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*December 1980, vol. 71, no. 12*

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SPLBAN 71(12)509-574 (1980)
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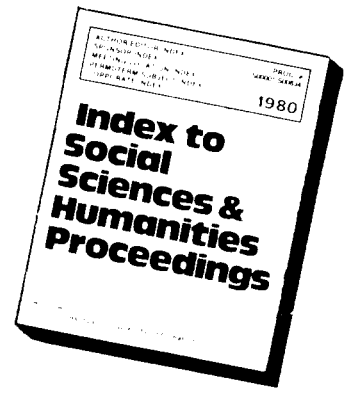


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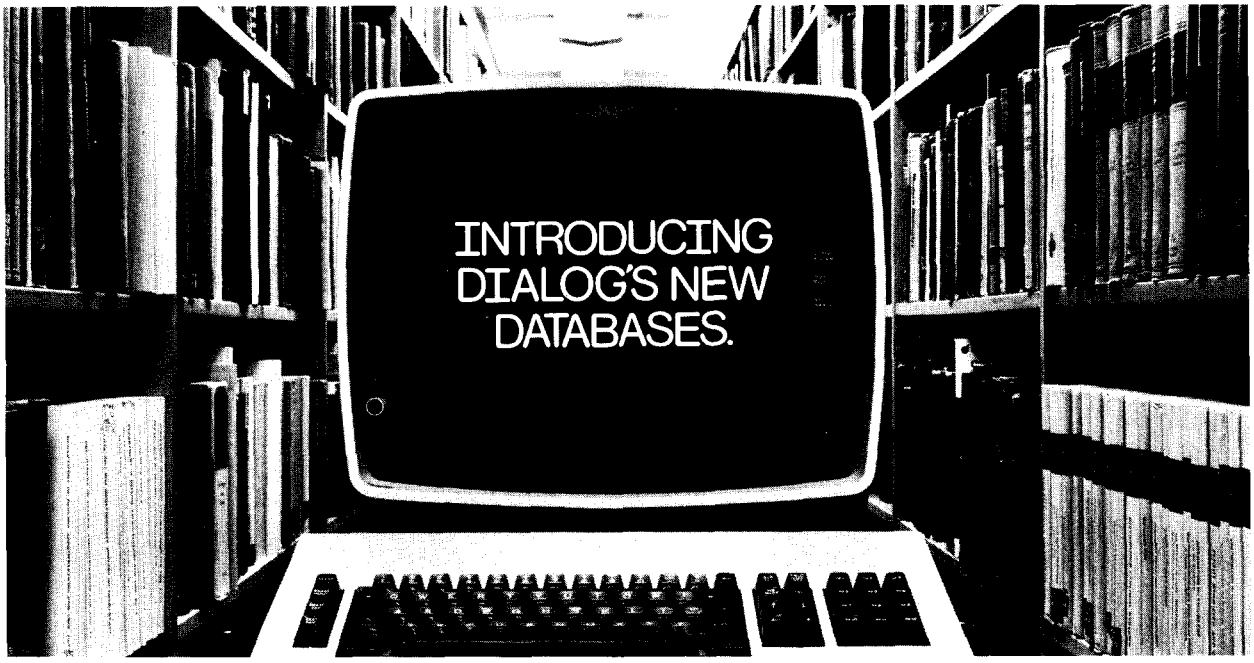


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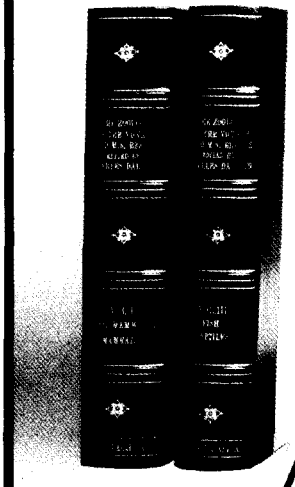

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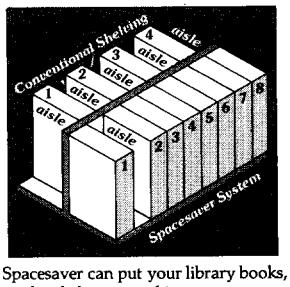


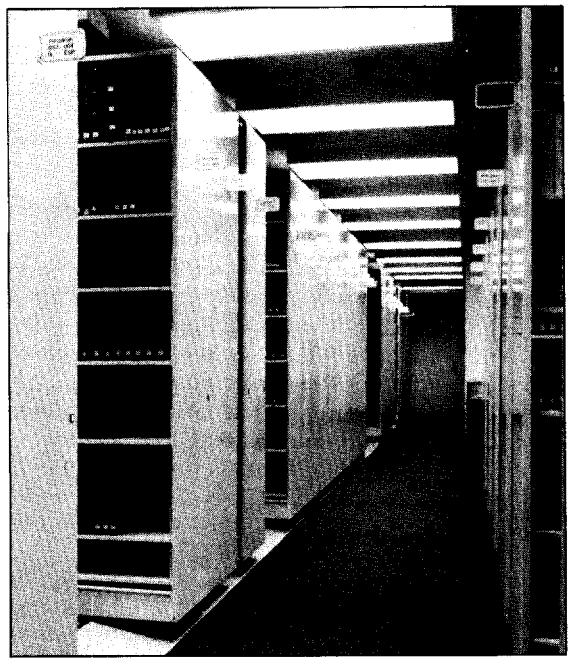

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**Compiled and edited by Alan M. Rees and Susan Crawford, with the assistance of Margaret Henning**

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Publication date: March 1981.

*Medical Library Association, 919 N. Michigan Ave., Ste. 3208, Chicago, IL 60611*

# LETTERS

### Minor Misstatement

Dr. Rush and I were pleased to see the favorable review of *Guide to Information Science* [*SL* 71(no. 8): 371 (Aug 1980)].

With respect to the "minor misstatement" caught by your eagle-eyed reviewer, we would like to note that it has been corrected in the new paperback edition of this work which is now available from Greenwood Press.

**Charles H. Davis**
**Graduate School of Library Science**
**University of Illinois at**
**Urbana-Champaign**

### Wrong Address

We have received quite a few interlibrary loan requests from business, industrial, and other special libraries addressed to one of our branch libraries rather than to the ILL office in the main library. I have traced the source of the incorrect address to the new CASSI cumulative.

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### Feedback on the *SpecialList*

I just wanted you to know that I think the *SpecialLst* is a great addition to SLA publications. The topics in the August and September issues have been timely, of professional interest to me, and they have been my only source of the information. So, many thanks for a job well done!

**Stephanie R. Morrell**
**Information Center**
**American Express Company**
**New York, N.Y. 10004**

Just a note to tell you how much I like the *SpecialList*. The brevity is one of the best things the *SpecialList* has going for it. You can zip through the whole thing right away—I tend to put multi-page newsletters on my "to read" stack and there they sit for weeks.

**Elin B. Christianson**
**141 Beverly Blvd.**
**Hobart, Ind. 46342**

I just received my initial issue of the *SpecialList* in the mail and wanted to let you know that I think this is a very informative and worthwhile endeavor. I had picked up copies of this publication at the various SLA Conferences and am glad to see that it will be mailed to the membership on a monthly basis. Keep up the good work of keeping us informed.

**Theresa Hammond**
**The Daily Press, Inc.**
**Newport News, Va. 23607**

The first issue of the *SpecialList* has arrived—Hurrah! It is going to fill the bill and get news instead of history to members.

**Lucille Gordon**
**Library Marketing**
**McGraw-Hill Book Company**
**New York, N.Y.**

---

**Editor's Note:** After taking its first tottering steps, our new publication, the *SpecialList*, is gathering momentum. Comments and suggestions are invited on how the newsletter can best serve our readers' information needs. Beginning with the November issue, the *SpecialList* will be mailed on the 25th of each month preceding the month of issue. If you have not received your copy within two weeks of that date, please let us know.

