6142	2889 47	3253 53
1974	3684	1365 37	2319 63
1975	3579	1191 33.2	2388 66.8
1976	2791	728 26	2063 74
Total	41 521	21 167	20 354
Average per year	5931	3023	2907

could not be discovered systematically and actual usage of these reports needed to be determined. To handle this situation and reach efficiency and cost-effectiveness it was decided to computerize.

The new system was in use by 1970. Basic to the microfiche ordering system is a screening mechanism designed to control the growth of this report file. Only items requested more than once are retained. As ordering is done, data are collected automatically, for subsequent evaluation. The system includes two basic files, both accessed by report number†, the Master File and the Suspense File. The Master File includes reports designated status A, those in the library's current holdings; status B, those ordered once and given away; status C, those on-order. The Suspense File includes only status C records. When an ordered microfiche is received, if there is only one request for it, the status C record in the Master File changes to status B. If more requests are processed for the same item, the record changes to status A, a current holding.

The system stores report-request information on the status (A, B, or C), number of times requested, and dates of entry of the items. This Automated Microfiche Reports Ordering and Distribution (AMROD) system has been in use for six years. In line with the changed philosophy (selecting vs. collecting reports), the data gathered were used to

*The library defines a report as any monographic publication produced noncommercially and usually devoted to a specific or highly specialized piece of information.

†A report number is defined here as a universally accepted number with the prefix AD, PB, N, A, etc.

Table 2. Usage of Status A Reports; 1970-1976

Year of acquisition	Number of Reports by Frequency Requested											Total requests filled
	0*	1**	2	3	4	5	6	7	8	9	10+	
1970	3328	1184	783	358	105	41	23	14	8	10	19	5029
1971	3209	877	827	326	130	73	46	23	18	10	18	5245
1972	1571	838	680	259	97	62	20	15	9	3	10	4097
1973	947	864	676	224	96	32	22	13	7	3	5	3788
1974	148	484	494	146	49	24	9	6	4	0	1	2364
1975	71	403	497	120	51	26	12	5	3	1	2	2251
1976	8	149	400	101	38	15	7	4	2	1	3	1604
Total	9282	4799	4357	1534	566	273	139	80	51	28	58	

Grand total
requests filled- 24 378

*Never requested a third time.

**Requested a third time.

evaluate reports in microfiche in terms of control of request duplication, costs, usage, and collection growth.

The figures change daily, reflecting usage; as of Apr 22, 1977, the file included 93,698 records of which 65,000 are stored microfiche reports. However, 45,000 of these microfiche constituted the 1969 holdings and were not included in this study because usage was less than 3%. Table 1 shows statistics on the numbers and percentages of microfiche reports received between 1970 and 1976 divided into the status A microfiche (retained) and status B (given away). In comparing the earliest year to the most recent, it is seen that 12% of the total microfiche added (status A) to the collection in 1970 was added in 1976.

The change in relative numbers of reports from status A to status B in Table 1 requires an explanation. In the first two years of this system, a large number of microfiche were received from NASA on automatic distribution and were retained as status A, without question. Thereafter, the number of these reports began to decrease, as is reflected in the decrease of status A in Table 1. In July 1975, automatic distribution of microfiche reports from NASA became cost subscriptions. This was an impetus for the library to make a close assessment of which subject categories of reports, if any, warranted collecting. A further discussion of NASA subscriptions is presented later.

The continued usage of microfiche reports is reflected in Table 2. It is important to note that these are status A records, added to the collection only after a second request. Therefore, "0" means

that these were never requested the third time; and "1" indicates a third request was received.

Comparing 1970 to 1976, the number of reports retained and not used again decreased dramatically from 3,328 to 8 reports. In studying the usage of the file, 24,378 requests were filled from the collection in 7 years; an average of 3,500 per year or about 300 per month. A report requested twice and then retained is often requested a third, fourth, or fifth time. After the seventh request, however, the usage drops considerably, a pattern which will be considered in establishing reasonable guidelines for weeding the collection, or "de-acquisitioning." The evaluation of the microfiche collection through the AMROD system will continue on an annual basis.

Automatic Distribution Reports

Another category affected by the policy that reports would be screened for retention was that of reports received on automatic distribution. In general, this material is in paper copy format and is broad in subject and vast in quantity. It had been added to the collection as a matter of course, thus contributing to its uncontrolled growth. Finding a way to deal with this material was complicated by the hundreds of reports received which were addressed to the library and many personal automatic distribution items which were also collected. Rarely were there any records of the initial request or for what reason they were received. Indeed, in many cases, other installations simply decided to send their reports to the library.

Table 3. Reports Received—Monthly Processing Statistics

	1976													1977			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Jan	Feb	Mar	Total
Total reports received	338	346	359	454	648	1029	566	506	460	566	789	461	6522	447	570	376	1393
Sent without processing	10	43	33	154	117	N A	148	194	175	82	145	182	1283	104	192	162	458
Paper copy Cataloged	87	102	113	137	340	302	184	84	133	144	175	87	1888	105	106	83	294
Indefinite loans cataloged	76	57	59	139	191	324	103	122	192	180	263	258	1964	149	205	141	595
Microfiche cataloged	118	79	89	24		254	183	107	34	68	160		1116	39	57		96

To bring this influx of material under control, a screening process was instituted to identify corporate source and subject relevancy of all reports received and determined to be automatic distribution items. As a part of this process, these reports are stamped "Automatic Distribution," have mailing labels stapled inside, and have the requester's name indicated when the item is for personal automatic distribution. Title pages are copied and filed by corporate author and one of 24 general subject classifications is assigned to each report. Thirteen subcategories of marginal interest at APL were identified. Staff with expertise in those disciplines were asked to evaluate processing needs for reports received. Most of this material is retained by the reviewing specialists and so does not require full library processing. Reports identified as being within the core areas of the laboratory interests are fully processed.

The magnitude of the problem of identifying corporate authors of the automatic distribution reports was indicated when 40 different ones were accumulated in only one month. As a sufficient amount of information is gathered on those sources, total numbers of reports received will be tallied and further evaluated. An attempt will then be made to advise the corporate author of the laboratory's needs.

Statistics kept on 24 subject categories show that, for a four-month period, 244 reports were retained for the library's collection, as compared with 108 sent to staff specialists. Almost a third of the reports received were given away,

whereas previously, all would have been automatically collected. The effects of the new approach to the handling of automatic distribution reports is shown in the broader context of all the reports received, for the same four-month period, as shown in Table 3. A limited evaluation of the usage of automatic distribution reports retained has been completed. However, plans are underway for a strict evaluation of the usage of these materials (identified in Table 3 as "Paper copy cataloged") based upon requests for automatic distribution reports announced in the *APL Library Bulletin*. The *Bulletin*, published monthly, is an announcement and communications tool for the laboratory.

Automatic Distribution— An Evaluation of One Corporate Source

This section deals with publications of a specific corporate source. An analysis of the usage of these proved to be of considerable help in the evaluation by subject of automatic distribution reports and was facilitated by using the AMROD system.

For several years, the laboratory received, free of charge, various categories of reports from NASA in both paper copy and microfiche format. Prior to the establishment of the selection policy, these were fully processed, made a part of the report collection, and announced routinely in the *Bulletin*. It was found that a significant number of NASA publications requested were not received

Table 4. NASA Automatic Distribution Prices

Category	Microfiche	Formal report*
A. Aeronautics	\$ 210	\$ 435
B. Astronautics	215	120
C. Chemistry and Materials	95	75
D. Engineering	290	180
E. Geosciences	310	100
F. Life Sciences	105	15
G. Mathematical and Computer Sciences	35	25
H. Physics	60	55
I. Social Sciences	20	15
J. Space Sciences	110	55
K. General	(Provided at no cost)	
Total	\$1450	\$1075

*Paper copy format

Table 5. Requests for NASA Reports

NASA Automatic distribution category	Number of items requested	% of Total requests
Engineering*	47	29.6%
Geosciences	39	24.6
Mathematical and Computer Sciences*	17	10.7
Astronautics	17	10.7
Physics*	16	10
Chemistry/Materials	12	7.5
Life Sciences	5	3
Aeronautics	3	1.9
Space Sciences	2	1.2
Social Sciences	1	0.6
Total	159	100

*These were original subscriptions.

on this "primary distribution," but rather produced orders for other reports, or "secondary distribution." As a result, the collection of NASA reports grew quite large.

In 1975 NASA announced, as many of the information facilities had, that it would be initiating a service charge for some of its publications. This charge became effective July 1975 on "automatic distribution service of copies of NASA documents announced in *Scientific and Technical Aerospace Reports* (STAR) (3). This change of policy with regard to NASA reports, forced the library to be more selective. The 11 categories NASA offered and their initial costs are shown in Table 4.

The library entered subscriptions for microfiche categories "engineering,"

Table 6. NASA Report Requests and those Filled from Subscriptions

NASA Automatic distribution category	Number of requests	Filled from subscriptions
Engineering	44	23
Geosciences	34	19
Mathematical and Computer Sciences	33	17
Physics	28	22
Astronautics	24	12
Chemistry/Materials	6	
Aeronautics	4	
Life Sciences	4	
Space Sciences	1	
Total	168	93

"mathematical and computer sciences," and "physics" for a total cost of \$385 for the six-month period. The decision to purchase microfiche rather than formal reports was made primarily because it provided the most comprehensive coverage of NASA publications; the majority of which are disseminated only in microfiche. Also, the library's existing AMROD system could tag usage of these reports, collecting data on each subscription category. In addition, by monitoring report verification, information could be gathered to identify other categories requested.

NASA documents are requested by laboratory staff from three primary current awareness sources. These include *NASA/SCAN* (Selected Current Aerospace Notices) *NTIS/WGA* (Weekly Government Announcements), and individual literature searches.

To determine continued need, a study of the categories being received was begun immediately. Also through this study, additional categories to which the library should subscribe were identified. Requests were received for 159 NASA reports, listed in Table 5, Automatic Distribution Category, with the percentage of the total requested noted.

From the first three subscriptions entered, 50.3% of the NASA items were filled. By entering subscriptions to two additional categories, which represented 35.3% of the requests, 85.6% coverage of NASA items requested seemed possible. During the succeeding six-month period

Table 7. NASA Reports—Costs

Category	Subscription cost	Items requested	Cost per microfiche used	Purchase price per microfiche*	Cost if purchased
Astronautics	\$215.00	12	\$17.91	\$2.25	\$ 27.00
Engineering	287.50	23	12.47	2.25	51.75
Geosciences	310.00	19	16.31	2.25	42.75
Mathematical and Computer Sciences	35.00	17	2.05	2.25	38.25
Physics	57.50	22	2.61	2.25	49.50
Total	\$905.00	93	\$ 9.73 each (average)		\$209.25

*Based on the NTIS standard price for microfiche in 1975 of \$2.25.

about 2,000 microfiche reports were received at a cost of \$905.

Before renewal, it was considered necessary to determine whether usage of these five subscriptions rendered them cost-effective. Information was collected over a six-month period, using the methods already discussed. NASA Automatic Distribution Categories are listed in Table 6 with the 168 NASA items requested and verified. Of these, 93 were filled from the subscriptions; the remaining 75 requests (45%) had to be purchased.

Table 7 lists subject categories, subscription costs, number of items requested, cost per microfiche used, and costs of microfiche if purchased. It compares costs per category in relation to cost per microfiche used within a category. Also, a comparison is made of average costs per microfiche used, in relation to the total cost for the five categories, and to costs if those requested had been purchased.

It is clearly shown, in terms of cost effectiveness, that the categories "astronautics," "engineering," and "geosciences" could not be justified for renewal; "mathematical and computer sciences," and "physics" could be considered cost-effective, but fail the test when one includes costs for handling, processing, and computer maintenance. As a result of the evaluation, subscriptions were not renewed.

One might argue that the advantage to any automatic distribution is the in-house availability of information to the user, and that it is worth the cost to process 2,000

microfiche in order to have 93 readily available. While this argument may be valid in some parts of the country, when the geographic location of the APL is considered in relation to the distributor, advantages of automatic distribution are not so convincing. This subject is further explored later in the paper.

Collection Weeding

An article by Opello and Murdock made the charge: "Librarians have long recognized that the volume of acquisitions is outgrowing available library space. Incredibly, their proposed solutions to the space problem have centered around weeding and storage techniques rather than analysis of selection criteria" (4). The APL library has established selection criteria by identifying, as described previously, some of the causes of its uncontrolled growth. The same guidelines developed to direct what reports are to be included in the collection are also used to exclude and weed reports from the collection. Only those materials still relevant to laboratory interests, or not readily available elsewhere are retained, in order to cope with space limitations and control computer file costs. However, this does not deal with the problem of all the reports which had been collected without judgement and retained archivally. Massive weeding was the only answer; it relieved the problem of overflow and also contributed, in part, to the development of a routine weeding policy, described in the following paragraphs.

- Only those microfiche reports with two or more requests are retained. Paper copy reports received on automatic distribution are screened. (These items were discussed in detail earlier in this paper where selection and weeding overlap.)

- Materials given to the library by scientists and engineers, who no longer need them, are screened, rather than automatically stored. The new guidelines governing what may be kept or discarded are explained to the "donor." Through that discussion, the library is also informed of new subject areas of interest at the APL and can continue to be user oriented. Thus, staff members participate in the selection/weeding of collection materials.

- All multiple copies of paper copy reports, not out on loan, were discarded. Second copies are no longer processed routinely.

- A study of circulation statistics by publication date indicated heaviest circulation of a report is in its first six years of publication. For this reason, reports published from 1965 through 1969 were judged no longer relevant to the laboratory's interests. Since they were readily obtainable elsewhere, they were discarded. This is now an annual procedure carried out by a librarian with strong knowledge of the laboratory's subject interests.

- An automated circulation system for paper copy reports has been in full operation for five years. (Microfiche is either given away on receipt or a duplicate is made from the collection copy and given to the requester.) Statistics generated, such as those listed in Table 8, will be used as guidelines for future weeding to further reduce and control the size of the collection. As a by-product of this system, accession numbers of reports which have never circulated can be listed for discarding. The weeding process then becomes a paraprofessional task.

- The library houses several thousand pre-1965 reports not readily available elsewhere which have limited subject interest and usage. Those reports are not included in the data base; however, access can be gained through card catalogs.