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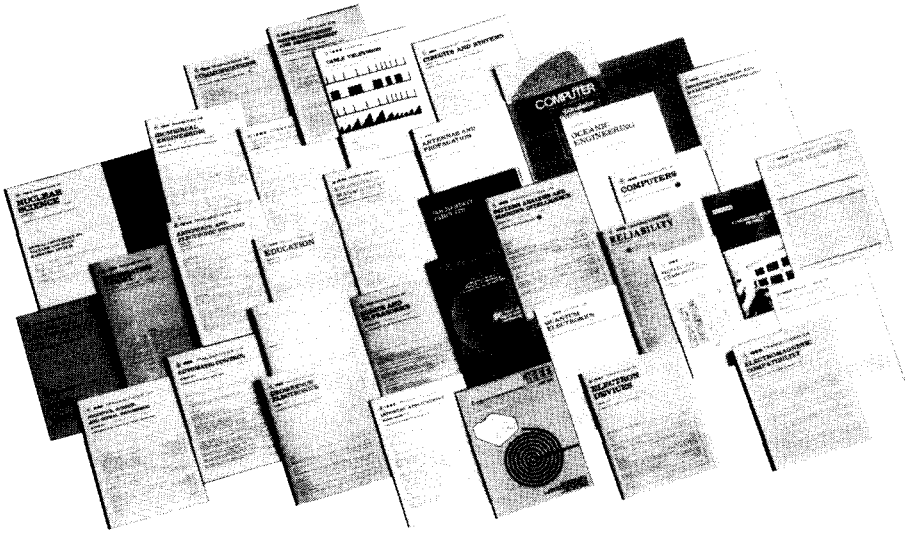


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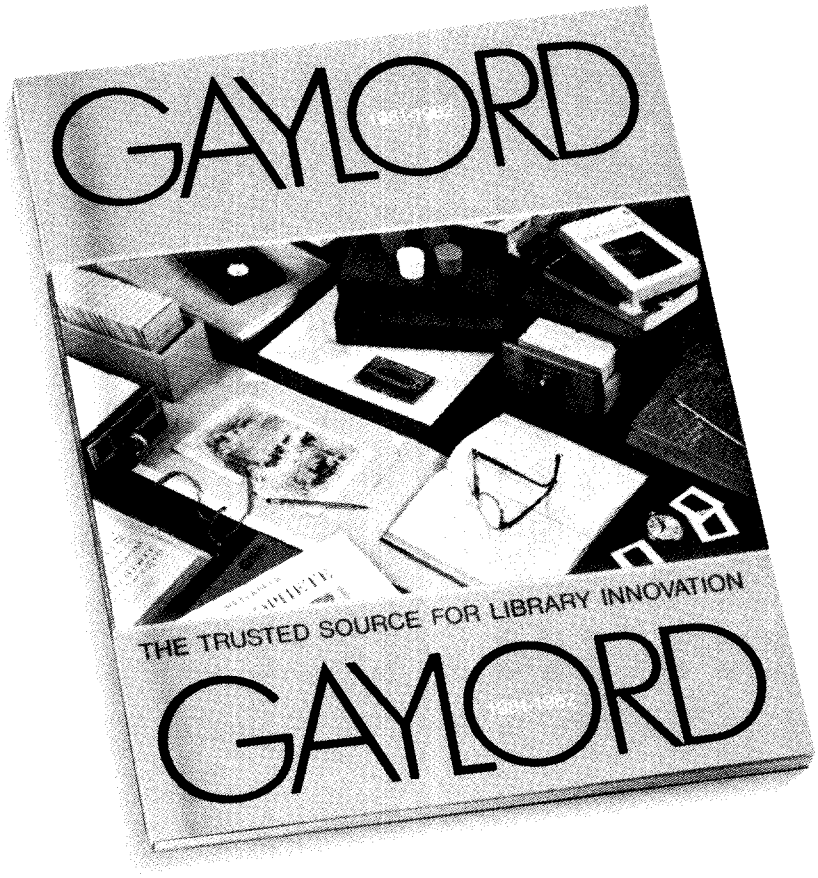


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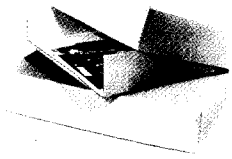

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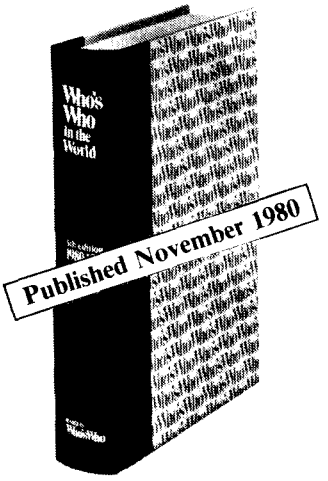


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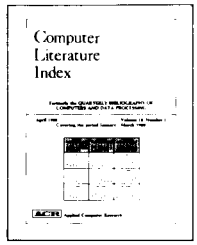


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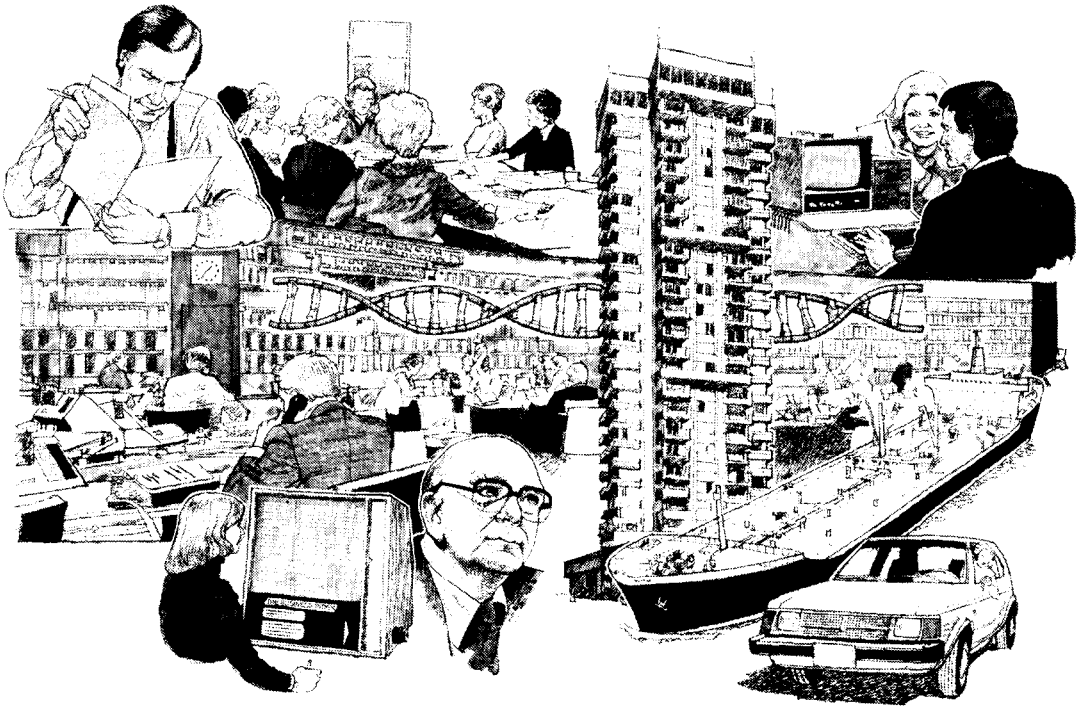

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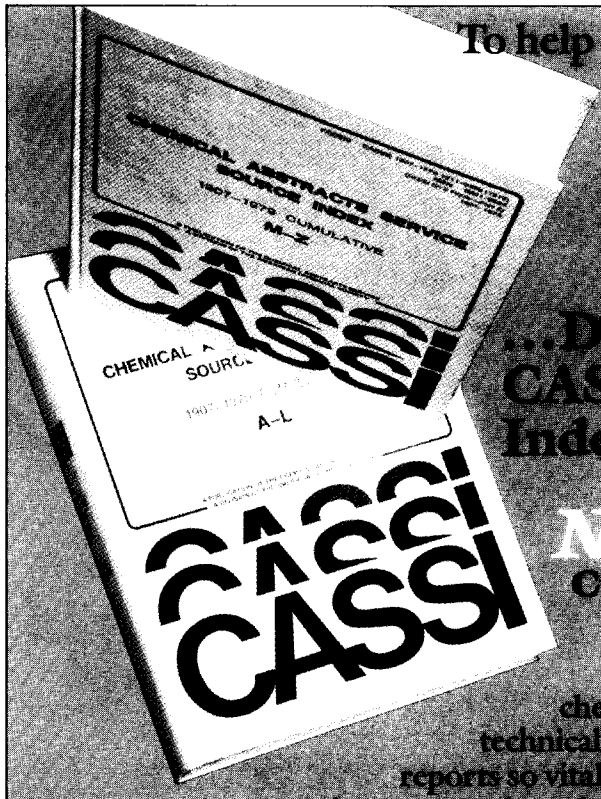


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# The Environment for Special Libraries in the 1980s

**Miriam A. Drake**

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■ **Events and developments occurring now and in the 1980s will have substantial impact on libraries and their operations. Effective planning depends on knowledge of likely events and trends and on the integration of these factors into the future operations of the library. The significant demographic, political, social, economic, and technological trends affecting libraries are reviewed. While the likely effects of these changes are suggested, they do not apply uniformly to all libraries. Librarians must select the factors significant to their library and plan within its specific environment.**

SPECIAL LIBRARIES, especially those in the corporate sector, have operated in an environment characterized by change and uncertainty. The special librarians' goal of providing substantive and timely information in a cost effective manner has provided the incentive to both librarians and management to adopt technological and managerial innovations.

Special librarians are acutely aware of the need for planning library operations and services. Knowledge of the environment in which the library operates is critical to the provision of service responsive to client needs. As the complexity of the immediate organizational environment and the larger social environment increases and intensifies, the librarians' need for data on pertinent trends and likely developments inside and outside the parent institution increases.

Librarians need to look outside the library for the significant factors affecting library operations now and in the future. The survival of libraries is heavily dependent on librarians' ability to learn about environmental factors, integrate these factors into planning processes, make adjustments in service to accommodate the needs of changing clientele, and adopt appropriate technologies.

The following review of the demographic, political, social, economic, and


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technological trends affecting libraries is not intended to suggest that the impact of these developments and changes will be uniform among libraries. While likely changes are suggested, they do not apply to all libraries. Each librarian will view the trends described differently. Reactions and specific ideas for change will depend on the individual library, its clientele, and institutional setting.

## Demographics

The rate of growth of the U.S. population in the 1980s and 1990s will be substantially less than in earlier years. The U.S. Bureau of the Census has forecast that the population will reach 260 million by the year 2000. This lower growth rate is due largely to a decrease in the number of births. In the 1960s over 4 million births per year were recorded. This number declined to approximately 3.3 million by the late 1970s. The number of births is expected to rise to 4 million by 1990 and then decline (*1*).

The lower number of births accompanied by increases in longevity will result in a so-called "graying of America." The median age of the population in 1978 was 28.8 years. It is expected to rise to 35.5 years in 2000. (*1*)

These population trends will be reflected in a variety of ways ranging from smaller school enrollments to a substantially greater need for social welfare and health programs for the elderly. School enrollment in grades K–12 in 1970 was 51.3 million. This enrollment will decline by 11.9% to 45.2 million in 1986. Enrollment in 4-year institutions of higher education is expected to peak at 7.4 million in 1980 and decline 6.8% to 6.9 million in 1986 (*2*). The number of persons graduating from high school is expected to decline from 2.8 million in 1978 to 2.1 million in 1990 (*3*).

Rapid changes in the composition of the population will be reflected in many aspects of work and social life. The increasing proportion of elderly people will reduce the ratio of workers to nonworkers. The financial burden is likely to be reduced by elminating mandatory retirement. At the same time, fewer young people will enter the labor force. The users of special libraries will be older and more experienced than current users. As people age, their attitudes toward new information and risk change. Many older people rely more heavily on their experience rather than seek new information. The special librarian in industry will be affected by the attitudes of an older clientele. Public librarians also will be affected by an aging population and, in many communities, the focus of service will change from the relatively young to a large group of older people.

## The Economy

Economic forecasting has become an increasingly risky business, especially in an election year. The forecasts presented here are general and are based on population trends and the following assumptions: 1) slow declines in inflation and unemployment; 2) lower income and property tax rates; 3) a lower rate of expansion in the labor force; and 4) no major war. Libraries have been affected more severely by inflation than most other sectors of the economy. Prices paid by libraries for materials, labor, supplies, and services have more than doubled since 1973. Under the best circumstances, inflation is likely to continue at a double digit rate in the next few years. The energy problem, strong consumer demand, declining rates of savings by consumers, and projected increases in the defense budget will exacerbate the upward pressure on prices for most goods and services.

The decline in consumer savings and reduction in real corporate profits in some industries have created a crisis in capital investment which is likely to continue.

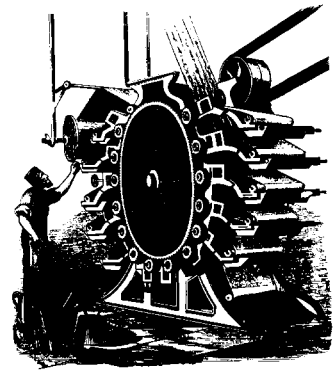
Consumer savings as a percentage of disposable personal income has declined from 7.4% in 1970 to 3.7% in the

first quarter of 1980 (*4, 6,* p. 9). Between 1976 and 1980, consumer installment debt rose 66% while disposable personal income rose 46.8% (*5, 6*). Credit controls instituted by the Federal Reserve system have resulted in increased debt repayment. It is not clear whether the trend in consumer savings will be reversed in the near future. Lower interest rates are likely to produce capital investment in some industries; however, declining profits in the auto and related industries will have a negative effect on total capital investment.

The lack of capital investment and plant modernization coupled with the growth of social welfare programs have contributed significantly to the decreasing productivity of the American worker. The reluctance of workers to accept low status and risky or dirty jobs has increased the use of automation and robots in industry. According to a recent article in *Business Week,* "New technology is making it possible to replace increasingly skilled workers. The latest computer-controlled robots are considerably more versatile than their simple-minded predecessors of just two years ago" (*1*). Robots could help to increase productivity in the years ahead; however, the amount or rate of increase will depend, in part, on the willingness of labor unions to substitute robots for people.

**The lack of capital investment and plant modernization coupled with the growth of social welfare programs have contributed ... to the decreasing productivity of the American worker.**

The effect of rising energy costs on the cost of transporation of people and goods has given strong impetus to the growth of the telecommunications and computer industries. Early in 1980 major airlines announced cut backs in flights and worker layoffs due to the actual and expected declines in business travel. The cost of transportation and the availability of relatively inexpensive telecommunications likely will result in more workers working at home for some part of the work week and an increase in teleconferencing.



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Other industries expected to grow in the future include health care and related industries that provide goods and services to an older population. The emphasis on youth in fashion, food, and recreation may decline as the population ages.

The impact of these changes will be significant and different for each kind of library. The health of the corporate library is closely tied to profits and research and development activities. Jackson's research on the Fortune 500 companies indicated that firms with libraries spend 5 times as much on R&D than firms without libraries (*8*). Matarazzo's conclusions, based on case studies on the closing of corporate libraries, indicated "There is substantial evidence to support the view that library service was established and maintained at these companies to support research or product development activities of the companies and that when these specific activities were reduced, library service was not perceived as being important as it once had been" (*9*). In addition, Matarazzo found that libraries had little "first hand" knowledge of impending financial crises. This finding suggests that librarians should become thoroughly familiar with com-

pany and institutional finances. Declining revenue or profits and/or reduced R&D spending may be signals that library expenditures will be reduced or that the library will be closed.

Public, school, and academic libraries will be adversely affected by enrollment declines and cut backs in state and local government spending. The U.S. Bureau of Labor Statistics has projected that all government (federal, state, and local) expenditures will decline to 15.5% of the GNP in 1990 from 20.2% of the GNP in 1979. Reduced school enrollments will result in declines in spending for education at a projected annual rate of .7% for the decade of the 1980s (*10*).

Projections by the National Center for Educational Statistics indicate a peak in student-related expenditures by institutions of higher education in 1984. Research expenditures are expected to peak earlier (*10*).

## Social and Political Trends

The political idealism of the early 1960s has evolved into a more conservative view of the role of government reflected in taxpayer attitudes toward public expenditures and deregulation of industry, as well as by a post-Watergate distrust of government officials. The first major deregulation activity was in the airline industry. This deregulation legislation has changed the patterns of airline service and provided for the demise of the Civil Aeronautics Board in the 1980s. Deregulation also is taking place in the trucking and telecommunications industries. A contrary trend, however, is taking place in the growth of OSHA, enforcement of equal employment opportunity and affirmative action programs, and increased regulation by the Environmental Protection Agency and the Department of Energy. Regulatory activity by these programs and agencies add substantially to corporate and institutional overhead.

Two assumptions which were part of the 1960s idealism are being challenged. The first is that government can do some jobs more efficiently because it does not have to make a profit. Experience with AMTRAK and CONRAIL is clear evidence that government cannot do the job more effectively or more efficiently. The second assumption is that politicians and government bureaucrats always act in the public interest. Reading of a daily newspaper will shatter that assumption.