Table 8. Circulation Frequency Statistics: 1972-1976

Times loaned	Frequency	Totals
1	12 310	12 310
2	1595	3190
3	291	873
4	108	432
5	37	185
6	21	126
7	8	56
8	2	16
9	4	36
10	5	50
11	2	22
12	3	36
13	1	13
14	2	28
15-24	1	24
25-50	1	47
		17 444
		3488 average per year

Consideration is being given to the possibility of microfilming this collection.

- Charts, maps, specifications and standards, slides, photographs, and equipment were, and will continue to be, weeded under the new guidelines.

- The library continues a limited archival responsibility for specific categories of reports.

As a result of the concerted weeding efforts, an area that was designated a warehouse, and looked the part, is now an attractive and functional part of the library. It serves both users and library staff with a reference facility, including card catalogs, printed and on-line indexes, journals, and microform reader/printers. In its storage area, the library has 126 bays of high-density shelving with a total capacity to shelve about fifty-six thousand paper copy reports. This same space could house over seven million microfiche.

Microfiche vs. Paper Copy

The library encourages usage of reports in microform over paper copy in order to further control the size of the collection. If material requested is available in either microform or paper copy, the library pays for the microform. Costs of paper copy, on the other hand, must be paid from the user's own budget. The considerations used in determining this policy are based

upon the following comparisons of microfiche vs. paper copy.

Costs. Although costs for reports in both paper copy and microfiche have increased, the relative difference between them is still considerable. "Current dollar price increases for paper copy and microform copy are 232% and 97%, respectively, from 1966 to 1974. Constant dollar price increases (which eliminates the effect of inflation) were 123% and 26%, respectively" (5, p.45).

Retrievability. All retained microfiche are stored in a Lektriever, an automatic storage and retrieval file. These are available upon request at the push of a button, and when requested they are duplicated. On the other hand, paper copy reports are either out on loan, and must be recalled, or they are filed in high-density storage shelves and require both physical agility and strength to locate.

Reproducibility. Reproduction of a full report from microfiche to microfiche can be done in seconds at a cost of \$.05 to \$.10 per fiche (6) and given to the requester for retention. However, the same report of average length (43 pages, based upon a random sample in the library's collection) requires considerably more time, since it is a page to page copying process and would cost \$1.00 to \$5.00 for the paper copy reproduction (6).

Space. The savings in space, by using microform instead of paper copy, is obvious. The Lektriever, 450 cubic feet in space, can store about one-half million reports in microfiche. The same volume of high-density shelving can house a maximum of four thousand reports in paper copy.

User Attitudes. As has been pointed out, microfiche can assist in the solution of some important library problems. As a matter of fact, many users prefer microfiche for the same reasons librarians do: they can collect their own library "in a drawer." However, there is still user resistance, mainly due to the legibility and uneven quality of the product, not necessarily its format (7). Another problem with microforms is equipment quality (7). Microforms will not be used to their full potential until the designers and engineers of microform viewing and re-



production equipment solve the quality problems; they have not yet met that challenge.

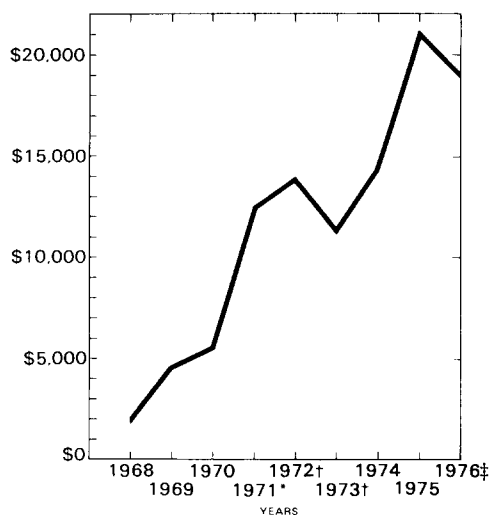
Costs of Report Literature

In general, the two main issues in selecting vs. collecting report literature are space and cost considerations. The cost of library materials has continued to soar, and the increased cost of report literature is a dramatic example of that (5, p. 44). Information exchange in the form of report literature for a long time had been free of charge, or available at a nominal cost.

As the need for report information increased so did the need for indexing, controlling, and distributing reports. And, although DDC (Defense Documentation Center) and NTIS (known then as the Clearinghouse for Scientific and Technical Information, CFSTI), had already been filling this need, it was obviously necessary to expand their scope. That expansion soon included a directive from the government charging NTIS, by law, to fully recover all costs. NTIS actually began to address recovery of expenses in 1964 and as a result considerable costs of report literature were soon apparent to the users.

Prior to 1968, report-collection costs were hidden in space allocations and staff salaries. Since, direct out-of-pocket costs of reports have become a rapidly escalating part of the library's budget. In 1968, the library established its NTIS deposit account in the amount of \$1000 and closed it at \$1,800. The account covers charges for all DDC and NTIS distributed reports, which constitute essentially all reports ordered by the library. The increase in NTIS costs to APL from 1968 to 1976 is shown in Figure 1.

Figure 1. Report Costs of the APL Library; 1968-1976



* DDC increased charges Jul 1971

† Library began charging back to budgets for paper copy reports, Sep 1972

‡ Library ordered AD Reports from NTIS via DDC

Soon, DDC transferred some of its services to NTIS. In July 1971, NTIS increased the cost to \$3.00 for paper copy and \$.95 for microfiche on DDC accessioned reports (AD numbers). As a result, by the end of 1971 the costs were \$13,000. In September 1972, the library changed its policy governing the supply of report literature; no longer would copies of reports be furnished free of charge to requesters. Instead, if the report is available in both paper copy and microfiche, the library pays only for microfiche, and paper copy reports are charged back to the staff member's budget. This change in policy temporarily reduced the library's acquisition costs. These were overtaken by further price increases (Figure 1).

In 1975, registered DDC users were permitted to submit requests to NTIS for DDC accessioned documents (AD numbers), via DDC, and receive a discount of \$.60 per item ordered, in either paper copy or microfiche. DDC is continuing its discount service so that paper copy AD-type reports ordered from NTIS via DDC continue to be discounted at \$.60 per item. Similar reports ordered in microfiche are discounted at \$1.35 per item,

keeping the price of these reports at \$1.65 per microfiche. By taking advantage of the discount, the library again slowed the report budget's growth in 1976. (DDC resumed distribution of all AD-type reports in 1978. A comparison of costs will be made at a later date to determine that effect on the library's budget.)

The library's report budget increased more than ten-fold from 1968 to 1976, while the number of reports ordered by the APL library remained relatively constant. Figure 1 shows the rate of growth of total library expenditures for report literature, and can be compared to the curves shown in the King Research study (5). The library's costs for report literature were in pattern with that of general report literature price increases.

Geographic Location

As noted, one aspect of the new policy governing the reports collection of the APL library was that the library will acquire only those documents not readily available elsewhere. Practical implementation of such a policy varies greatly as a function of geographic location and can be affected by the organizational structure within which a particular library operates. In the case of this library, it is clearly an advantage to be situated in the Northeastern United States, specifically in the Washington/Baltimore Metropolitan area. There is a concentration of 445 libraries listed in the District of Columbia alone (8) and the major report literature distribution centers, such as NTIS, DDC, and GPO, are also within short driving distances. The importance of this proximity can be seen by the number of reports delivered by courier. In 1976 the APL library handled an average of 22 reports per month for courier pick-up of "rush" documents from NTIS‡ and DDC.

The APL library's proximity to many other libraries, the major distribution centers, and other Hopkins facilities, allows for a broader interpretation of the

‡NTIS "rush service" charges for 1976 were \$5.00 per item. In 1978 the charges have increased to \$6.00 per item if picked up, \$10.00 per item if mailed.

basic premise that the library will collect only materials not *readily* available elsewhere. Thus, the library's resources are not limited to what it collects, but are as extensive as the information available in this area.

Conclusion

Report literature has come into its own as a major form of information transfer, comparable to books and journals. As such, it has also become a major problem for libraries because their report collections now consume too large a share of the limited resources—space, money, and manpower.

The aim of this paper was to show how the JHU/APL library, a medium-sized special library, is defining a purpose for its report collection so that it will be viable, and within space and cost constraints. Contributing to this effort was an in-depth look at the microfiche collection; automatic distribution reports, and the usage of these from a specific source; a comparison of the advantages of microfiche vs. paper copy; costs and geographic location.

The testing of the new policy that "only material relevant to the laboratory's interests and not readily obtainable elsewhere" has already begun. The success of this policy change will depend on continued, thorough evaluations and constant review of the laboratory's information needs, to keep the report collection both viable and manageable.

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Music Libraries

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■ The first time that a music specialist had the opportunity to address the International Federation of Library Associations and Institutions (IFLA) under the aegis of the Special Libraries Division was at the 50th Anniversary Congress in 1977. In an effort to acquaint the membership of IFLA with music libraries and music librarianship, special

features of the profession were discussed; information was provided about the Music Library Association and International Association of Music Libraries; and areas in which shared concerns might create a basis for dialogue, possible future cooperation, and mutual assistance were suggested.

Music collections in the United States are young among those of the world. Music libraries had been well established in Europe by the beginning of the nineteenth century; but it was almost one hundred years later, in 1897, that the Library of Congress established the Music Division. Five years later, in 1902, Oscar Sonneck was appointed Chief of the Music Division and became the first music librarian in the United States.

About the same time Lowell Mason and Alexander Wheelock Thayer presented valuable collections of music materials to the Yale School of Music; Allen A. Brown gave a fine collection to Boston Public Library; the Joseph W. Drexel Musical Library was presented to the Lenox Library

and eventually became the nucleus of the New York Public Library music collection; George Eastman and Hiram Sibley provided handsomely for the Sibley Library of the Eastman School of Music. This pattern of privately owned and developed collections becoming accessible after conversion by gift to institutions is a strong factor in the cultural history of the United States. Rich music manuscript resources are found in repositories such as the Morgan Library in New York, the Clark Library and the Huntington Library in California, the Newberry Library in Chicago, and the Folger Shakespeare Library in Washington, although each of these libraries is primarily devoted to collections of literature.

There was also growth and development of practical music collections in libraries throughout the country during the early twentieth century. The technological advances which produced the sound recording, the motion picture, and the radio had far-reaching consequences, especially for

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libraries. Almost overnight, a wide new world of sound was available; people with limited exposure to music could now acquaint themselves with many different kinds and styles. The audience for music expanded. As a result, people of all ages were stimulated to learn to play and sing, to listen more, and to read the literature of music. The importance of sound recordings as a medium and as a corpus of historical documentation soon raised questions of special public and archival needs for libraries to consider.

Another strong trend related to scholarly studies: In 1929 the American Council of Learned Societies recognized musicology as a scholarly discipline in the United States, and one year later Otto Kinkeldey, then music librarian at New York Public Library, was appointed to the first chair of musicology at Cornell University. By 1940, as a consequence of the war abroad, many European musicologists had joined their colleagues in the United States to create a new center for research; curricula in institutions of higher learning were expanding to reflect this new focus of interest.

This brief history may begin to indicate how many different music library publics there are; how wide the range of their interests, abilities, and backgrounds; how many different kinds of materials are required to serve their needs. Generally speaking, music libraries are associated with institutions and function primarily to satisfy the particular needs of those institutions. Thus the public library serves its community with sound recordings, books

about music, and perhaps a modest collection of sheet music and scores. It provides information about local musical events and local musical history; it may present lectures and concerts. The university library supplies undergraduate and graduate music historians and musicologists with a full range of literature about music, including scholarly monuments and collected works, in book or microform format. The music school or conservatory library interprets its function with a strong collection of practical editions for performance. Radio, motion picture, and television libraries serve still more specific needs. Having made the foregoing statements, it should be pointed out that the clear lines blur when one recalls that New York Public Library's excellence as a music research library is second only to another public library, the Library of Congress, or that the conservatory known as the Eastman School of Music boasts an extraordinary research facility in its Sibley Library. Many universities are crossing over to performance and the humanities in developing their curricula. The concept of performing arts libraries looks to the future. Looking back, however, it all happened quickly, within the span of one generation. We are proud of our pioneer professionals as we consider to what extent their thinking about service and facilities is still valid today—and how they shaped those precepts under difficult conditions and often severe resource limitations.

The Music Library Association and the International Association of Music Libraries

The new challenges brought new burdens. A group of music librarians gathered at the Yale School of Music Library on Jun 22, 1931, to discuss mutual problems and consider means whereby each might help the other and thus help the profession as a whole. This was the beginning of the Music Library Association (MLA) which today numbers about two thousand members. The purposes of the association are to promote the establishment, growth, and use of music libraries;

to encourage the collection of music and musical literature in libraries; to further studies in musical bibliography; to increase efficiency in music library service and administration. Although citations for the literature of American librarianship can be identified prior to 1900, a self-generated professional literature of music librarianship began in 1934 with the first issue of *Notes*, the quarterly journal of the association. Recognized internationally as a primary source of information for the profession, it also includes articles of practical, as well as scholarly interest; news from the world of music publishing; reviews of books, music, periodicals, and sound recordings. MLA further supports its commitment to the membership in an active publication program which includes a quarterly newsletter; a monthly *Music Cataloging Bulletin*; an Index Series comprising bibliographic tools and studies; a series of Technical Reports on practical problems and their solutions.

The International Association of Music Libraries (Association Internationale des Bibliothèques Musicales, IAML) is a



child of the post-World War II era. The devastation of the war years also affected personnel and materials in the libraries of Europe; extraordinary efforts were required to restore and rebuild collections and facilities. With the help of UNESCO, a preliminary meeting took place in Florence in 1949. From 1950 onwards the organization has been fully active. Present membership of about fourteen hundred includes representation from thirty-two countries. The journal of the association, *Fontes Artis Musicae*, appears four times a year. The work of this association is carried forward in its various commissions whose publications provide important professional tools. These include: a *Directory of Music Research Libraries*; an *International Code for Cataloging Music* (*Code Internationale de Catalogage de la Musique*); the *International Inventory of*

Musical Literature (*Répertoire Internationale de la Littérature Musicale*), also known as *RILM Abstracts of Music Literature*, a computer-indexed bibliography which is published jointly by IAML and the International Musicological Society; the *International Inventory of Musical Sources* (*RISM: Répertoire Internationale des Sources Musicales*), a monumental, multi-volume series; and, recently, a proposed inventory of musical iconography, to be known as *RIDIM* (*Répertoire Internationale d'Iconographie Musicale*).