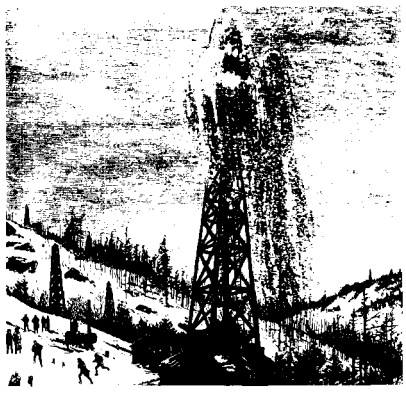
A more conservative view of government is reflected in attempts to limit both taxing and spending at all levels of government. Proposition 13 was not limited to the state of California. Most states have passed legislation or are reviewing proposed legislation to limit taxes and/or spending. There is a popular belief that government's share of the pie is too big and people's disposable income is too small. The failure of "Jaws 2" (Proposition 9) does not signal a turnabout in taxpayer thinking. Taxpayers are willing to pay for essential services such as police and fire protection.

Accompanying the trend to lower taxes is a greater willingness to impose user fees on services previously funded exclusively from tax revenues. The International City Management Association's Committee on Future Horizons indicated that "the era of massive growth in the public sector is over."

**The application of current computer and telecommunications technologies could make many public and academic libraries obsolete before the end of the century.**

More cities will charge fees for more services. "The charge for service should be high enough so that it is used primarily by the people who need it and who are willing to pay the price" (*11*).

Experience in the last 15 years has revealed that social problems cannot be solved solely by government spending.



Levy has pointed out that the relief of economic distress and poverty in the United States has resulted from growth of real income per capita, not from the redistribution of income through government (*12*). This conclusion suggests that for society as a whole, a greater reduction in economic distress and social problems may be achieved by subsidizing individuals and dismantling the myriad of government welfare programs set up in the 1960s.

Another indication of a conservative trend that is significant for libraries is the results of a Gallup Poll on social change taken in June 1978. The poll indicated that people of all age groups and backgrounds would welcome more respect for authority and more emphasis on family ties (*13*). People's views about education also may be changing. Gallup has pointed out that education may be losing some of its appeal because a skilled worker who did not finish high school can earn as much money as a college graduate (*14*). The idea that every American child should go to college is fading.

The impact of declining enrollments will affect budgets and more significantly the internal environments of universities. The competition among faculty for promotion and tenure will be far greater than it is now. Fewer faculty will be tenured, especially in areas where supply already exceeds demand. The pressure on faculty in large universities to bring in more research dollars will be intensified. This competition and pressure could result in greater demands on the library.

Political, economic, and social trends also will affect corporate management and corporate libraries. David Rockefeller has pointed out that the CEO of the future will have "a decidedly more global perspective," be more strategic, more "broadly gauged" and more outwardly directed (*15*). Top managers will need to spend more time with stockholders and legislators and be more sensitive to public opinion. A recent article presenting the views of current chief executive officers indicates concurrence with Rockefeller's view: "The chief executive officer of the future will work with an increasing proportion of outside directors, spend more time on 'outside' societal affairs, and concern himself—or herself—with broader and longer range objectives. Willingness and ability to communicate with and relate to others will distinguish the CEO of the 1980's from many of his predecessors" (*16*). CEO demand for library and information services could alter the character of libraries in large corporations. Librarians will need to provide more general material for top management to support broader interests and constituencies.

## Technology in the 80s

Technology will be based heavily on developments in computers and telecommunications. The three areas of importance to libraries are home/office computers, videotex, and electronic publishing.

The application of current computer and telecommunications technologies could make many public and academic libraries obsolete before the end of the century. Within a very short time, it will be possible for consumers to access a variety of information sources through videotex, computers, or computer terminals in their homes or offices. Developments in microelectronics and fiber optics are bringing about drastic reductions in the costs of

computing and telecommunications while enhancing their capabilities for the delivery of information where and when it is needed. Poppel has predicted that by the mid-1980s most American families will own or lease some sort of home information center (*17*).

The technology now exists for people to access dictionaries, encyclopedias, and fact banks online. Electronic newspapers and magazines as well as reference material will be available in the home or office via videotex, which utilizes an adapted television set or computer terminal. In July 1980, Compu-Serve of Columbus, Ohio announced to its 225 subscribers in the Columbus area the availability of sections of the *Columbus Dispatch* online (*17*). During the summer of 1980, Knight Ridder newspapers will begin a six-month test of its Viewdata system. Subscribers will be able to access online the *Miami Herald,* Dow Jones news service, *New York Times,* and selected articles from magazines, such as *Consumer Reports* (*18*). An example of videotex is the OCLC/Bank One venture which brings electronic funds transfer as well as games, library catalogs, and an encyclopedia to a group of Columbus, Ohio residents. The Source is an example of a consumer-oriented data bank available via terminal and telephone.

Kenneth Winslow has pointed out that television will become as specialized as radio in 10 years and will serve as a major information supplier utilizing up to 100 channels. The viewer will be an active participant rather than a passive recipient of entertainment. Television will become an interactive medium. In order to participate actively, people will need to know how to read, follow instructions, and compute (*19*).

The day is rapidly approaching when information seekers will not need to use the library. People accessing bibliographic data will need document delivery services but may choose a source other than the library. When the cost of going to the library is added to the value of the user's time in travel and finding the needed material, the cost of document delivery service via electronics or the paperback bookstore is likely to be less than the cost of using the library.

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"Technology has already evolved to a point where access to most of the world's literature can be obtained within a couple of days through a combination of the on-line bibliographic search utilities and vendor-supplied computerized order fulfillment systems for books, documents and periodical articles" (*20*).

Information and document delivery to the home or office is being developed largely in the private sector outside the institutional framework of the library. Small and large companies have seen a market for both general and specialized information services. Electronic publishing is likely to be available initially in science, technology, business and other areas in which the need is for current information. Publishers will supply on demand rather than in anticipation of demand. As authors increase their use of office automation techniques, such as word processing, the availability of text in machine-readable form will increase. Information suppliers and information consumers will be acquiring the equip-

ment necessary to transmit and receive information in a variety of formats. These developments gradually will obviate the need for building collections of documents and journals in libraries.

Computers, telecommunications, and energy scarcity likely will result in slow but dramatic changes in the way people work, access information, and acquire information. Technological developments enabling people to work at home, substitute robots for human labor, reduce travel, and acquire increasing amounts of information could produce a variety of effects on human behavior and attitudes. Toffler discussed the effects of rapid change, overstimulation, and information overload in *Future Shock* (*21*). In implementing new information systems and new work environments it is easy to lose consideration of the human dimension. The system designer may see the benefits to be derived from a new way of working or accessing information but fail to realize that people adapt slowly to new methods. Toffler points out, "Technocrats suffer from myopia. Their instinct is to think about immediate returns, immediate consequences" (*20*, p. 458). In our haste to improve library service through technological innovation we must not allow ourselves to become victims of technocratic myopia. Librarians and information scientists must be aware of the pitfalls in rapid change and keep in mind that the human client must be the beneficiary, not the victim of change.

## Networks

Cooperation between special libraries is not a new phenomenon. Union lists, and other resource sharing activities have been initiated and implemented by special libraries outside formal network structures. Recently, special libraries have joined networks, such as INCOLSA, Solinet, and OCLC. Experience with the OCLC shared cataloging and interlibrary loan subsystems clearly shows that special libraries contribute significantly to resource sharing.

The special library's contributions to networking and resource sharing were recognized by the White House Conference delegates in a resolution which stated, ". . . a comprehensive approach be taken to the planning and development of multi-type library and information networks, including both profit and not-for-profit libraries from the public and private sector" (*22*). Title I of the proposed National Library and Information Services Act specifies interlibrary cooperation and network support among all types of libraries (*23*).

Network functions and special libraries participation in networks have been reviewed and discussed in two recent conferences.* Epstein summarizes the issue: "On-line networks are vital to the successful operations of libraries. As more services involving the transfer and exchange of information about library material becomes available, on-line networks will become an integral part of the library environment." (*24*) This integration could be short lived. The need for state and regional library networks may change as more material is made available directly to libraries or information consumers. It is now possible to access a variety of information sources with one terminal and a telephone using communications networks such as Telenet.

**Conference on Networks for Networkers, Indianapolis, Ind., May 30-Jun 1, 1979, and the 1980 General Motors Research Laboratories Conference on the Special Library Role in Networks, held May 5-6, 1980 in Detroit, Mich.*

These facilities will likely be extended to more libraries, more information sources, and more information users. Libraries will be able to offer a greater variety of information services. During the next 20 years, library networks will facilitate the sharing of existing material and resources. As information delivery becomes less library-dependent, the need for today's network services may diminish.

## Market Trends

At one time, libraries operated in a monopoly environment. Now there is competition from database producers and vendors, as well as from companies in the document or media delivery business. At the present time, companies developing home or office information and document delivery services are in direct competition with libraries. Except for specialized services aimed at specific groups, such as lawyers and accountants, the target market for both libraries and private companies is the middle and upper income, college-educated consumer. This market has both the necessary income and motivation to provide viable demand for home information services. It should be noted that libraries are not the primary sources of information for the public. Studies by Gallup, and most recently, Chen, have shown a consistent pattern of information seeking. In 1975, the Gallup survey indicated that 17% of the adults surveyed use the library to solve an information problem (25). Chen surveyed 2,400 adults in New England and found that the library was used for 17% of the information-seeking situations (26).

Special libraries will be affected by increased competition among vendors of source information and numerical databases. These online services will replace some reference books, handbooks, and statistical material. As more firms enter the online market, special librarians will have more choice in the quality, quantity, price, and suitability of services.

The home market is equally competitive in both source data and recreational/general information reading. The amount of printed material distributed through bookstores and newsstands is increasing rapidly. Obtaining information on jogging, house plants, gourmet cooking and hundreds of other subjects no longer requires a trip to the library. The reader of novels, mystery stories, or history can satisfy his/her needs quickly and cheaply at the book store located in a neighborhood shopping center or through a general or specialized book club or mail order firm.

Libraries' share of the domestic book market was approximately 8.6% in 1977 (27). As library budgets lose purchasing power and consumers increase their use of book clubs, book stores and other direct suppliers, the library share of the book market will decline. Libraries will continue to be major factors in the serials market, especially the higher price serials.

The online information market is developing rapidly. Online bibliographic databases primarily sold to libraries will decrease in market share as sales of source information directly to homes and offices increase. The home market, comprised of people who have home computers or terminals, is in the early stages of development. As the price of microcomputers and terminals decline, more consumers will purchase them for home use. These systems will compete with television-based systems, such as Knight Ridder Viewdata. The consumer will be offered an increasing variety of information delivery systems. Families with children—a major library market—will be stimulated to

purchase home information systems because their children will be using microcomputers in school. It has been estimated that about 2.8 million children in public schools are doing some of their work on computers (*28*).

The market situation is becoming increasingly competitive and clouded by the government. For example, if the Census Bureau were to offer online services for access to the 1980 census, it would be competing with both libraries and the information industry. Both libraries and private companies are crying "foul" because they view the competitive situation as unfair. The information industry claims that it cannot compete on a price basis with services subsidized by taxpayers. Libraries claim the information industry is invading their sacred territory. The U.S. government sees an obligation to provide the data to business and consumers collected and analyzed at taxpayers' expense. This problem is part of the overall issue of public information policy. The probability of an early solution to the problem is low because the interests of the various parties are in conflict.

## Conclusion

Special librarians are on the threshold of the new information age. They are in a favorable environment to transform the activities of the profession and libraries. Special librarians' intimate knowledge of clients' needs will enable them to use technology to tailor and personalize information service.

In the past, the corporate environment has been more receptive to change than academe or local government. Continued awareness of the corporate or institutional environment and knowledge of social, economic and technological trends will help special librarians prepare and plan for more effective information services. My contacts with special librarians at conferences and meetings continues to confirm my perception that special librarians value professional growth and derive great personal satisfaction from their work. Their acceptance of challenge and their ability to act on opportunities for improved service effectiveness provide the basis for their continued leadership in the evolution of library and information services as well as increased personal and professional growth.

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# Comparing the Bibliographic Utilities for Special Librarians

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SLA Networking Committee

THE Special Libraries Association (SLA) Networking Committee recently developed and administered an interview questionnaire to representatives of the four major North American online bibliographic utilities: OCLC, Inc., Research Libraries Information Network (RLIN), University of Toronto Library Automation Systems (UTLAS), and Washington Library Network (WLN). The study was undertaken by the Networking Committee to provide general background for special librarians who are evaluating or selecting a bibliographic utility. Two other recent publications (*1,2*) have also compared these four utilities.

Representatives of the four systems were interviewed by special librarians from January to April 1980. Specific data for each system, including address, affliation, interviewer and interviewee, are given in the Appendix. This paper presents a summary of each system representative's response to the 26 questions which were formulated to gather information of particular interest to special librarians. The complete text of the interviews, together with the responses given by the four systems to the American Library Association Checklist for Commercial Processing Services (*3*), is available as a special publication from SLA (*4*).

## Membership

Special libraries are accepted as members by OCLC and WLN, although most OCLC users belong to a regional resource-sharing network, which contracts for the OCLC services and provides other supporting functions. The few OCLC users who are not members of a network contract directly with OCLC.

WLN only accepts members from the Pacific Northwest (Washington, Oregon, Alaska, Idaho, Montana). Outside this area, WLN's software package is available for installation by other networks.

UTLAS accepts special libraries but considers all users to be clients or subscribers instead of members. Special

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libraries can contract directly with UTLAS for services or through a Canadian network. Rochester Institute of Technology in New York recently became the first U.S. client of UTLAS.

RLIN restricts full membership to research universities with corporate ownership in the Research Libraries Group (RLG). RLIN does grant a restricted number of negotiated memberships at the associate or participant level to special libraries whose collection fulfills the standard requirements of the RLG. California library users of RLIN contract with CLASS (California Library Authority for Systems and Services); all other users contract directly with RLG.

The number of special libraries using the services of these four bibliographic utilities as of spring 1980 breaks down as follows: OCLC-617, RLIN-72, UTLAS-150, WLN-1. Each system is currently accepting new users. A list of the regional and specialized resource-sharing networks which offer the services of OCLC, RLIN, and UTLAS is given in the Appendix of the complete report (*4*).

## Governance

Each system provides a mechanism for its users to comment on existing policies, proposed policy changes, fees, and so forth. Input from OCLC users is relayed through the staff and directors of the member network. UTLAS clients are invited to send comments at any time and to attend the annual and regional client meetings. RLIN and WLN have established user committees or advisory councils for members to discuss their concerns and suggestions.

## Ownership and Security

Ownership of the total database is retained by OCLC, RLIN, and WLN, with each member institution guaranteed access to and use of its own data. UTLAS does not claim ownership rights to the entire database. Each participating institution in RLIN and UTLAS owns its own information.

OCLC, RLIN, and WLN allow all users to access the bibliographic, cataloging, and holdings information in the full database. UTLAS clients may access other client files only by agreement between clients. The privacy of accounting information in the acquisitions subsystems in RLIN and WLN is protected. In responding to the question of security, both OCLC and UTLAS placed special emphasis on their backup file systems. OCLC has implemented controls to prevent unauthorized changes to online records.

## Terminals

A description of each utility's computer system, software, and operating system is given in the full report (*4*). Table 1 shows the terminal makes required by each system for compatibility at high transmissions speeds or dedicated line access. However, it would appear that a standard asynchronous terminal can generally be used for dialup access to the four systems at slower speeds for search-only transactions.

## Startup Costs and Service Fees

Feasibility studies including sampling, functional studies, and time and cost estimates for conversion are provided by the four systems and are performed jointly by the staffs of the system and the investigating institution. OCLC feasibility requests are

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Table 1. Terminal and Telecommunications Specifications.

| Utility | Terminal | Transmission Speed |
|---|---|---|
| OCLC | Beehive Custom | 2400 baud (hardwired) synchronous |
| RLIN | Zentec | 2400 baud (fullface) |
| UTLAS | VUCOM | 300 baud, full duplex |
| WLN | Hazeltine Modular | 4800 baud, synchronous |

Table 2. Major Services Provided or Planned.

| Utility | Cataloging Support | Acquisitions Support | Circulation Support | ILL Support | Training Services | Online Subject Searching |
|---|---|---|---|---|---|---|
| OCLC | Yes | Available Fall, 1980 | Under Investigation | Yes | Yes (thru networks) | No |
| RLIN | Yes | End of 1980 | No | 1980-81 | Yes | Yes |
| UTLAS | Yes | Partial | Yes | Yes | Yes | Yes |
| WLN | Yes | Yes | Provides software for local minicomputer based circulation. | Union catalog support now-message switching planned. | Yes | Yes |

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referred to the appropriate regional network. OCLC, UTLAS, and WLN do not charge for cost estimates or samples. RLIN charges according to the complexity of the services under investigation. Studies completed for other investigating libraries are generally made available to potential users of the four systems.