The Music Library Association is not affiliated with the International Association of Music Libraries in any formal manner. Many MLA members also belong to IAML and function as the United States Branch, a separate and distinct organization. The Canadian Association of Music Libraries, however, is in fact the Canadian Branch of IAML. A growing number of Americans are becoming active in IAML and contributing substantially to the work of the commissions. MLA and IAML members share many points of view, however differently their libraries may be organized and their clients' needs and numbers vary.

Music Librarianship

Music is the communicative art which speaks most powerfully to the human heart; yet it cannot do so without an intermediary. In one sense that intermediary is the performer. In another, it is the librarian who performs the awesome feat of creating a collection of music to look at in manuscript or in print; music to listen to on disc or tape; music to perform; monographic, serial, microform, and ephemeral materials to support whatever degree of associative resources a patron might require. Not only are the materials expensive and must therefore be selected with great care, once they are received in the library peculiarities of formal will dictate special provisions for processing, storage, and display. The proliferation of editions of the standard music literature creates many difficulties for the music cataloger. Special audio and microform equipment may be needed to make use of

the materials within the library, and, of course, appropriate space for each of these functions must be provided. Some libraries provide soundproof piano rooms as well. It should be borne in mind that music library collections are additive; new editions do not necessarily supersede older ones. If the condition of an item deteriorates beyond repair, it is withdrawn and replaced. You may well imagine that space problems are a chronic condition in all but a few of the most recent music library installations.

Music librarians believe that music is special, whatever the medium—manuscript, printed, or recorded. Music libraries also are special. Therefore, music librarians are committed to the concept that music collections in music libraries should be developed and administered by personnel with the appropriate education for music librarianship. This includes the promotion of specially designed curricula in library schools; provision for continuing education by means of workshops and institutes; and opportunities for exchange between American music librarians and colleagues abroad.

There is as critical a need for the bibliographic control of music as there is for books: to know what is new; to know what is available; and to have sources for critical appraisal. The associations have contributed to discussions of the ISBD for nonbook materials and also expects to join in discussions as the ISBD for music is developed in the committee established by IAML at IFLA's invitation.

Few will deny that unnecessary duplication of effort reduces the efficiency and professionalism of us all and that cooperative efforts are mandatory. This is particularly important in the area of music cataloging. MLA has established close ties with the Department of Descriptive Cataloging for Music in the Library of Congress, has organized a music interest group within OCLC, and keeps abreast of the progress of other networks as well. MLA has been actively involved in the revision of the Anglo-American Cataloging Code. Data processing techniques are becoming more and more important in music documentation, and MLA looks forward to the implementation of the MARC format for music. In a slightly different area, MLA is concerned with the development of a valid subject access for non-Western music; a committee has been established to consider this important aspect of ethnomusicology. Filing rules, standards for statistics, and guidelines for library planning are also concerns which occupy the attention of the profession.

Finally, by contributing our special skills and expertise in a context which goes beyond national and subject boundaries, there may be solutions for problems which all librarians share.

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Performance Evaluation of Library Personnel

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■ Merit systems have often been poorly administered in business organizations, but modern management literature recognizes their importance and gives guidance to their implementation. Library literature has begun to treat this area with the help of management theory. With the assistance of both fields it should be possible to develop a progressive evaluation system for library personnel.

THE purposes of this paper are to evaluate some of the best of modern general management literature as it relates to personnel evaluation, to note what conclusions are generally useful, and to examine these critically in relation to current library literature on the same subject. Conclusions will then be made regarding present library practices and whether or not a merit system is desirable in library salary administration.

Personnel Evaluation in Management Literature

In spite of some diverging opinions, there has been something of a logical progression in management literature in recent years on the subject of personnel appraisal. Therefore, the approach here will be basically chronological, by date of publication.

An important article was written by Douglas McGregor in 1957 (1). Entitled "An Uneasy Look at Performance Appraisal," it appeared in the *Harvard Busi-*

ness Review and has since been one of the *Review's* most requested articles in reprint. McGregor notes that managers who are supposed to administer appraisal programs usually resist them and that such resistance to conventional programs is founded in good sense. (Conventional programs would include those such as rating scales, ranking method, employee comparison, forced distribution method, and the critical incident method.) He does, however, feel a new approach is available in Peter Drucker's concept of management by objectives (MBO), noting that "it shifts the emphasis from appraisal to analysis." This was a valuable observation and was to become more common in dealing with the problem of appraisals. McGregor's book *The Human Side of Enterprise* (2), published in 1960, offers more of his ideas on appraisals. McGregor's influence in this area has been notably wide-ranging, though by no means unchallenged. He writes that:

The answer given by an appraisal form to the question 'How has A done?' is as much a function of the superior's psychological make-up as of the subordinate's performance.

If we then take these somewhat questionable data and attempt to use them to make fine discriminations between people for purpose of salary administration and promotion, we can create a pretty picture, but one which has little relation to reality. Using fairly simple procedures, and some safeguards against extreme bias and prejudice, it is probably fair to say that we can discriminate between the outstandingly good, the satisfactory, and the unsatisfactory performers (2, p. 82).

In addition, McGregor feels, "It is an open question whether subordinates in general really want to know where they stand." This is qualified to some extent, what they do not want is "cold-blooded, objective evaluation" (2, p. 85). A summary of McGregor's problems with appraisal programs shows his objection to their basis in a subjective rating system. Due to most companies' salary policies, certain wages are secret (raising the question of equity), the results of this are used for overly fine distinctions among personnel. His conclusion is that "conventional programs for providing large numbers of people with differential and relatively small salary increases . . . are not very realistic" (2, p. 94-98). However, McGregor gives four categories above base salary that are realistic: 1) when based on objective criteria, such as profit



and loss; 2) time service increments—if performance is satisfactory; 3) merit increases for outstanding performers; 4) group rewards for departmental, divisional, or company-wide achievement (2, p. 97).

In speaking of McGregor's attitude on appraisals, Rieder observes, "Douglas McGregor once commented to a group of management development staff specialists that 'the best performance review form' he had ever seen was a 'blank piece of paper'" (3). This is in keeping with McGregor's early recognition of the value of MBO noted earlier and its view of the place of forms that list various personality traits and appearance characteristics.

McGregor also noted the need to be able to reward a group for departmental achievement. Louis Allen, too, refers to a possible problem if personal accom-

plishment is the only standard, "... the individual will tend to focus completely on his own small part of the team play, often to the detriment of the over-all effort" (4, p. 328-329). He also concludes that it should be possible to reward a group as a whole when it excels. A general weakness in Allen's approach is that he seems to concern himself only with managers. It appears that he feels merit systems are for supervisors and managers only, not for people in subordinate positions.

Blake and Mouton have a great deal to say about performance evaluation in their *Managerial Grid* (5). Oddly enough, much of the book is concerned with the wrong way to do things. The good manager, however, is identified as a "9,9"-type (a manager who balances concern for people and production) in a long rationalization with which it would be difficult to argue. Here we have further progress toward management by objectives: "The key to performance under 9,9 lies in the concept of goal setting . . . Thus the appraisal situation is extended far beyond assessment of past performance, to include diagnosing, planning, and follow-up for change" (5, p. 172). Since the "9,9"-type manager has a high regard for both people and production, this seems to be an ideal formula.

Salary as a Factor in Performance

An interesting point was raised in a 1965 article by Harvard psychologist David McClelland (6) regarding the use of money as a motivator, "... it is people with low achievement need who require money incentives to make them work harder," he says. "The person with a high need works hard anyway, provided there is an opportunity of achieving something. He is interested in money rewards or profits primarily because of the feedback they give him as to how well he is doing." Because of this McClelland feels one of society's major problems in dealing with underdeveloped countries, as well as low achievers, is our prejudice against character education.

Another article written in 1965 by Meyer, et al. (7) echoes McGregor's thought that most good managers carry

out conventional appraisals only under the establishment of strong control procedures. He too feels that the majority are right and notes that "coaching should be a day-to-day, not a once a year activity." A strong reason for this is that "interviews designed primarily to improve a [person's] performance should not at the same time weigh . . . salary or promotion in the balance."

Herzberg (8) would agree with McClelland that salary adjustments would not be a long-term determiner of job satisfaction for a highly motivated manager, since he includes salary as a basic concern of what he terms a "hygiene seeker." It could be thought of as a passive factor—one that might cause dissatisfaction if not properly handled, but not an active stimulus to job satisfaction and growth, such as he would accord achievement and recognition.

Likert (9) in 1967 gave another blow to the traditional review, "A well conducted study revealed that the performance review proved to be an ego-deflating experience for 82% of the subordinate personnel involved" (9, p. 126). If we assume that a healthy ego is necessary for good work, this is indeed damaging evidence.

One good treatment of management by objectives is a 1970 book of that title by George Odiorne (10). It will not be possible to do more than summarize MBO's potential advantages in "evaluation" and salary administration, although as a system MBO covers all aspects of management. The method of payment within classifications is where MBO can make a major contribution, assuming that there have been good job classifications. Odiorne states, "... the system should provide for performance to be reviewed more often than salary, with cumulative performance results forming the basis for increases within the grade and range" (10, p. 156). A reason for fairly frequent conferences or coaching is that "prompt feedback is far more important in changing behavior than intensity of feedback" (10, p. 167). Odiorne is convincing in criticizing conventional methods which are extremely common, such as measurement against a list of personality traits, use of

various scales to judge managerial performance, and man-to-man ranking (10, p. 174-177).

His key to more objectivity in the process is to stick to the job which needs to be done, as it is seen by manager and employee, and to establish realistic objectives for best doing it, continually reviewing and resetting them. Merit increases should, of course, be set on the basis of performance, but the conferences themselves should be designed to improve performance.

Criticism of the Literature

Harry Levinson's 1973 book *The Great Jackass Fallacy* (11) stresses that any management by objective or other appraisal program should also provide for appraisal of the manager by the subordinate, and that managers should be rewarded for how well they develop people under them. (He also discusses the desirability of some kind of method for peers to work together "to evaluate their inter-work group relationships and their effectiveness in doing their collective task" (11, p. 100-101). He then treats the subject at

There is . . . fairly general agreement in recent literature that performance review should be an ongoing procedure, even to include day-to-day coaching if necessary.

greater length but covers no real new ground. His great interest is in psychological man, and he criticizes most systems for being too simplistic. He realizes that the company has replaced the community for many of us, and that it cannot therefore be unconcerned with deeper needs. In turn, a criticism of Levinson might be that it would take a qualified psychiatrist-manager to carry out his counsel fully. Nonetheless, he makes a valid point about a possible weakness of a management by objectives appraisal program.

Another helpful criticism of this literature is found in Robert McMurry's *The*

Maverick Executive (12). He outlines the benefits of a benevolent-autocratic style for some companies. He too, however, sees much validity in McGregor's kind of advice for other companies, such as, "engineers or scientists working with a fair degree of structure on a project where the objective has been established . . . are quite capable of disciplining themselves" (12, p. 45). He also notes that "... if members of a group are mature, self-reliant, and emotionally well adjusted, they should respond well to democratic-participative or even laissez-faire supervision" (12, p. 47). Like Levinson, McMurry has observations which are valid, and which could be used to enrich a management by objectives approach, where this is the best course to follow.

Personnel Evaluation in Library Literature

Since one of the purposes of this paper is to study the desirability of applying merit systems in libraries, an examination of recent library literature on the subject was made. During the decade of the sixties there were no suitable articles on the subject, although as we have seen, much was being written in general management literature during the period. In addition, many of the articles of the seventies are on evaluation from the point of view of tenure or prediction of performance.

In the past few years, however, there have been several excellent articles which will be covered briefly, in order to see how librarians deal with the question of personnel evaluation. There is increasing interest in the subject in this decade, as judged by articles in library journals.

In 1970 David Peele wrote "Performance Ratings and Librarians' Rights" (13). This is a devastating attack on the preprinted forms which some North American libraries still use because they had been recommended by the American Library Association. The forms are based on personality traits rather than objectives and are highly structured. Peele followed this with an article several years later which contrasts this system with that of the English library in which "oral, informal assessment is strongly preferred"



(14). He notes that this approach "caused amazement . . . to the British librarians to whom I showed it." One form made such points as "seldom gossips" and "thinks slowly but makes tenable decisions." He feels that the English have a stronger sense of privacy of the individual. His own solution is close to that found in the best management literature—no forms, use performance goals, and so forth. He does add another possibility—user evaluation, a suggestion made earlier by Kenneth Kister (14, p. 2806).

In the author's opinion, the best single recent article (1971) in library literature is Ernest R. DeProspero's "Personnel Evaluation as an Impetus to Growth" (15). While it perhaps adds nothing new, it is an excellent summary of the best thinking to date and has a useful bibliography.

In 1973, Thomas Yen-Ran-Yeh wrote an article on peer evaluation (16). A copy of the form in use at Central Washington State College Library is included in the article. It is one of the few forms which avoids personality traits and concentrates on job objectives. It would be of most interest in an academic library where librarians have opportunity to move up the ranks from instructor and are considered for tenure along the way. Larry Brandwein describes the rating program of the Brooklyn Public Library in a 1975 article (17) which is of particular interest because the system was evolved jointly by union and management. The form devised retains some of the weaknesses of the old American Library Association form in that it requests opinions on personal traits, in addition to performance ratings and supervisory ability. However, for libraries requiring a form—and perhaps

some larger systems do—it is possibly the best model available. The final overall evaluation comes down to only three categories—superior, satisfactory, and unsatisfactory. Except for the possibility of a rating between superior and satisfactory, this is exactly what we have seen McGregor describe as a fair number of ratings.

A recent review of general management literature written for librarians which touches upon the problem of evaluations is G. Edward Evans' *Management Techniques for Librarians* (18). It has helpful historical background material on the development of modern management theory, as well as excellent bibliographies. It would be helpful general background reading for those desiring more general information on the management authorities discussed.