Charges for OCLC services are based upon the number of transactions with no charge for search transactions. Pricing structures of various resource-sharing networks differ according to network costs, surcharges, and startup or annual membership fees. Startup costs include the $3,700 terminal purchase and OCLC profiling charges.

RLIN has one pricing schedule with no additional membership charges. Startup costs depend on the complexity of the library's profile and include purchase of a Zentec terminal for full-face or high-speed transmission.

UTLAS has a single pricing structure based on connect time or products delivered. Clients subscribe to each service or subsystem individually. An initial setup charge of $1,100 includes all documentation and three days of training. Terminals are purchased or leased from Bell Canada.

Similar to OCLC, WLN charges are based on the use of each service. There are no additional membership fees. Startup costs include $6,000 for a Hazeltine terminal and a modem, and a $200 installation fee.

## Services Available

Table 2 shows the major service areas provided or planned by the four bibliographic utilities. OCLC is the only system which does not offer online subject searching. Since special librarians often handle nonbook materials such as maps, music scores, manuscripts, or recordings, it should be noted that OCLC and UTLAS provide complete nonbook cataloging coverage while RLIN and WLN now offer only limited nonbook cataloging coverage.

For a detailed breakdown of services offered, the reader is referred to the ALA Checklist tally included with the complete project report (*4*). Many of the customized or specialized products and services provided by each system are given in the checklist.

The four bibliographic utilities offer free consultation or customer assistance during and after implementation and accommodate requests for profile changes or use of additional services as soon as possible.

Future plans by the systems include internetwork communications (RLIN, WLN), management information system (RLIN), serials check-in (WLN),

and a holdings subsystem for multiple copies (WLN). New computers or other equipment will allow expanded or enhanced services (OCLC, UTLAS).

Since each system had new services and improvements under development or investigation at interview time, it is advisable to contact the interviewees listed in the Appendix for the latest information on services and costs.

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**Appendix. Utility Representatives Interviewed.**

| | OCLC | RLIN | UTLAS | WIN |
|---|---|---|---|---|
| **Address** | OCLC, Inc. 1125 Kinnear Rd., Columbus, Ohio 43212 | Research Libraries Information Network, Encima Commons Stanford, Cal. 94305 | University of Toronto Library Automation Systems, 130 Saint George St., Suite 8003, Toronto, Ont. M5S 1A5 | Washington Library Network Washington State Library Olympia, Washington 98504 |
| **Affiliation** | Private cooperatively owned 501c3 Corporation | Research Libraries Group, Inc. | University of Toronto | State of Washington |
| **Status** | Non-profit | Non-profit | Non-profit | Non-Profit |
| **Date founded** | 1967 | 1975 | 1973 | 1972 |
| **Interviewer** | Susan L. Miller, Ohio St. Univ. Library Columbus, Ohio | Dian Gillmar Metropolitan Transportation Commission, Berkeley, Cal. | Nancy Musgrove Ontario Ministry of Energy, Toronto, Ont., Canada | Judy Orlando Weyerhaeuser Company, Technical Information Center, Tacoma, Washington |
| **Interviewee** | James Barrentine, Dir. for Technical Planning 614-486-3661 and Mary Ellen Jacob Director for User Services | Tina Kass Director for Library Systems & Services 415-497-9348 and Jan Thompson Director of Shared Resources Program | Dale Biteen Client Representative 416-978-7171 | Bruce Ziegman Acquisitions Service Librarian 206-754-2358 |

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# "Now That I'm in Charge, What Do I Do?"

## Six Rules about Running a Special Library for the New Library Manager

***John Kok***

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■ **Much attention is given to the technical skills that are needed when working in a company library. But the knowledge and attitudes that are necessary for managing one, especially during the current information age, are less frequently examined. Six basic principles the librarian should keep in mind when managing a company library are discussed.**

RECENTLY a young woman who had just been made the head of the research library of a large law firm asked for advice on how to manage a special library. "When I applied for the job, I felt I was fully qualified," she said. "I had seven years of experience working in law libraries, during which time I also picked up a master's degree in library science. But now that I'm actually in charge, I feel like I don't quite know what to do. I didn't realize that managing a library would be so different from working in one."

Except that she is more candid than most, her complaint is not all that uncommon. It is frequently voiced by librarians who are new to the responsibilities of managing a special library. The reason for this is that new library managers find themselves in a peculiarly difficult situation. They know a lot about the processes of librarianship such as selection, cataloging, reference, and online searching. In fact, their technical know-how is frequently why they were made managers in the first place. But they know relatively little about how to manage these processes within the larger context of the library's parent organization. This requires a completely different set of skills—skills which are usually not taught in the library schools and which are almost impossible to pick up from pre-management work experience.

There are a large number of skills that can be classified as management skills: communications, finance, planning, problem solving, decision making, and personnel management, to name but a few. These skills can, however, be summed up in six basic rules. To the more experienced library manager, these rules may seem obvious. But they are the kind of rules that are obvious only after they have been pointed out. In any case, these rules are not meant for the experienced library manager. They are meant for those librarians who, like the young law librarian, are in charge of a special library for the first time and don't quite know what to do.

This paper was presented at a seminar held Jun 9, 1980, at SLA's 71st Annual Conference in Washington, D.C., on the subject of "The Potential of Aggressive Librarianship: A New Total-Mission Support Concept." The seminar was organized by Sarah Kadec, deputy director, Office of Administration, Executive Office of the President, and sponsored by the Military Librarians, Library Management, and Engineering Divisions of SLA.


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It is usually necessary to ask more experienced library managers for their advice, read a lot of books and articles on library management, and to learn the rest through the painful process of trial and error.

There are six rules which are basic to running a special library successfully. To the veteran special library manager these rules will seem obvious and simplistic (although they are obvious only after someone has pointed them out), but these rules are not meant for the experienced librarian. They are meant for those special librarians who, like the young law librarian, are new to the experience of managing a library.

### Rule 1: Choose Your Employer Carefully

The first rule is the most important. No single factor has a greater influence on the special library manager than the attitude of the special library's parent organization toward information. If the parent organization has at least a basic appreciation of the value of accurate and timely information to the success of its operations, the special library manager stands a good chance of making a success of his or her special library. But if the parent organization is insensitive to the value of information, and sees the library as a barely-to-be-tolerated drain on its operating budget, the library manager's best professional efforts are doomed to failure.

Professionals in other fields are keenly aware of the influence an employer can have on their careers. They will investigate an organization before taking a job with it. High-level executives will frequently retain the services of an executive search firm or career counselor to help them find the job that is right for them. Special librarians should do the same. Before agreeing to manage a special library, first carefully research its parent organization. Is it doing well financially? Does it appear likely that it will continue to do well in the future? Is it in a line of business that requires information? What kind of services does it require from its library? As for the library itself, it should also be carefully investigated. Where is it on the organization chart? How large is it? What is its budget? What kinds of resources does it have? What kinds of services does it provide?

It is easy for special librarians to get the answers to these kinds of questions. They are experienced in this type of research. By getting the answers and choosing their employers carefully, prospective library managers minimize the single greatest risk of becoming frustrated in their jobs—and possibly in their careers.

### Rule 2: Hire the Best People

Many years ago, the head of the technical services department of a large research library confided that he made it a practice never to hire really outstanding librarians. They either moved on too quickly to other jobs, or, if they stayed on, they eventually began to want to take over his own job. This is possibly the most self-defeating management practice imaginable. The most important rule for special library managers to follow (after carefully choosing their employer) is to hire the best people they can find. It is they, much more than resources and facilities, who make the difference between a good special library and an excellent one.

The best people strengthen your job rather than threaten it. They keep you on your toes. They challenge you to work harder and better. Best of all, as their supervisor, they make you look good. A famous general once said that he preferred to have only the best and the most ambitious officers on his staff. They might eventually replace him in his command, but in the meantime, they won his battles for him.