Another recent and helpful treatment of evaluation is in Stuearts' and Eastlick's *Library Management* (19). It contains a section on performance evaluation in its chapter on staffing. Caveats on the process which might be helpful for supervisors are listed. The section includes the performance evaluation form of the Denver Public Library together with instructions on its use. The form tends toward the traditional, that is, it is similar in some ways to the old American Library Association forms. It is, however, an improvement. If a library needs such forms because of its size or bureaucratic requirements, it could be studied for adaption. The more progressive philosophy is to avoid the confinement of a form of this type. The most useful part of the chapter is on salary administration. It covers the various kinds of salary scales and the basis for the awarding of increases. No new ground is covered in this review, but it is a most useful summary. We are reminded

that the average increments may be withheld for poor performance, or that an employee might be moved ahead more quickly than is usual for outstanding service and major contributions. This would, of course, allow for three ratings and thus provide recognition for unsatisfactory, satisfactory, and outstanding performance.

Conclusion

A number of fairly well accepted principles can be listed on the basis of the above study.

- All the general business management authorities reviewed take for granted or describe the need or desirability of a merit system, in addition to a good classification and pay range. The real question is, then, how to apply this concept.

- There is also fairly general agreement in recent literature that performance review should be an ongoing procedure, even to include day-by-day coaching if necessary. Certainly it should not be simply the usual once-a-year affair.

- There is growing agreement that these rather informal conferences should not cover personal traits and characteristics as such, but should concentrate on job objectives. These should be agreed on by supervisor and employee, being continually reviewed and reset as necessary.

- No forms should be used for such conferences. Written goals and problems and successes in reaching them should be maintained to help both parties.

- Salary discussion can damage the results desired in these sessions. Salary should therefore be set and discussed apart from them.

- It must be recognized that it is impossible to be completely objective in setting salary. This should mean that within good classifications, extremely fine discrimination is impossible. Provision should, however, be made to recognize unsatisfactory, satisfactory, and outstanding performance.

- The best current library management literature on the subject is more and more in agreement with the above practices. We should expect to see merit systems become more common in the library field.



- Team work should be stressed where it is necessary, as well as personal achievement.

- It would seem that libraries are ideally suited to such a progressive form of appraisal as Odiorne, McGregor, and others advocate. Even critical authors such as McMurry see this system as best for similar organizations.

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A Strategy for International Information Systems

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■ The paper describes the experience, accumulated by the United Nations and its various agencies during the last decade, in the international information system field. Bibliographic, statistical, and resource systems are described, and common features are identified. In addition, an attempt is made to delineate a model which is appropriate to the need for strengthening national information capabilities and for sharing information, on a basis of equality, across national boundaries.

THE NEED for a new ordering of the relationships among nations is part of today's accepted wisdom. There are few who would now dispute the need for a new development strategy, involving a fundamental restructuring of the way that the world's physical and intellectual resources are divided. What is not yet clear is the content of the new strategy; but one element of it is receiving a great deal of attention from scholars and politicians alike—the notion of “self-reliance” in developing countries, and, more than that, of “collective self-reliance,” a sharing of resources among developing countries.

This paper is based on the assumption that information systems, particularly international information systems, are

relevant to any new development strategy because they provide the tools through which an equal sharing of knowledge can be accomplished.

There are two objectives in preparing this paper: One is to review the experience of international systems—in the bibliographic, statistical, and resource fields. The other is to attempt a definition of the role and responsibilities of the international systems, and of the international staff who operate them.

First, though, the relationship between information and development will be explored and a definition, for the purposes of this paper, of the term “international information system” will be proposed.

Information Systems and Development

“... The mechanisms and formats of international information systems on development might reflect narrow and out-of-date approaches to development” (1). This comment, made in the summing-up of an interregional meeting of social scientists (2), reflects a belief among social scientists in the development field that the mechanisms used to promote the exchange of information can affect, adversely, the process of development.

Although social scientists are not the only scientists involved in the development process, their work is fundamental to overall planning activity at the national,

regional, and international levels. Social scientists are at the forefront of the demand for a new development strategy. Their calls for an integrated strategy (that would involve an information component) reflect their awareness that the old growth strategy did not meet its objectives. It resulted in increased wealth; but for the most part this wealth remained concentrated in the hands of a relatively small group of people. Something went wrong; the information scientists should welcome the recognition, by their social science colleagues, that they too have a role to play in attempting a correction of the past.

However, information specialists must take up the challenge cautiously. Information programs are expensive to build and expensive to revise. Their objective is to provide a memory (albeit a selective memory) of what has gone before.

Without the systematic, careful, and often tedious gathering and processing of information, the memory cannot be built. The wheel will continue to be reinvented with consequent waste of resources and delay in providing access to urgently needed information. The basic mechanisms of information gathering and supply cannot be modified to reflect each variation in development theory. No system which hopes to serve developing countries can associate itself absolutely with one theory of socioeconomic development.

The developed world divides rather neatly into power blocks and international organizations which reflect particular political philosophies. The developing world is much less homogeneous; its experience reflects no single development strategy.

A Definition of International Information Systems

The data bank of statistics maintained by the United Nations Statistical Office is one example of an international system. AGRIS—the international information system for the agricultural sciences and technology, managed by the Food and Agricultural Organization (FAO)—is another. ERIC and MEDLINE, both

American systems which serve the international; nor can commercial services such as Social Science Citation Index. Although SSCI willingly provides systematically report developing country experience, cannot really be classed as international; nor can commercial services such as Social Science Citation Index. Although SSCI willingly provides service to those in developing countries who can afford to subscribe, there is no comprehensive coverage of developing country research, and little coverage of developing country experience in the application of research in plans and programs.

One requirement of an international information system is that its management be international. However, the Organization for Economic Cooperation and Development (OECD) could manage an international information system on energy resources in member states; so could the Organization of Arab Petroleum Exporting Countries (OAPEC). Both systems would be international, but participation would be mutually exclusive. Presently, the only mechanism through which a global international system can be organized and managed is the UN system. The United Nations is the only international organization which is potentially open to every developed and developing country. It is not a club, like OECD or OAPEC. Therefore, by our definition, an international system must be managed by a UN organization in order that any country may participate and any country may share in the management of the system. Through this management mechanism can be reflected the new realities of the world in terms of altering power balances and coalitions.

True international systems must leave to sovereign national governments the right to set priorities on which systems should be developed, to determine the content of the system, and to decide in which systems they should participate. Country A cannot determine for Country B which of Country B's information should be made available to the rest of the world and which should remain confidential. International systems can function only on the basis of sovereign national activity. In-

dividual governments make a choice to control information in a certain field to support their own development activity. They make a parallel determination that information from other countries would be relevant to their own experience and, in essence, decide to trade their information with information from other countries: self-reliance and collective self-reliance.

International systems must deal with all participating countries on a basis of equality. In practical terms this means that service must be available to all participants in exchange for their contribution of input—a level of free service that is determined by the international management of the system. Beyond that, services must be priced in local currency, not in dollars at the level the local market can bear.

This then, is the basic definition of an “international information system.” It must be open to the participation of all countries; each must have a say in its management; and each must have equal access to its products and services. The nature of the information system itself will be discussed in the next section.

The Existing Experience: Bibliographic Systems

Two systems exist which fit our basic requirements. Both are bibliographic systems: INIS (the International Nuclear Information System coordinated by the International Atomic Energy Agency, IAEA) and AGRIS (the international information system for the agricultural sciences and technology coordinated by FAO).

They operate according to a fairly simple model. All member states of the agencies are entitled to participate. Each country agrees to submit, to the coordinating center in the agency, records of the literature, published and unpublished, generated within its national boundaries.

The coordinating center verifies the records it receives (on magnetic tape, worksheets, or on paper tape) and merges them to produce monthly or semimonthly indexed bibliographies. They may be in printed form or on magnetic tape. INIS also provides a document back-up service for all nonconventional items reported to the system.

Both INIS and AGRIS share a common



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computer facility and the same basic software. Record formats also are broadly compatible. Thus, at the country level, a single institution could handle the technical processing of information for both systems. Common training programs are maintained by IAEA and FAO for the staff of national participating centers in both systems. These common factors lead to cost saving at both the international and the national levels.

AGRIC and INIS are both bibliographic information systems. They achieved the level of compatibility that they did, as much for economic reasons as for any others. When AGRIS began operation in January 1975, a considerable investment had already been made in the development of bibliographic software by the IAEA. And the agency's computer had spare capacity. FAO and IAEA reached an agreement whereby the coordination of AGRIS would be handled by FAO, and the computer processing of input by IAEA. FAO maintains a small AGRIS input unit at IAEA.

This ad hoc agreement would perhaps not encourage us to hope for more cooperation among international information systems in the future—if it were not for the progressive strengthening of Unesco's UNISIST program. UNISIST was established in 1971. Its aims are: to coordinate existing trends toward cooperation; to act as a catalyst for the promotion of scientific and technical information programs; to develop the necessary conditions for systems interconnection; and to facilitate access to world information resources (3). The broad goal of UNISIST is to foster the environment within which a loose network of information systems and services can grow out of voluntary cooperation among countries.

One of the tools which UNISIST uses to create an environment in which cooperation and the sharing of knowledge can flourish is the development of guidelines to assist national and international centers in particular aspects of information processing (4). The existence of the UNISIST framework encourages invest-

ments in international system building. Investments at the national level in applying UNISIST standards could be transferred to systems in a range of subject areas. The increasing adoption of UNISIST standards expands the information base available to serve any clientele and increases the exchange value of any locally developed data base.

Although AGRIS and INIS are the only operational systems, a number of proposals for international systems, based on the same model and technically compatible with UNISIST, are at various stages of development. One can postulate a family of such systems covering the major areas of development activity, for example, water resources, transportation, population, and human settlements (5). These are areas of activity which are of as much concern to the industrialized as to the developing world. Boundaries between systems would be negotiated so that users would know where to seek the information they require; techniques for storing and accessing information would be compatible so that the user could move freely from one system to another. The goal of such a family of systems would be to provide a framework within which national governments could decide their own national priorities for information and identify their own modalities of participation.

The two most advanced proposals for systems which would fit within this family are DEVSIS (6) and POPINS.

DEVSIS accepts the basic elements of the INIS/AGRIS model:

- the application of a territorial formula which gives to each country the responsibility for identifying information produced within its borders;
- centralized processing by an international organization;
- provision of basic output services from which national centers can develop specialized services;
- the provision of copies of items which cannot be obtained through conventional channels;
- the provision of service in exchange for participation—with additional services payable in local currency;
- cooperative management based on the participation of governments through an intergovernmental mechanism.

But the DEVSIS system design includes features which have not been incorporated into INIS and AGRIS and which have been identified to meet the special needs of development planners and policymakers, who are the projected DEVSIS user group.

DEVSIS will be multilingual. Records may be submitted in English, French, or Spanish.

The principal outputs will be accessible in all three languages. As well as detailed subject indexing through descriptors, provision is made for geographic indexing using ISO country codes (7), for indexing of original statistical material, and for indicating dollar values when the document describes capital or research projects. DEVSIS will also provide a referral service based on existing sources of bibliographic and factual information related to development policymaking and planning.

POPINS is a proposal for an international system on population. The preliminary design work was coordinated by the United Nations Population Division. A Task Force met several times in 1976. Its report was submitted to the Population Commission in January 1977. A further two-year period of study is foreseen before implementation.

In the meantime, however, certain specific initiatives are underway: A trilingual English-French-Spanish thesaurus is well on the way to completion. A Latin American regional program, DOCPAL, is being developed by Centro Latinoamericano de Demografía

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(CELADE). A machine-readable file of bibliographic information is being developed following UNISIST guidelines. Links are being forged with national institutions ready to identify and collect nationally produced information. An abstract journal will be published regularly.

Users and Their Needs

The charge is often made that international systems are designed without reference to the "real needs of users" in developing and industrialized countries. The design work on DEVSIS and POPINS was carried out, and supervised, by teams of information specialists and subject specialists from all over the world. They are not systems designed by international civil servants for imposition on national institutions.

However, it is worth exploring the extent to which international information systems can or should respond to the "real needs of users." Surely it is unrealistic to assume that information system planners located in New York, Ge-

neva, Paris, or Rome can foresee the needs of national-level users and design a system to meet those needs. International systems can enable national-level information programs to maximize their own resources and reduce their dependence on sources of information constructed in an alien environment. International systems must foster the development of national information capabilities; but they can not reach directly to users. Needs for data, specialized bibliographies, resource information, and so on, can best be met if the national information professional trying to meet the need has access to a comprehensive, internationally organized data base. The availability of that resource frees him from the job of scanning numerous sources of information and allows much greater attention to the specific needs of the user. It also broadens the base of information to which he has access. The scarcity of trained information staff is a problem in developing countries. However, developed countries, too, are conscious of the need to make best use of the resources they do have.

Thus it is pointless to charge that international systems do not meet the real needs of users. That is not their job. Their job is to facilitate the work of the local information specialist who is close enough to his user to develop specialized services appropriate to local needs.

Existing Experience: Statistical and Resource Systems

In the area of statistics and resources, there is no model which corresponds exactly to the INIS/AGRIS model for bibliographic systems. There are, however, several examples of international systems. Four examples will be discussed: the statistical system of the UN Statistical Office; CORE, the Common Register of Development Projects of the UN Inter-Organization Board for Information; the UN Development Program's (UNDP) system for Technical Cooperation among Developing Countries (TCDC); and the UN Environment Program's (UNEP) International Referral Service.

The Statistical Office program rests on cooperation with the UN Regional Commissions (in Geneva, Bangkok, Addis Ababa, Amman, and Santiago) and with the various ministries of national governments which are responsible for gathering statistics. Files are compiled and maintained on social and demographic statistics, industrial statistics, commodity trade statistics, world energy resource statistics, and national accounts. The files may



be enormous; the commodity trade file, for example, contains 90 million records of annual transactions; and there may be 15 million updates a year. From the files are produced the *UN Statistical Yearbook*, various specialized statistical publications, and a monthly statistical bulletin.

Like the bibliographic systems, the statistical system works because national centers (the National Statistical Office, National Banks, Central Customs Agencies) agree to feed information to the central processing facility based in New York and Geneva. Also like the bibliographic systems, the central facility will accept information on any physical medium, translate it into machine-readable form, and merge it with information from other sources. The statistical system also provides its users with regular printed or machine-readable summaries of the most recent information processed.