It is true that the best people don't stay with you forever. They develop quickly, and unless there is the opportunity to promote them within the library, they will move on to bigger and better jobs somewhere else. But this is normal and even desirable. It is better

to be surrounded by top-notch people who turn out excellent work for a few years before moving on, than to be surrounded by mediocre people who, although they rarely put you through the trouble of having to hire and train a replacement, also rarely produce the kind of work that gains your library professional recognition from its parent organization.

It is also true that the best people are expensive. Special library managers should, therefore, strive for a budget that will enable them to pay their best people top professional salaries—salaries that are competitive with those paid to professionals with similar levels of qualification and responsibility in the parent organization. This will have an unexpected benefit. Good salaries not only make it possible to hire the best people; they also enhance the image of the library staff. Nothing wakes up the management of an organization faster to the fact that its librarians are professionals—and not just a higher order of clerical help—than having to pay them professional salaries.

### Rule 3: Let Your Users Be Your Guide

All special library managers are thoroughly trained to be service oriented. They know that it is their job to meet the information needs of the employees of the organizations they work for. But not all special library managers have a clear idea of what those information needs are. They tend to talk in terms of educating their users in the value of the library's information services, but they do relatively little about educating themselves in the specifics of their users' information needs.

This is going about things backwards. As any successful marketer will tell you, it is not enough to turn out a superior product or service. You first have to determine whether people need the product or service at all. If one were asked to come up with the most important rule to follow in managing a special library's information services, it may very well be: "Make sure it meets the specific and particular needs of your users."

Like the successful marketer, special library managers cannot afford to assume they know what their users' needs are. Some basic market research must be done. You must learn all you can about the organization you work for, its history, its operating principles, and its long- and short-range objectives. You must survey your users (avoiding library jargon at all costs) to find out exactly what kinds of information they need. You may find out that your users find raw information to be a nuisance, that they want information digests rather than unprocessed stacks of documents and data bank printouts. You must interview the members of your primary user group (and every organization has one) to find out what they want most from their library. You may discover that the organization's top management has a greater need for an active, current-awareness service than for a passive, on-demand service. You should keep a record of your users' requests and analyze it regularly. It will reveal numerous ways in which you can adjust your information services to more closely meet their needs.

**The best people strengthen your job rather than threaten it. They keep you on your toes. They challenge you to work harder and better. Best of all, as their supervisor, they make you look good.**

Such market research is not easy. It has to be done continuously, because the information needs of an organization and its people are constantly changing. It has to be done diplomatically, because people don't like to be bothered. But it has to be done. Special library managers have to know exactly what their users' information needs are. Otherwise, like the U.S. auto industry,

they will find themselves in the position of turning out a product few people want and even fewer people are willing to pay for.

### Rule 4: Cultivate Top Management

The concept of equal access to library services for all users makes good sense for a public library. It even has some relevance for an academic library. But as an operating principle, it has no place in a special library, especially one in a for-profit organization.

Special library managers should understand that the orgnaizations their libraries serve are essentially structured like a pyramid. Top management makes up the apex of the pyramid. They are the people in the orgnization responsible for making the decisions that have the greatest impact upon its operations. To make these decisions intelligently, they have the most urgent and legitimate need of anybody in the organization for accurate, comprehensive, and timely information.

This is not meant to suggest that special library managers play petty politics—that they ignore the information needs of the other employees in their organization in order to curry favor with top management. However, special librarians should recognize the structural and political realities of the organizations they work for.

To put it another way, you should think of your special library as a management information system. Provide the best information service possible to all the people in your organization, but place extra emphasis on meeting the information needs of your top management. Learn what their areas of responsibility are, what kinds of decisions they have to make. This will help you to provide them with more accurate information. Make every effort to supply them with processed information and not just collections of raw data. This will help you to provide them with more useful information. And, supply them with an interactive and continuous information service, not just a passive, on-demand one. This will help you to provide them with more timely information.

One of the major reasons why special library managers do not get the recognition that professionals at a similar level in their organizations do is because they have not taken the steps to make their services indispensible to the day-to-day work of their top management. Herbert White, in a study of industrial information centers, pointed out that the ability of these centers to survive organizational retrenchment in a time of economic recession depended not so much on their size, budget, or place on the organization chart as on the degree to which they directly assisted the worklives of their top management, that is, the people in the orgnization who decided where the spending cuts would be made (*1*). This observation can be taken a small step farther: the professional recognition of special librarians is in direct proportion to how relevant their information services are to the daily decision making of their top management.

### Rule 5: Advertise

Last year, in a study of special librarians who had been made officers of their orgnizations (*2*), the librarians surveyed gave a variety of reasons why they thought they had been made officers. But almost all agreed that one especially significant factor had been their efforts in promoting their libraries within their organizations. One of the librarians, who was particularly emphatic about this point, put it this way:

> Sell, sell, sell the library's functions within your organization. Public relations is never-ending. It consists not only of developing a superior product but also of creating innovative ways to highlight the library as an indispensable service department which is an asset to the company.

It is not enough for special library managers to develop superior, user-oriented information services. These services also have to be promoted. The

organization's employees have to be made aware of the information services that are available to them. And top management has to be kept informed of what it is getting for its information dollar.

Write a brochure describing the library and its services, and see to it that it gets as widely distributed as possible. Call, or at least write a note to all new employees, introducing yourself and your library. Participate in any orientation programs that are given to new employees. Announce all new library services and library staff throughout the organization. Give presentations to the organization's various departments and task groups. Put the library's name on everything: its stationery, memos, file materials, photocopies, even its data bank printous. Have the organization include the library on visitor tours. Get the organization to mention the library in its annual report. And never pass up an opportunity to write an article on the library for one of the organization's in-house publications—or for an outside publication, for that matter.

**Special librarians may know a lot about how to process information, but they often don't know much about how to manage it.**

As for your organization's management, provide them with at least a quarterly report on the library's progress and future plans. Don't limit such reports to circulation and reference statistics. They have a limited meaning for management. Instead, include instances where the library has had a direct impact on the organization's effectiveness, where it has saved the organization time and money. (For the alert library manager, who knows his or her organization, this is not as difficult as it sounds. And it does wonders for overcoming the library's image as a cost center.) Also briefly include suggestions on how the library can extend its usefulness by adding services or taking on additional responsibilities. If the suggestions take hold, they can then readily be developed into detailed proposals for management's approval.

### Rule 6: Be a Manager

It has often been said that if special librarians are to survive in the widely heralded information age, they must stop thinking like librarians and start thinking like managers. In fact, a whole new breed of people has sprung up who call themselves "information managers." They differ from special librarians not so much in technical know-how as in attitude. They view information in managerial terms: as a resource that has an integral and quantifiable role in helping the organization achieve its operational goals.

This view is open to debate. On the one hand, management is not all that new: the basic practices of information management have been carried out by a number of special librarians for over fifty years(3). On the other hand, these special librarians have been, and are even today, the exception. Special librarians may know a lot about how to process information, but they often don't know much about how to manage it. They may be good information technicians, but they are frequently poor managers.

Knowing how to manage information is becoming increasingly important for special library managers. We are well into the changeover from an industrial to an information society. Marc Porat pointed out in a 1977 Department of Commerce study that 50% of the gross national product and of the nation's wages and salaries relate to information activities (4). And in a report that came out early this year, John Naisbitt of Yankelovich, Skelly and White stated that the most significant trend in the United States today is its shift from a mass industrial society to an information society whose strategic resource is knowledge and data (5).

As we move farther into an information society, information is becoming an increasingly valuable commodity. Organi-

zations are coming to view it as a resource and to subject it to the same economic analyses as their other resources. They are coming to regard their information resources as more comprehensive than those traditionally supplied by a special library and to see them as including all the relevant materials (in whatever format and by whatever mode of transmission) which are generated both internally and externally. They are expecting their information resources to be effectively integrated, analyzed, and used. In a word, they are expecting them to be managed.

To meet the challenges of the information age, special library managers should take a lesson from information managers. They should realize, as the newly appointed librarian said, that there is a lot of difference between working in a special library and managing one. The technical skills learned in library school are no longer enough, for management concerns itself not with the trees but with the forest. To these technical skills must be added a knowledge of such basic business activities as marketing, finance, personnel, and management. These skills can be learned. They are the skills that, like the information manager, allow you to view information in managerial terms.

The unfolding information age will present special library managers with a unique opportunity. It will make their skills increasingly valuable to the organizations they work for. At the same time, the information age will make new demands of special library managers. It will force them to re-examine what information is, how it affects the organizations they work for, and how it can best be used to help those organizations attain their goals and objectives.