The Statistical Office in New York relies, to a greater extent than has been possible up to now with bibliographic systems, on the Regional Economic Commissions. Their statistical divisions coordinate activities at the regional level, develop channels of communication with national organizations, and troubleshoot through the provision of technical assistance. This option, of incorporating the regional commissions into the design of information systems, is becoming more feasible with the implementation of regional documentation programs in the commissions. The Economic Commission for Latin America's Center for Latin American Economic and Social Documentation is operational. The Economic Commission for West Asia is planning a regional center for the countries of West Asia

and the UN Economic and Social Commission for Asia and the Pacific has a mandate to act as an information clearinghouse for this region. Furthermore, the Economic Commission for Asia is moving into this area of activity. The design for both POPINS and DEVSIS recognized the catalytic and supporting role that regional organizations can play in the development of information systems.

With CORE we see fewer points of correspondence with the bibliographic system model. CORE was designed to record information about development projects funded by various agencies of the United Nations. Securing the full cooperation of UN family organizations has proved difficult; but some organizations—International Labor Organization, UNDP, and UNEP, for example—have been committed supporters of CORE.

CORE is essentially a management system which would provide basic information about projects: approval dates; amount and duration of funding; funding and executing organizations; key events in the progress of the project. Through CORE one could identify projects of interest; reports and publications related to these projects should be available through bibliographic systems. Therefore, there should be compatibility in the retrieval and indexing languages used in both project and bibliographic systems.

CORE does not depend on cooperation among national governments—except to the extent that national governments, exercising their mandates through the governing bodies of international organizations, can put pressure on the agencies to make information about their projects available to CORE. It really depends on cooperation among the secretariats of the various agencies and acceptance of the desirability of recording project information according to agreed-upon common standards. Unfortunately, there is no UNISIST framework for project information systems.

UNDP's TCDC is a more recent initiative, begun in 1976. Its purpose is to identify resources in developing countries that are available for technical cooperation programs with other countries: training and education resources, research and technological development facilities, expert services, and consultancy services (8). The system is essentially a referral service. In its initial phase, records of institutional information will be stored in computer files which can be accessed by UNDP. The user will receive an indication of appropriate institutions to approach for cooperation. At a later date UNDP will publish a register of institutions.

The organization of TCDC corresponds to the organization of the INIS/AGRIS model. It differs, though, in its management. Each government participating in TCDC selects those institutions which it determines to be willing and able to enter into cooperative agreements with other institutions. UNDP provides guidelines for selecting institutions. In addition, UNDP resident representatives stand ready to assist with distribution of questionnaires and evaluation of data. However, governments have the decisive role in selecting the organizations that participate in the system.

UNDP is responsible for developing and managing TCDC. There is no mechanism which corresponds, for example, to the INIS liaison officers meetings. These meetings bring together representatives of participating centers to review both technical and policy issues and to advise the IAEA on INIS management. But TCDC and INIS/AGRIS share one fundamental common assumption. It is the right of governments to decide which institute shall be responsible for participation and to determine what information from the country shall be released to a larger public.

The UNEP's International Referral System (IRS) has several points in common with TCDC. Its function is to direct users to sources of environmental information—scientific and technical documentation centers, specialists, associations, research projects, and so on. By the end of 1976 IRS had registered over 800 such sources of information identified by national focal points. IRS provides service to users in the form of a directory which is available in printed form, on magnetic tape, or on microfiche. IRS is attempting to work within the UNISIST framework and to apply guidelines, commonly structured indexing tools, for example, which are relevant to non-bibliographic information (9).

Lessons from the Experience

The authors have argued that there is a model for international bibliographic information systems which is not incompatible with identifiable features of the new development strategies geared to the implementation of a new international economic order. They have also argued that the basic model is a generalized one which allows for considerable

variation in the amount and detail of the information stored and that it is applicable to non-bibliographic information. The model rests on the right of nations to determine participation in and support for the system; their right to determine which part of their information resources are made available to the system; their right to services from the system as a quid pro quo for input; and their right to a seat at the management table. In addition, international systems should support national activities by providing comprehensive international data. They should not seek to perform the tasks which can best be performed at the national level—essentially identification and description of nationally produced information and specialized service to users.

Why, then, is the model not more widely used? The first reason is probably political. It is a problem that exists in developed and developing countries and in international organizations. Information scientists and librarians do not have much political clout. Even in libraries and documentation centers serving single institutions, or a limited and specialized group of users, the users have not been “educated” to

Information scientists and librarians do not have much political clout. Even in libraries and documentation centers serving single institutions, or a limited and specialized group of users, the users have not been “educated” to appreciate the value of easy access to comprehensive information.

appreciate the value of easy access to comprehensive information. The lack of political strength is significant at the international level.

INIS was established because there was a political will, in the USA and the USSR, to accomplish a step toward nuclear detente. There was no political problem. AGRIS began with less political support. The institutional infrastructure for agriculture in each country is more complex than it is for nuclear science. Thus it was more difficult for each country to achieve a single policy. In addition, several abstracting and indexing services had been providing quality service from a broad, but not comprehensive, information base. However, none of the existing services have the resources to identify new agricultural information on a global basis. AGRIS has gained increasing

support in FAO's Governing Council; about 70 countries are now committed to providing input to the system and it covers a larger proportion of new agricultural information than any other system (10).

The crux of the problem is how to impress on decision-makers in governments the importance of information—the importance of having a national memory from which to proceed to considered and rational development policies. And the problem is complicated when dealing with the United Nations because most countries do not have a mechanism for ensuring that their representatives to various governing bodies, in the United Nations and its agencies, speak with a single educated voice on technical issues like information systems development.

The problem is complicated because the United Nations itself has many voices; its agencies propose different programs to different national bodies, and require different, not always compatible, responses from them. There is now no single focus of control in the United Nations over information systems initiatives. However, the Interorganization Board for Information Systems and Related Activities received a mandate (General Assembly Resolution 31/94) to advise the UN's decision-making bodies on the appropriateness of new information systems initiatives arising from within the organization. Thus a more rational framework underlying the information programs of the United Nations may be expected.

There is a third reason why the international system model has not been more widely adopted, i.e., the weakness of national information infrastructures in developing countries. There is a need for large investments in training and “institution-building” in the information field in developing countries. UNDP, FAO, and UNESCO have been active in this field for many years; the German Foundation for International Development and the International Development Research Centre have developed programs more recently. Progress has been made; but there remains a great deal to be done. However, investments should not be made to develop national infrastructures in isolation. They should be meshed to international structures in order that countries can concentrate resources on national information programs, knowing that

they can thereby gain access to information, produced by the rest of the world, which is relevant to their problems. Resources, of money and staff, can be saved. By adhering to international standards, countries can access a broad range of sources of information which would otherwise be difficult to obtain and costly to access. Possibilities for training and the exchange of experience are enhanced.

Conclusions

An argument for cooperation in information processing has been presented. It is recognized that adherence to international standards and the advancement of well-coordinated national and international information-sharing policies may conflict with the imperatives of commercial enterprise. However, the authors do not believe that the conflict is great. Developed and developing countries have all come to realize that a certain exercise of self-restraint is necessary if the world's supply of energy and resources are to be preserved. Arguments have been presented for a division of labor with respect to the identification of information and adherence to common formats of recording new information, in order that the information professional, wherever located, may have equal access to comprehensive internationally organized data as a tool in the service of users.

In conclusion the authors would like to plead for a serious evaluation of existing experience in the international systems field. The model outlined appears to offer the best chance of promoting national self-reliance in information and the sharing of knowledge on the basis of equality. It presupposes a minimum international bureaucracy and gives to the international civil servant working in the information field the responsibility for supporting national colleagues. The best efforts of information scientists should be put toward solving the political and administrative problems that face the replication of the model, not in designing

ever more sophisticated services for users in distant lands whose needs cannot be perceived clearly.

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Task Analysis Checklist for a Special Library

Alberta Government Libraries' Council Job Specifications Committee

Edmonton, Alta.

DURING the course of carrying out its mandate to review job specifications for library personnel employed by the Government of Alberta, the Job Specifications Committee compiled a list of tasks which might be performed in a special library. This list was meant to be a quantitative, not a qualitative, description of a library's operation.

The checklist attempts to be all-inclusive and has been organized into the following categories: 1) library management, 2) technical services, 3) public services.

It is based on the assumption that all types of materials are included in the library's collection and that automation is an integral part of the library's systems and procedures. However, it is realized that not every library would include all the features mentioned in the said list.

No attempt has been made to indicate the level of personnel that would perform specific

tasks. The situation tends to vary from library to library according to its size, programs, and staff complement. The checklist was designed as a tool to aid in the development of job descriptions in a library setting; not to lay down rules as to the kinds of work to be performed by various personnel.

It is hoped that the list will assist the staffs of special libraries in analyzing the tasks performed in their particular situations.

Library Management

A. Administration

- 1) Formulates major policies for approval of senior administration.
- 2) Monitors established policies and guidelines.
- 3) Revises policies and guidelines as required.
- 4) Assesses future needs and develops long-range plans.
- 5) Sets up and revises organizational and functional charts, staff manuals, production plans, etc.
- 6) Prepares annual reports and other reports as required.
- 7) Initiates correspondence relating to library management.
- 8) Maintains administrative files.
- 9) Types correspondence.
- 10) Sorts and routes mail.
- 11) Answers telephone and routes calls.

The following individuals comprise the membership of the Job Specifications Committee: Wendy Carrico, Alberta Vocational Centre Library; Sylvia Hanak, Alberta Department of Energy & Natural Resources Library; Marilyn Neuman, Alberta Department of Social Services & Community Health Library; Jean Paul, Northern Alberta Institute of Technology Library; Linda Payne, Alberta Legislature Library; Karen Powell, Alberta Legislature Library.

B. Budget

- 1) Prepares operating and capital budget, both short- and long-term.
- 2) Establishes financial policies and procedures in keeping with the organization's overall financial operations.
- 3) Submits financial reports to administration.
- 4) Maintains financial records.
- 5) Monitors budget.

C. Personnel

- 1) Responsible for the following activities related to staff:
 - a) Preparation of job descriptions
 - b) Recruitment
 - c) Selection
 - d) Orientation
 - e) On the job training
 - f) Scheduling
 - g) Supervision
 - h) Performance evaluation
 - i) Staff development
 - j) Disciplining

D. Facilities

- 1) Together with architects and interior decorators, prepares library design and layout.
- 2) Arranges/rearranges present facilities.
- 3) Selects library furnishings and equipment.

E. Public Relations

- 1) Establishes and maintains good working relationships
 - a) within the organization
 - b) outside the organization
 - c) with other libraries and librarians
- 2) Attends and participates in conferences, workshops, seminars, etc., of relevant professional organizations.
- 3) Represents the library at departmental management meetings.

Technical Services

I. Acquisitions

A. Selection

- 1) Establishes selection policy for print and non-print materials.
- 2) Evaluates and selects print and non-print materials through reading book reviews, publishers' catalogs, and previewing items.
- 3) Evaluates existing collection.

- 4) Approves requests for purchase.
- 5) Uses exchange lists to fill in gaps in the library's collection.
- 6) Encourages participation of organization staff in selection.
- 7) Maintains current selection aids.
- 8) Maintains files for materials being considered for purchase.

B. Verification & Ordering

- 1) Checks card catalog, on-order file and other files for duplication.
- 2) Verifies and locates other information.
- 3) Decides on purchasing channels to be followed, e.g., the use of the jobber as opposed to ordering directly from the publisher.
- 4) Maintains a list of jobbers and publishers.
- 5) Types orders or enters order information into computer.
- 6) Originates correspondence concerning acquisitions.
- 7) Checks serials records and renews subscriptions as required.

C. Processing

- 1) Receives orders, checks for errors, and returns errors to vendors.
- 2) Orders replacement copies for missing or defective issues of serials.
- 3) Maintains order files, manual or automated.
- 4) Approves invoices for payment.
- 5) Prepares prepayment statements where required.
- 6) Requests, receives, and sends out checks for payment.
- 7) Maintains financial records for acquisitions.
- 8) Records serial holdings and prepares them for shelving.

II. Cataloging

A. Policy

- 1) Plans for future development of cataloging systems and procedures.
- 2) Establishes cataloging and classification policies for library materials.
- 3) Develops cataloging aids collection.

B. Cataloging

- 1) Searches for cataloging copy.
- 2) Catalogs and classifies materials from copy.
- 3) Does original cataloging.
- 4) Revises cataloging.
- 5) Recatalogs and corrects items already in the collection.



- 6) Processes added copies.
- 7) Establishes cross references.
- 8) Establishes authorities.
- 9) Maintains necessary cataloging files.
- 10) Maintains serials holdings lists.
- 11) Codes cataloging information for data entry.
- 12) Codes serials data for inclusion in a computerized list of serials.

C. Processing

- 1) Types catalog cards, cross references, authority cards, etc.
- 2) Reproduces catalog cards.
- 3) Types subject headings and adds entries on cards.
- 4) Enters cataloging information via terminal.
- 5) Accessions materials.
- 6) Marks materials with library identification.
- 7) Types and applies spine labels.
- 8) Types and inserts book pockets and cards.
- 9) Affixes date due slips.
- 10) Affixes security labels.
- 11) Laminates book jackets.

D. Filing

- 1) Pre-sorts cards.
- 2) Files in catalogs.
- 3) Checks and, if necessary, revises filing.
- 4) Checks computer printouts of cataloging information.

E. Inventory

- 1) Decides on materials to be weeded and/or replaced.
- 2) Does inventory of library collection.
- 3) Withdraws cards or deletes information from data storage.
- 4) Prepares materials for discard, storage or exchange.
- 5) Prepares lists of materials available for exchange.

- 6) Maintains inventory of furnishings & equipment.

F. Binding & Maintenance

- 1) Establishes guidelines for binding.
- 2) Prepares material for bindery.
- 3) Maintains bindery records.
- 4) Performs simple binding.
- 5) Does minor book repairs.
- 6) Checks, cleans, and repairs A-V software.
- 7) Checks, cleans, and does minor repairs of A-V hardware.

Public Services

A. Circulation

- 1) Establishes circulation policies for all materials.
- 2) Supervises circulation procedures.
- 3) Explains circulation policies and procedures to borrowers.
- 4) Registers and identifies borrowers.
- 5) Performs circulation duties.
- 6) Routes serials.
- 7) Books A-V materials.
- 8) Instructs borrowers in use of A-V equipment.
- 9) Arranges for previewing of A-V materials.
- 10) Photocopies journal articles.
- 11) Shelves materials and shelf-reads.
- 12) Maintains circulation records and statistics.

B. Publicity & Promotion

- 1) Plans public relations program.
- 2) Designs and prepares bulletin boards, displays, posters, brochures, etc.
- 3) Orients new users to library services and facilities.
- 4) Conducts seminars/workshops on techniques of library use.



- 5) Prepares publicity items.
- 6) Compiles and distributes lists of new acquisitions.
- 7) Prepares and distributes Serials Contents Page Bulletin.

C. Reference & Bibliographic Services

- 1) Establishes policy for reference service.
- 2) Selects and maintains reference collection.
- 3) Answers quick reference questions.
- 4) Answers in-depth reference questions.
- 5) Does manual literature searches.
- 6) Constructs user profiles and selects appropriate materials for subject field current awareness.
- 7) Plots computerized literature searches.
- 8) Operates computer terminal for literature searches.
- 9) Compiles subject bibliographies.
- 10) Annotates or abstracts materials for inclusion in bibliographies.
- 11) Types bibliographies and literature searches.
- 12) Establishes and maintains reference source files.
- 13) Advises patrons on suitable materials.
- 14) Compiles reference statistics.

D. Indexing

- 1) Establishes indexing policy.
- 2) Chooses and edits articles for inclusion in serial indexes.
- 3) Codes information for data entry.
- 4) Enters data for inclusion in automated indexes.

E. Vertical File

- 1) Establishes vertical file and clipping policy.
- 2) Selects material for vertical files.
- 3) Clips articles as required.
- 4) Organizes and maintains files.

F. Interlibrary Loan

- 1) Establishes interlibrary loan policy.
- 2) Verifies bibliographic information.
- 3) Ascertains location.
- 4) Maintains interlibrary loan files.
- 5) Circulates items received on interlibrary loan.
- 6) Fills interlibrary loan requests from other libraries.
- 7) Prepares interlibrary loans for mailing.

IN MEMORIAM

Francis Eugene McKenna

Frank E. McKenna, Executive Director, Special Libraries Association, died in his home on Nov 10, 1978. He was 57 years old. The following is excerpted from the eulogy given for him by SLA President Vivian D. Hewitt at St. Joseph's Church on Nov 16, 1978. Preceding the eulogy, Past President Efren W. Gonzalez read from Wisdom 3:1-6.

As we approach the coming holiday season of Thanksgiving, how propitious it seems to me that all of us assembled here today in this beautiful, historic sanctuary can say and truly believe, that saddened, bereft, and bereaved though we are, we meet to thank God for Frank McKenna and to celebrate his life and work. To do this briefly poses problems, for Frank's interests and contributions were many and varied, and his pursuit of excellence was carried out with gusto. Remembrance of his accomplishment must be illustrative, or we would find ourselves with as many points as an extensive catechism.

If we look at Frank's life and work in the round, so to speak, taking a synoptic view, we sense most clearly how the many and diverse pieces fitted together to form a harmonious and highly effective whole. By a wide combination of circumstances that one can call providential, Frank McKenna became the Executive Director *par excellence* of the Special Libraries Association in 1970.

A physical chemist with a Ph.D. which, incidentally, he obtained from the University of Washington in May 1944 when he was just 22 years old—at that time the youngest person to earn a doctorate from a University in the Western states—he continued with postdoctoral training at the Institute for Nuclear Studies at the University of Chicago. After several years as a research chemist, he joined the Air Reduction Company, where he was appointed to organize the information center for the central research laboratories in Murray Hill, New Jersey in 1953.

When he took over the job of organizing AIRCO's information materials, the library



Photo by Vivian D. Hewitt

Dr. McKenna in a sidewalk cafe in Amsterdam, Sep 1978.

numbered only 2,500 volumes. Acting on his conviction that "a special library attains its ultimate value because its information services are broader than the traditional concepts of library services," he created in 13 years a library containing more than 25,000 volumes, more than 10,000 reports and documents, several thousand microfilm volumes, and some 500 periodicals and scientific journals. Somewhat of a linguist, he was comfortable in Russian, Japanese, French, and German and an able translator of foreign materials.

A member of the Special Libraries Association since 1953, he came up through the ranks in a variety of offices at the Chapter and Division levels. Before becoming Executive Director, he was employed by the Association as Editor of *Special Libraries*. When he became President of the Association in 1966, our international organization had 6,000 members. Under his vigorous leadership as Executive Director, the Association now nears a membership of 11,000 librarians and information scientists.

A further quality of Frank McKenna to celebrate was the respect for facts which his years of research had helped to inculcate. He was a perfectionist.

In a superb biography of Dag Hammarskjöld, Brian Urquhart said this about the

second Secretary-General of the United Nations:

All of Hammarskjöld's great gifts would have had far less effect without the personal impression he made on most of the people who dealt with him. His integrity, his interestedness, and purity of intention were clear even to those—and they were many—with whom he frequently and strongly disagreed. He was not always liked, but he was almost invariably respected.

The same could be said of Frank McKenna.

Some of you have known Frank many more years than I. In fact, I don't even remember our first meeting, nor can I recall my first impression of him. I would like to believe that it is not the number of years I have known him as a professional colleague and friend that matters. What does matter is the depth of the friendship we shared and my profound respect for him as a human being.

We came to know each other better on the several trips we made to Europe to attend meetings of the International Federation of Library Associations and Institutions. In those informal talks, some in the sun at sidewalk cafes, on walks in parks and quaint streets or broad boulevards in cities in Europe, the professional man relaxed and became the private person, full of stories about his family, of whom he was fiercely proud, and of his friends throughout the world. As he told me, his parents' home was open to all kinds of people; and so early on, the stage was set for his respect for people, no matter the station in life, race, color, creed, religion. This built-in respect has given a special quality to the Association staff he has assembled over the years and, indeed, in many of his personal relationships.

Frank loved children. He did not take lightly his role as Godparent to several youngsters, now grown into adulthood. Recently, when Joe Dagnese and I were in his office, he shared with us a home-made card from Monifa, his secretary Janice Caines' daughter, who said, "Dear Dr. McKenna, I Love You." This week, sad though the occasion, some of us have listened as Alex With, his cousin, has told how Frank squired five young cousins about New York City—subway rides, the zoo, Radio City, the Statue of Liberty, Central Park—you name it. The private person emerges. Friendly, caring, cooperative, concerned about others.

Professionally, so many of us have never failed to benefit from Frank's wisdom, perceptive observations, flawless memory for detail, and keen ability to detect pitfalls to be avoided.

His passing is a tragic loss to the library community, special libraries, and librarians nationally and internationally. His contributions in Oslo to the restructuring of the new IFLA statutes were outstanding. His understanding of the librarian's position on exceedingly complicated copyright questions and his participation in negotiations, ultimately resulting in the enactment of the U.S. Copyright Law of 1976, must be recognized as one of the crowning achievements of his career.

We had too little time with him and he with us—but we *had* a time of which few others can boast; a giant of a man walked, not just among us, but *with* us, every step of his time—now we must stand tall and proud and revere excellence the way he did.

Frank's wit was keen. It often alleviated the tense atmosphere of arduous and strenuous Conference sessions and Board meetings, and is best recalled in his description of the ideal characteristics of an information specialist—"Intelligently adventurous, but not rash." Just two weeks ago, at the end of a gruelling Board meeting, he picked up a little bag and with a puckish grin on his face gave orchid wrist bands to some of us, saying something funny, which brought on gales of laughter from all of us.

Sensitive to the importance of an improved rapport with special libraries around the world, his leadership in making SLA more visible and viable in IFLA has been felt so greatly that what was once only the "Special Libraries Section" is now a full-fledged "Division."

Frank and I attended the IFLA Conference in September in Czechoslovakia. It was an arduous trip. It was a good conference for SLA. We worked hard to interest our international colleagues in coming to the 1979 Annual Conference in Hawaii, when the Special Libraries Division of IFLA will meet with SLA. We think we succeeded in some measure. One of the best attended meetings was the Hawaii slide show (and he had taken most of them) accompanied by a script he had written. We all know that his dream of the first Worldwide Conference on Special Libraries will come true next June in Honolulu.

Monday morning I went to the Association office to talk to the staff, to lend them what morale support I could on behalf of the Board and all of us. I asked them to support each other, especially Richard Griffin, and to perform in the always excellent way they have become accustomed to doing under Frank McKenna.

I asked them, as I am asking you of SLA today, to join me in committing ourselves to the assurance that the first Worldwide Conference

on Special Librarianship in Honolulu will be a living memorial dedicated to Frank McKenna.

The Association staff commitment is consummate, I know. At least half of them will be at work this coming Saturday, getting out several mailings, including those pertaining to the Hawaii Conference. To each of the staff members here today, the Board and I are grateful for such dedication.

The sad news of Frank's untimely passing reached me last Friday just two hours before I was to attend the meeting of the South Atlantic Chapter in Atlanta at which I was to speak. I carried on as best as I could, with full knowledge of what had happened, and yet unable to let on, let alone announce it, until the next of kin could be notified. Frank would have expected nothing less of me, I know, and that thought sustained me.

How many of you have ever seen Frank wearing a hat? Few of us have had that pleasure. On Monday, as I sat at the table in his office which is filled with the gifts, tastefully displayed, given him over the years by friends and associates throughout the world as he travelled in the interests of SLA, I was writing the first announcement of his passing for the *New York Times* and I could not help but notice the sombrero, a great reminder of a happy Pinata Party at a Board meeting in San Antonio, Texas, when he and Luther Lee were given twin sombreros. What a pair they were as they posed for pictures. They wore those huge straw sombreros with aplomb! What gaiety! What fun!

Another time, last year, when SLA received a delegation of librarians from Russia and some of us had lunch with them, Frank resurrected and wore his warm fur Russian hat, which gave him the appearance of a friendly gruff bear.

Frank helped to design the cover for the Exhibition Information 1979 brochure. He selected the colors worn by Hawaiian royalty, yellow and red. The illustration on the brochure is that of King Kamehameha wearing his distinctive yellow and red hat. Can't you just now see Frank wearing a replica of that hat in Hawaii?!

These three hat stories lead into another poignantly beautiful one. We all carry some infirmity in us. Remember Cyrano de Bergerac? Remember, too, that he belonged to that proud elitist group of guards—The Gascony Cadets—distinguished by their unique hats which bore a single, long, white plume. Imagine with me now, if you will, Frank McKenna as a Gascony Cadet wearing a plumed hat.

The scene is Autumn as it is now. The leaves

on the trees are turning. The grounds surrounding the convent and chapel are lush with fallen leaves. Both Cyrano and Roxane, now grown old, discover their true identities and love for each other. Though injured and near death, with head bandaged, Cyrano nevertheless wears his badge of honor, his magnificent white plumed hat. And, then, probably delirious, he beats with his sword in the vacancy saying:

"No matter: whilst I have breath, I will fight you." (waving his sword in great sweeping circles, he stops, and panting heavily continues)—"Yes, you have wrested from me everything, laurel as well as rose. Work your wills! Spite of your worst, something will still be left me to take whither I go—and tonight when I enter God's house, in saluting, broadly will I sweep the azure threshold with what despite of all I carry forth unblemished and unbent—and that is—my white plume"!

Frank, dear Frank, sweep the azure threshold with your white plume! We salute you. Auf Wiedersehen. Au Revoir. Sayonara. Aloha.

Highlights of his Association activities:

- 1958–59 Chairman, Sci-Tech Group, New York Chapter
- 1959–60 President, New Jersey Chapter
- 1960–61 Chairman, Metals/Materials Division
- 1961 John Cotton Dana Lecturer
- 1961–63 Division Relations Committee
- 1962–65 Division Liaison Officer
- 1965–66 President Elect
- 1966–67 President
- 1968–70 Editor of *Special Libraries* (from Apr '68 to Oct '70)
- 1970–78 Executive Director
- 1974–77 SLA Representative to Council of National Library Association (CNLA)
- 1976 Recipient, ALA Centennial Citation
- 1976–77 SLA Special Committee—Copyright Law Revision
- 1976–78 SLA Representative to and Chairman of the Copyright Committee of CNLA
- 1977 Recipient, SLA Special Citation
- 1977–78 Special Committee on Copyright Law Practice and Implementation
- 1977–80 SLA Alternate Representative to IFLA (International Federation of Library Associations and Institutions)

Proposed SLA Bylaws Amendments

Due to a low return of the ballots mailed to SLA members Jul 31, 1978, the proposed Bylaws amendments were not approved. According to Article XVI, Section 3 of the Association Bylaws now in effect:

These Bylaws may be amended by a two-thirds vote of the returned mail ballots sent to the entire voting membership provided that, of the total members eligible to vote, at least 40 percent shall have voted.

The Tellers Committee reported that only

24.7% of the 10,485 ballots mailed were returned. Of those who voted, the results were "... overwhelmingly in favor of all proposed amendments, ..." However, since the required 40% of the membership did not reply, the amendments failed.

The text of the Bylaws amendments appeared on pages 77-79 of the February issue of *Special Libraries*. The two major changes concerned a more expeditious method of amending the Bylaws and the method of electing an Honorary Member.

Nominations for 1979 SLA Awards

Nominations for 1979 SLA awards are due by Jan 5, 1979. Individuals, as well as Chapters and Divisions, may submit nominations. All nominations must be completely documented within the definitions of the purposes of the three awards. Forms and instructions for nominations have been distributed to all Chapters and Divisions. Additional forms are available from the Association's New York Office.

award is **The SLA Professional Award.** ~~The highest recognition granted by this Association is awarded~~ after consideration of all significant contributions made to librarianship and information science. The definition of the SLA Professional Award is:

The SLA Professional Award is given to an individual or group, who may or may not hold membership in the Association, in recognition of a specific major achievement in, or a specific contribution to, the field of librarianship or information science, which advances the stated objectives of the Special Libraries Association. The timing of the Award shall follow as soon as practicable the recognized fruition of the contribution.

The SLA Hall of Fame. In documenting nominations, the following criteria for eligibility to the SLA Hall of Fame should be remembered:

SLA Hall of Fame election is granted to a member or a former member of the Association following the close of an active professional career for an extended and sustained period of **distinguished service to the**

Association in all spheres of its activities (Chapter, Division, and Association levels). However, prolonged distinguished service within a Chapter or Division, which has contributed to the Association as a whole, may receive special consideration.

The basic purpose of the SLA Hall of Fame is to recognize those individuals who have made outstanding contributions to the growth and development of Special Libraries Association—as a whole—over a period of years.

The SLA John Cotton Dana Award. This award was established in June 1978 and is defined as follows:

The SLA John Cotton Dana Award recognizes exceptional services by members of Special Libraries Association to special librarianship. It may be given to an individual or a group of individuals.

Mail completed forms to:

**Mark Baer, Chairman
SLA Awards Committee
% Hewlett-Packard Company Libraries
1501 Page Mill Road
Palo Alto, Calif. 94304**

Wilson Company Award Increased

Each year, the H. W. Wilson Company sponsors an award for the best paper published in *Special Libraries*. The award in the past has consisted of a scroll and \$250. Beginning with

the award for the best paper in *Special Libraries* in 1978, the Wilson Company has generously increased the amount of the award to \$500.

Distributor of SLA Books in Europe

Aslib is now the distributor of SLA book publications in Europe. European orders should be addressed to:

Aslib
Attn: Publications Sales
3 Belgrave Square
London SW1X 8PL
United Kingdom

CHAPTERS & DIVISIONS

Aerospace—The *International Handbook of Aerospace Awards and Trophies*, a 1978 publication of the Smithsonian Institution Press, is now available. Compiled by the Division under the sponsorship of the National Art and Space Museum Library of the Smithsonian, the handbook lists over 6,000 recipients of awards made by recognized technical associations and societies, government agencies, and military and civilian organizations. Division members may order one copy at the reduced rate of \$12.50. Additional copies at \$15 each may be ordered from the Smithsonian Institution Press, 111 N. Capitol St., N.E., Washington, D.C. 20560.

Alabama—A fall breakfast meeting was held Oct 7 in New Orleans in conjunction with the Southeastern/Southwestern Joint Library Conference. SLA President Vivian D. Hewitt was guest speaker, addressing the topic "Issues and Views of Interest to Special Libraries."

Arizona—The first issue of the Arizona Chapter *Bulletin* appeared in July. The *Bulletin* will be published quarterly in January, April, July, and October.

The September Chapter meeting was scheduled during the Arizona State Library Association convention in Tuscon Sep 29–Oct 1. This provided an opportunity to find out what is happening in libraries throughout the state.

Baltimore—At a Sep 19 dinner meeting, members listened to Ronald Stump, Networking Services Coordinator of Enoch Pratt Free Library, discuss that institution's expanding networking services which now include special libraries.

Boston—In September the group gathered at the Harrison-Gray Otis House, home of the Society for the Preservation of New England Antiquities, for a tour, lecture, and a visit to the library. Old acquaintances were renewed over wine and cheese refreshments.

Cleveland—A dinner meeting was conducted Sep 12 at the Cleveland Engineering & Scientific Center. Guest speakers Barbara Leslie and Cynthia McLaughlin of the State Library of Ohio discussed special libraries in Ohio.

Connecticut Valley—Following a Sep 12 business meeting, Barbara von Wahlde, staff development coordinator for Yale University Library, conducted a program on effective preemployment interviewing. A reception and dinner capped off the evening.

Documentation—A "List of Thesauri Used By Division Members" has been prepared by the Special Projects Committee for 1976–77. The Thesaurus Subcommittee was chaired by Nolan F. Pope and included Raymond Durrance and Ann R. Sweeney. The document includes an index.

Eastern Canada/Section de l'est du Canada—SLA President Vivian D. Hewitt paid a visit to the Chapter on Sep 27. She was present for the first business meeting and dinner of the year.

Over a two-day period (Oct 13–14), members toured selected Toronto special libraries, the Metropolitan Toronto Library, and the Roberts Library at the University of Toronto, and also met with the SLA Toronto Chapter.

Food & Nutrition—The Division has co-published with the National Agricultural Library, U.S. Department of Agriculture, *Food Science and Technology, a Bibliography of Recommended Materials*. Edited by Richard E. Wallace, the 231-page bibliography is available at no charge from: Technical Information Systems, SEA/USDA, National Agricultural Library Bldg., Room 300, Beltsville, Md. 20705.

Hawaiian Pacific—Jack Leister, SLA 1979 Conference Program Chairman, was in attendance at the Sep 14 Chapter meeting. The topic under consideration was the effect of Proposition 13 on California libraries.

Heart of America—In anticipation of the State Conferences leading to the White House Conference on Libraries and Information Services, a meeting was held on Sep 9 to "help to enlighten [special librarians on] our goals and responsibilities in becoming recognized at these conferences."

An Oct 20 meeting was hosted by Peggy Glenn of Glenn Books, who conducted a tour of the book store and gave a presentation on her rare book collection.

The Nov 10 meeting took the group to Unity Village for a tour of the world's largest meta-physical library led by the librarian, Howard Whaley.

MEMBERS IN THE NEWS

James Humphry III, Vice President, H. W. Wilson Co. . . . addressed the Ninth Annual William A. Gillard Lecture, St. John's University Library and Information Science Alumni Association, Jamaica, N.Y.

Jean F. Munroe, head reference librarian, Scripps Institution of Oceanography, University of California, San Diego . . . invited by UNESCO to spend six months in Indonesia as a consultant librarian under the United Nations Development Programme.

Ronald Naylor . . . named personnel officer, University of Maryland, College Park.

Sandra Neville, formerly with Los Alamos Scientific Laboratory, University of California, Los Alamos, N.M. . . . named assistant director, Interpretive Services, University of Georgia, Athens.

Jean Northcott, Allied Chemical Corp., Buffalo, N.Y. . . . recipient of 1977 Achievement Award, Buffalo Branch, American Association of University Women.

Karen J. Patrias, formerly head librarian, Naval Medical Research Institute . . . appointed chief, Information Services, National Bureau of Standards Library, Washington, D.C.

Sandra K. Paul, technical director, Book Distribution Task Force, Association of American Publishers, New York . . . established SKP Associates, management consulting firm, New York.

Jeffrey Peters . . . appointed assistant research librarian, Corporate/Research Library, Cargill, Inc., Minneapolis, Minn.

Julia Peterson, formerly librarian, Caterpillar Tractor Company, Peoria, Ill. . . . named library manager, Corporate/Research Library, Cargill, Inc., Minneapolis, Minn.

Attention!

On page 33s of the October Directory issue of *Special Libraries*, the names and titles of two Association Officers were inadvertently transposed. Patricia Marshall is, of course, Division Cabinet Chairman-Elect. Fred W. Roper is Chapter Chairman-Elect.

Hartley K. Phinney, Jr., formerly chief, Reference & Circulation, U.S. Geological Survey Library, Reston, Va. . . . appointed head librarian, Colorado School of Mines, Golden.

Gertrude G. Pinkney, formerly head, Reference/Interloan, Wayne Oakland Federated Library System, Michigan . . . resigned; now consultant.

Frank Polach, formerly with New York Botanical Garden, Bronx, N.Y. . . . appointed agricultural information librarian, Rutgers University, New Brunswick, N.J.

Dorothy Pollet, formerly reference specialist, General Reference and Bibliography Division, Library of Congress, Washington, D.C. . . . appointed education liaison officer, Office of the Librarian, Library of Congress.

Karl Proehl, formerly map librarian, State University of New York at Stony Brook . . . appointed head map librarian, Pennsylvania State University, University Park, Pa.

Charles P. Ray . . . appointed librarian, Department of Rare Books, Manuscripts and Archives, Rush Rhees Library, University of Rochester, Rochester, N.Y.

Janet Reed, formerly head, School of Business Administration Library, University of Connecticut, Hartford . . . appointed head of reference, Continental Bank, Chicago, Ill.

Erratum

Marguerite K. Moran has been named director of the Technical and Business Information Center of M&T Chemicals, Inc., Rahway, N.J., not senior vice president, as was announced in the September "Members in the News."

COMING EVENTS

Jan 4-5. Space Planning and Practical Design for Libraries, A Seminar . . . Brookings Institute, Washington, D.C. Fee: \$200. Contact: Aaron and Elaine Cohen, Teatown Road, Croton-on-Hudson, N.Y. 10520 (212/689-8138).

Jan 7. Evolving Economics and Technology of Science Publishing, symposium/seminar . . . Houston Marriott. Contact: Seldon W. Terrant, American Chemical Society, 1155 Sixteenth St., N.W., Washington, D.C. (202/872-4537).

Jan. 7. American National Standards Committee Z39, Status Report . . . Lincoln Room West, Washington Hilton, Washington, D.C. Contact: Robert W. Frase, Executive Director, ANSC Z39, U.S. Department of Commerce, National Bureau of Standards, Washington, D.C. 20234.

Jan 7-12. American Library Association, Mid-winter Meeting . . . Washington, D.C. Write: ALA, 50 E. Huron St., Chicago, Ill. 60611.

Jan 10-15. National Audio-Visual Association, 40th Annual Convention and Exhibit . . . New Orleans, La. Contact: NAVA, 3150 Spring St., Fairfax, Va. 22031 (703/273-7200).

Jan 11-13. Association of American Library Schools, Annual Conference . . . Washington Hilton Hotel, Washington, D.C.

Jan. 18. Janus Seminar . . . Americana Hotel, New York City. Theme: Libraries: Differences and Similarities. Contact: Mauro Pittaro, Jr., Engineering Index, 345 East 47th St., New York, N.Y. 10017 (212/644-7603).

Jan 18-20. Video Production Techniques . . . Drexel University, Philadelphia. Fee: \$90.00. Contact: Dr. Dennis P. Leeper, Drexel University, School of Library and Information Science, Philadelphia, Pa. 19104.

Jan 24-26. National Federation of Abstracting and Indexing Services, seminar . . . United Engineering Center, New York City. Theme: Indexing in Perspective. Contact: NFAIS, 112 South 16th Street, Philadelphia, Pa. 19102 (215/563-2406).

Feb 1-3. Special Libraries Association, Winter Meeting . . . Tucson Marriott, Tucson, Ariz.

Feb 5-10. Music Library Association, Annual Meeting . . . New Orleans, La.

Feb 9. Energy Information Resources . . . Drexel University, Philadelphia. Fee: \$55. Contact: Dr. Krishappa Subramanyam, Drexel University, School of Library and Information Science, Philadelphia, Pa. 19104.

Feb 19. Data-Base Use in Libraries—Now and in the Future, Congress for Librarians . . . St. John's University, Jamaica, N.Y. Contact: Bro. Emmett Corry, Division of Library and Information Science, St. John's University, Jamaica, N.Y. 11439 (212/969-8000, ext. 200).

Mar 5-7. National Federation of Abstracting and Indexing Services, 21st Annual Conference . . . Arlington, Va. Write: NFAIS, 112 S. 16th St., Philadelphia, Pa. 19102.

Mar. 9. The Organization of Nonprint Materials . . . Drexel University, Philadelphia. Fee: \$65. Contact: Jerry D. Saye, Drexel University, School of Library and Information Science, Philadelphia, Pa. 19104.

Mar 12-14. International Conference on Anglo-American Cataloging Rules, No. 2 . . . Tallahassee, Fla. Sponsored by: Florida State University School of Library Science and the Center for Professional Development and Public Service. Contact: Dr. Doris H. Clack, School of Library Science, Florida State University, Tallahassee, Fla. 32306 (904/644-5775).

HAVE YOU HEARD?

Computer Map Making Catalog

A catalog of computer map making programs and publications is available for \$1 from the Laboratory for Computer Graphics and Spatial Analysis, Graduate School of Design, Harvard University (520 Gund Hall, Cambridge, Mass. 02138). The Harvard LAB-LOG (July 1978) is a comprehensive guide to programs and publications related to computer cartography and geographic data systems. Fully illustrated, the 36-page Harvard LAB-LOG gives a brief introduction to the Laboratory and provides a synopsis and application notes on each program, with current prices.

Latin American Seminar Proceedings

The Seminar on the Acquisition of Latin American Library Materials has recently published the *Final Report and Working Papers* of the 20th Seminar, under the title *New Writers of Latin America*, edited by Pauline P. Collins and abridged by Anne H. Jordan. The meeting held in Bogota, Colombia in June 1975, focused on publication problems of Latin American writers and various aspects of book production and distribution in Latin America. The publication is available for \$31.50 from National Laboratory Publishers, Inc., P.O. Box 1003, Austin, Tex. 78767.

San Antonio Consortium

The Council of Research and Academic Libraries (CORAL) was organized in 1966 to develop and strengthen information resources and services in the greater San Antonio area through cooperative programs and activities. Incorporated as a nonprofit consortium in 1977, CORAL has grown to 21 members representing a blend of public, private, and military institutions, with a combined collection of instructional materials totaling over 3.5 million items. For information, contact Mary S. Woods, CORAL Secretary, U.S.A.A. Library, U.S.A.A. Building, San Antonio, Tex. 78288.

Hawaiian Language Bibliography Available

A bibliography of missionary Hawaiian language publications entitled *Hawaiian Language Imprints, 1822-1899, A Bibliography* has been published by the Hawaiian Mission Children's Society and the University Press of Hawaii (Honolulu). The 654 entries in the 247-page bibliography represent Hawaiian language bibles, tracts, hymnals, sermons, dictionaries, and textbooks published in Hawaii and

elsewhere from 1822 to 1899 which are currently held by 36 libraries. Compilers are Bernice Judd, Janet E. Bell, and Clare G. Murdoch.

New NCLIS Commissioners

The National Commission on Libraries and Information Science announced the U.S. Senate confirmation of five nominees as Commissioners of the organization. They are: Robert W. Burns, Jr., Assistant Director of Libraries for Research Services at the Colorado State University in Fort Collins; Joan H. Gross, holder of an MLS from Columbia University and public relations consultant; Clara Stanton Jones, former Director of the Detroit Public Library and former President of the American Library Association (1975-1977); Frances Healy Naftalin, President of the Minneapolis Library Board and civic activist; Horace E. Tate, Executive Secretary of the Georgia Association of Educators and a Georgia State Senator.

Farm and Garden Index

Farm and Garden Index is a new quarterly agricultural reference tool costing \$55 per year and providing access to more than 100 agricultural and horticultural magazines. An annual cumulation is provided in a hardbound volume as part of the regular subscription. Order from Minnesota Scholarly Press, Inc., P.O. Box 224, Mankato, Minn. 56001.

Behavioral Sciences Quarterly

The first issue of *The Behavioral and Brain Sciences: An International Journal of Current Research and Theory with Open Peer Commentary* appeared in August 1978. Papers judged appropriate by the editors are circulated to a large number of commentators selected by the editors, referees, and author to provide substantive criticism, interpretation, and elaboration. The article, accepted commentaries, and the author's response then appear simultaneously in the journal. Subscription price is \$60 for institutions, \$30 for individuals, and \$16 for students. Order from Cambridge University Press, 32 E. 57th St., New York, N.Y. 10022.

Guide to Computer Publications

Computer Business, a monthly newsletter supplying categorized reviews of more than 125 articles from computer and communications trade publications, is available from Contempo-

rary Communications, Inc. (2909 Oregon Court, Suite C-11, Torrance, Calif. 90503). Each review contains the title of the article, a brief abstract, the source of the article, and a "Reader's Key" denoting its length, orientation, and readability. Annual subscriptions are \$48; a three-month trial subscription is \$12, prepaid.

NCLIS Annual Report

The National Commission on Libraries and Information Science *Annual Report to the President and Congress 1976-1977* is available. Order from the Superintendent of Documents, U. S. Government Printing Office, Washington, D.C. 20402 (Stock no. 052-003-00535-2).

Performing Arts Collections Survey

The fall issue of the Theatre Library Association's newsletter, *Broadside*, will include the first attempt at a systematic national survey of performing arts research collections and materials. The survey seeks to identify the status, holdings, services, and needs of collections of performing arts research materials: theatre, music, opera, dance, film, and broadcasting; including all aspects of production management, history, and criticism. The results of the survey will be published in *Broadside* and *Performing Arts Resources*; copies will also be available from The Charles MacArthur Center for American Theatre, 415-101 N. Monroe St., Tallahassee, Fla. 32301.

AFIPS Program on History of Computing

The American Federation of Information Processing Societies, Inc. (AFIPS) has launched a multifaceted program on the history of computing, to be carried out by the Federation's History of Computing Committee under the chairmanship of Jean E. Sammet. The AFIPS board of directors authorized a continu-

ing program which will cover a number of areas relating to the history of computing and has asked the committee to study the concept of a permanent Center for the History of Computing which would manage the Federation's archived activities and related efforts.

New Name for LC Division for the Blind and Physically Handicapped

The Library of Congress Division for the Blind and Physically Handicapped has a new name: National Library Service for the Blind and Physically Handicapped (NLS). The name change follows a Library of Congress reorganization effective Jun 5, 1978. NLS will continue to offer free braille and recorded books and magazines to blind and physically handicapped readers through the existing network of cooperating libraries. Administration of the program under Frank Kurt Cylke and other staff officers in unchanged. Under the reorganization, the NLS administration will now report directly to Carol Nemeyer, who has been named associate librarian for national programs.

Cumulative Index Available

The Office of the Newspaper Microfilming Coordinator of the Library of Congress has published a cumulative index to the *Newspaper and Gazette Report* for the years 1973-76. Indexing of the microfilmed serials reported is by country or state of publication, by city of publication, and by masthead title. Subscriptions to both the *Index: 1973-76* and to the *Report* are available on a complimentary and need-to-know basis to members and committees of Congress, libraries and other units of universities, firms, foundations, publishers, and special and public libraries. Written requests should be mailed to: Central Services Division, Library of Congress, Washington, D.C. 20540.

Canadian Information Policy Committee

The Canadian Association for Information Science established a Committee on Information Policy at the association's annual meeting in May 1977. The committee has concentrated its attention on policy problems arising from the increasing use of on-line data bases, with special emphasis being placed on aspects of intellectual and technological sovereignty.

The committee wishes to obtain feedback from all those interested in the policy aspects of

the on-line use of data bases. Seminars are being arranged where possible. A copy of the committee's position paper and a summary of present plans may be obtained by writing to the chairman of the committee:

Marcel A. Mercier
Chairman, CAIS Information
Policy Committee
P. O. Box 8500
Ottawa, Ont. K1G 3H9, Canada

Canadian Indexing And Abstracting Society

The Indexing and Abstracting Society of Canada (IASC) grew out of a recommendation made by the participants at the Canadian Abstracting and Indexing Services Workshop, convened by the National Library Advisory Board's Committee on Bibliographical Services for Canada at the National Library of Canada in Ottawa, Mar 7-8, 1977.

The objectives of IASC are to encourage the production and use of indexes and abstracts, to promote the recognition of indexers and abstracters, and to improve indexing and abstracting techniques. Membership in the society is open to any person, institution, corporation, and indexing and abstracting service interested in the promotion of the society's objectives.

The first annual meeting of the IASC was held in Edmonton on Jun 14, 1978. The first issue of the *IASC/SCAD Newsletter* appeared

in February 1978. The *Newsletter* carries information on Canadian indexes-abstracts and indexing-abstracting and maintains a continuing bibliography of reference materials on indexing and abstracting.

Another important activity of the society has been the drafting of a statement in response to the revision of the Canadian Copyright Act and the rights of indexers and abstracters. Prepared by SLA member Susan Klement, the statement was approved by the members of the executive and submitted to the Minister of Consumer and Corporate Affairs in January 1978.

Further information on the Indexing and Abstracting Society of Canada may be obtained from the society's secretary (Edith Auckland, Assistant Editor, *Canadian Periodical Index*, Canadian Library Association, 151 Sparks Street, Ottawa, Ont. K1P 5E3, Canada.

National Periodicals Center Plan

The Council on Library Resources (CLR) has just published *A National Periodicals Center Technical Development Plan*. The 272-page document details the goals, objectives, structure, technical requirements, pricing schedule, and stages of development for such a center.

The CLR proposal grew out of a suggestion by the National Commission on Libraries and Information Science that the Library of Congress be the parent organization for a national periodicals center. LC requested that CLR formulate the plan, which has been designed so that it can be used either by LC or another agency, if one is established.

The goal of the National Periodicals Center will be the improvement of access to periodical

literature for libraries. The "Summary" of the *Plan* states: "The creation of a national periodicals center will require the cooperative action and support of librarians, information scientists, publishers, politicians, foundation managers, and the eventual NPC staff itself. Society has everything to gain from an improved capacity to retrieve and use the information generated by its members. A coherent national periodicals program should provide such an improvement. A national periodicals center is the first step."

Copies of *A National Periodicals Center Technical Development Plan* are available on request from the Library, Information Office, Washington, D.C. 20540.



Library Rate

The Senate Governmental Affairs Committee reported (S. Rept. 95-1191) its version of HR 7700, the Postal Service Amendments Act of 1978. A portion of the bill affects the fourth-class library rate. The Senate version is an improvement over the bill passed by the House last April.

The latest Senate version allows all non-

profit libraries to return books to a publisher or distributor at the library rate. An earlier Senate version limited this use to libraries open to the public. The Senate version now reads that additional material, including catalogs of books, reading guides, maps, and other interpretative material, also may be sent at the library rate.

REVIEWS

Micrographics, by William Saffady. Littleton, Colo., Libraries Unlimited, Inc., 1978. 238p. \$15.00. LC 78-1309; ISBN 0-87287-175-4.

This book should not be confused with *Micrographic Systems* by Daniel M. Costigan. While both books provide much basic information about micrographics, Costigan's book is aimed at designing a micrographic system for business applications and Saffady's *Micrographics* covers micrographic usage in libraries and information centers. Saffady's book would have been better titled *Micrographics in Libraries*.

The book comprehensively provides an introduction to microforms and libraries, a description of the various microforms and their usage, and an explanation of both source document microfilm and Computer Output Microfilm (COM). Bibliographic control and storage and retrieval systems are also well covered. There is a short chapter at the end of the book on the future of microforms which could have been a little longer.

Micrographics is well illustrated and includes an index, a selected bibliography, and an extensive list of references with each chapter. The book is current and is written in simple, easy-to-read language.

The work is accurate and complete—the author did his homework. The book was written with the intention that it be used by practicing librarians and library school students. The reviewer feels the book is on target and would recommend it to librarians experienced with microforms and library school students.

Don M. Avedon
Microfilming Corp. of America
Glen Rock, N.J. 07452

Simple Library Bookkeeping, by Herbert H. Hoffman. Santa Ana, Calif., Headway Publications, 1977. \$2.50.

The author has taken what could be a complex subject and in the space of 32 pages has made bookkeeping not only easy to understand, but also easy to initiate.

Basic examples are used and are explained in simple language. One might wish that the author had set up simple exercises with answers for a reader's use, but this omission has been partly overcome by inclusion of a filled-out combination journal and ledger form which appears in each chapter.

The author has slightly modified standard accounting terminology, but the change is in favor of the librarian unschooled in bookkeeping. Hoffman also provides instruction concerning transaction tracing and possible uses management can make of the accounting information once it has been assembled.

Since all of us are increasingly involved in the financial management of libraries, the reviewer suggests that this short book is an excellent way to start. It should be an indispensable guide for anyone setting up a small library bookkeeping system.

John J. Miniter
School of Library Science
Texas Woman's University
Denton, Tex. 76204

PUBS

(78-068) **"Marketing Library and Information Services."** Oldman, Christine. *European Journal of Marketing* 11 (no. 6) (1977).

Discusses use and misuse of marketing principles and techniques in design and operation of library and information services.

(78-069) **Books on Demand.** Ann Arbor, Mich., University Microfilms International, 1977. 3v. \$24.50/volume. Author Guide, ISBN 0-8357-0208-1; Subject Guide, ISBN 0-8357-0207-3; Title Guide, ISBN 0-8357-0209-X.

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Tables showing costs of on-line searches for hourly rates from \$1 to \$200, in \$1 increments, for times up to one hour. Available from Memorial University Library, St. John's, Newfoundland, Canada.

(78-071) **United Nations Documents and Publications: a Research Guide.** Fetzer, Mary K. New Brunswick, N.J., Rutgers University Graduate School of Library Service, 1978. 61p. (Rutgers University GSLS Occasional Papers no. 76-5). \$3.00.

Brief guide to U. N. publications, covering depository libraries, indexes, types of publications (sales, periodicals, mimeographed, and official records), U. N. processes (resolutions, voting, speeches, treaties), and problems of republication and citation. Available from: Rutgers University, Graduate School of Library Service, 4 Huntington Street, New Brunswick, N. J. 08903.

(78-072) **Municipal Government Reference Sources: Publications and Collections.** Hernon, Peter, ed., for ALA Government Documents Round Table. New York, Bowker, 1978. 341p. \$19.95. LC 78-17619; ISBN 0-8352-1003-0.

A descriptive bibliography of U. S. municipal publications, covering 2,000 publications (from governmental and nongovernmental sources) of 167 cities with populations over 100,000. Included are newspaper indexes, data bases, checklists, bibliographies, maps, neighborhood studies, statistics, manuals, directories, municipal codes. Arranged by state and city, for each city a listing of major library collections of municipal documents is provided.

(78-073) **Guide to Official Statistics.** Great Britain, Central Statistical Office. No. 2, 1978. London, Her Majesty's Stationery Office, 1978. 413p. £8.25. ISBN 0-11-630165-1.

Listing of 2,500 published sources of statistics in the United Kingdom, covering 800 topics. Classified arrangement, with a keyword index. Available from

J. B. Wright, Central Statistical Office, Great George Street, London, SW1P 3AQ, England.

(78-074) **Policies of Publishers: A Handbook for Order Librarians.** 1978 ed. Kim, Ung Chon. Metuchen, NJ, Scarecrow, 1978. 146p. \$8.50. LC 77-25063; ISBN 0-8108-1098-0.

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(78-075) **Journal of Documentation: Retrospective Index to Vols. 1-30.** Anthony, L. J., comp. London, Aslib, 1977. 71p. \$36 (\$30 members). ISBN 0-85142-101-6.

Parts: author and title index to articles and letters, index to reviews, subject index (covering both articles and reviews).

(78-076) **User Education in Libraries.** Fjällbrant, Nancy and Malcolm Stevenson. Hamden, Conn., Linnet Books, 1978. 173p. \$10.50. LC 77-19192; ISBN 0-208-01664-3.

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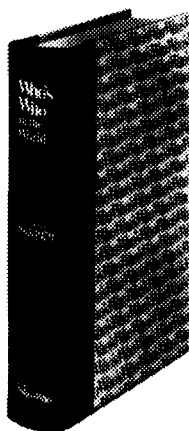
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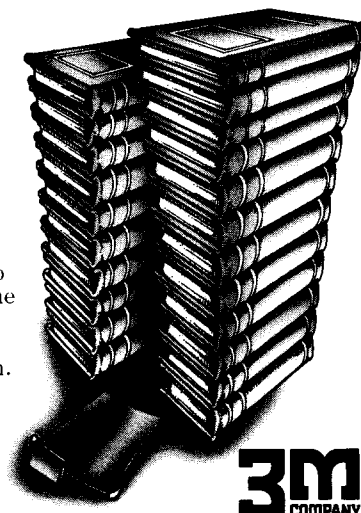
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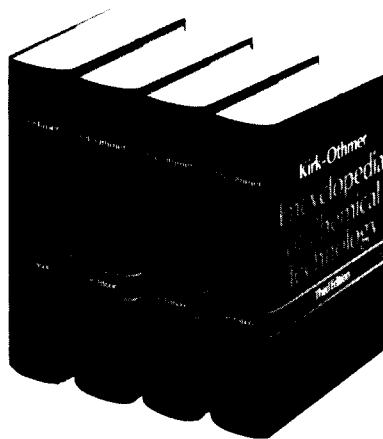
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