As Peter Drucker pointed out in his classic study of management, a manager's job is to manage (*6*). So to those new special library managers who ask, "Now that I'm in charge, what do I do?," one can only echo Drucker's words and say, "Manage." The six rules outlined will offer some guidance on how to do just that.

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# Preventative Conservation for Map Collections

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■ **The physical care of maps and plans is a problem for many persons used to working with more traditional forms of library and archival materials. The map curator, as well as being familiar with broad conservation measures such as proper environmental conditions, needs to develop more specialized knowledge of storage possibilities and techniques for handling oversized material. Conservation methods that have proven useful in map collections and guidelines for researchers and staff are described.**

AS MAP CURATORS, we have the responsibility of ensuring that the cartographical material, which constitutes the holdings of our collections, is retained in good physical condition for, at the minimum, the period of time specified by the individual collection's retention guidelines. If the map collection is archival or historical in nature, or if the collection deposits superseded materials in such collections, the period of time to ensure their physical well-being is indefinite. Those map curators with responsibility for budget allocations and expenditures also realize that the cost of maps, both those in current production and those in the antiquarian market, is rapidly increasing. This is an added incentive to provide the best physical care for materials acquired, as well as for those already held. Map curators can provide such care by using a combination of common sense and knowledge, both practical and technical, most of which is not taught in any course. Practising map curators learn through experience, reading in related literature, and discussion with their professional colleagues.

A premise with which there can be no real disagreement is that maps are not easy items to properly care for. In fact, in the past, there were attempts in some institutions to change the physical format of maps to more traditional formats with which the custodian was already familiar. For example, a 1903 article in the *Library Journal* (*1*) advocated dissecting and mounting maps to a size not more than 9 x 11 inches and treating these bound maps as books. An alternative to changing the format, followed in numerous institutions, was


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simply to ignore cartographical materials, especially those which were oversized or those which were in unusual formats, such as plaster relief models. Thus, maps acquired the often-quoted reputations of being "fugitive materials" (2) and the step-children of the library and archival communities.

If map curators could always acquire material in mint condition, if all maps were produced on durable, acid-free paper stock, if each map collection had proper environmental and storage conditions, and if all map curators and map users were knowledgeable persons who used materials in ways which resulted in no damage, there would be less work for conservators. Unfortunately, this is not nor ever will be the case.

## Environment

The rate of deterioration of library and archival materials is rapidly increasing. A 1974 study by W.J. Barrow (3) noted that in the five-year period, 1970–75, more damage would occur in an average collection than had occurred during the whole eighteenth century. Air pollution is one of the factors contributing to the accelerating rate. The fibre make-up of paper and the composition of inks and paints can be damaged by such pollutants as sulphur dioxide and hydrogen sulphide (4). Air coming into a map collection needs to be filtered and washed to eliminate such contaminants, as well as dust particles.

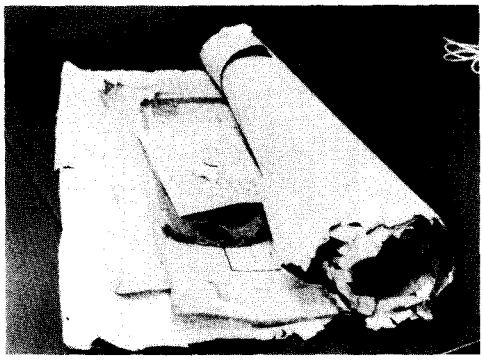
Most map curators have little or no control over such environmental conditions. Those who are fortunate enough to be involved in the planning of new buildings sometimes can contribute to decisions concerning temperature, humidity, anti-pollution devices, and lighting. It is well known that paper, the medium on which most maps are drawn or printed, will be best preserved at very low temperatures, with corresponding low humidity levels, and with no fluctuations of either. A 1977 article in *The American Archivist* (5) suggests that the life-span of paper can be at least doubled for every 10° Celsius that the temperature is reduced. However, the storage of material in vault areas with extremely low temperatures and the moving of such material to working and references areas with more normal temperatures is not recommended; the changes in temperature will cause contraction and expansion of paper fibres, damaging the paper. The National Map Collection in planning a possible future move has requested temperatures of 70° ± 2° F and humidity levels of 40% ± 5% in working and reference areas, and in the vault a temperature of 60° ± 5° F and 35% ± 5% humidity. To ensure that little fluctuation occurs, a hygrothermograph to monitor temperature and humidity levels should be standard equipment in, at least, historical and archival collections.

Since the ultraviolet rays in sunlight and in artificial light sources are potent destroyers of paper, it is recommended that all storage areas be removed from natural light sources and dark conditions be maintained when the storage area is not being used. Blinds and/or drapes should be kept closed in all areas where maps are being used, unless the windows are protected with special ultraviolet filters or are made from the specially treated glass now available. For fluorescent lighting, it is possible to purchase either specially coated tubes or plastic shields which slide over the ordinary tubes. Almost every map curator has some control over lighting conditions, whereas the other environmental conditions are normally beyond control.

### *Storage Methods*

"There is no doubt that proper cabinets equate to dollar savings in restorative conservation needs" according to a study conducted by the Conservation Committee, Association of Canadian Map Libraries (6). Storage methods for sheet maps vary greatly but the most common methods are horizontal cabinets, vertical cabinets, rolled map stor-

Figure 1. A new accession, typical of the condition in which many maps arrive.



age on walls or in cabinets, and library and larger shelving. Although the market which map collections collectively represent is not large enough to justify the design and production of specialized equipment, poor storage methods can seriously damage maps.

### *Protective Covers*

A conservation measure which map collections often use is protective covers for material within storage units. These may be folders, envelopes, tubes, boxes, and so forth. The protective folder or envelope can be made from paper, cardboard, plastic, or linen; there are even several collections which use withdrawn, superseded nautical charts on heavy paper from which to construct folders. Protective covers constructed from buffered, non-acidic materials are preferable since transfer of acids is prevented.

The cost factor of using folders (one map plus folder equates to three sheets of paper) and the difficulties in browsing through the drawers are the reasons why this relatively simple conservation measure is not universally used. However, folders made from non-acidic materials are much more common than are non-acidic tubes for rolled maps. In fact, many collections do not use protective covers for maps stored in rolled condition, and others resort to wrapping each map or bundle of maps in ordinary paper.

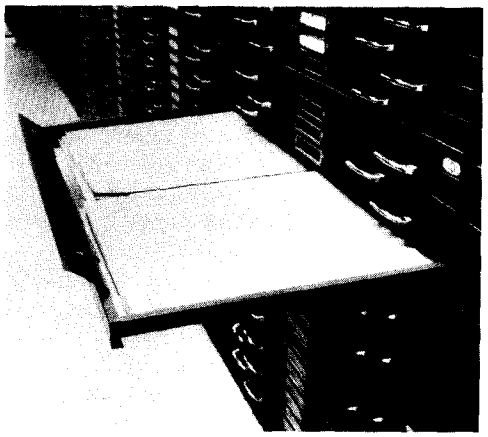
### *Horizontal Cabinets*

The preferred method of storage in most map collections is horizontal cabinets with relatively shallow drawers. As early as 1856, during a lecture at the Smithsonian Institution, J. Georg Kohl recommended that maps be filed "flat in broad, commodious drawers" (*7*). In general, drawers more than 1 1/2" deep are unsuitable; damage in retrieving or filing material is common with deeper drawers. For storage of older materials, drawers with a depth of 1" or less are preferable.

Horizontal cabinets are available in a variety of sizes or can be custom-built according to requirements. Those institutions which group their maps according to size and have available various sizes of drawers avoid the problem of what to do with oversized maps. The dilemmas of "to cut or not to cut" and "to fold or not to fold" are faced by many curators on a regular basis. Folds tend to weaken paper; tears and, in some cases, discoloration will occur along fold lines. If cutting is the solution to which a collection resorts, the map should be carefully studied and cut only where there is no or the least amount of significant information on the map. For oversized historical maps, such as late nineteenth century county landownership maps, the curator, or even better a conservator, should closely examine the map to see if more than one piece of paper was used at the time of production; if so, the map should be separated into the individual sheets by a conservator.

Even in those collections with various sizes of cabinets available, there will always be maps which do not fit into the space available. The collections with flat storage for oversized map sheets have several common problems. First, the size of the maps make it extremely difficult for one person to safely retrieve or file an item. The second problem is acquiring protective covers large enough and light enough to be easily handled. Although most map collections use metal cabinets,

Figure 2. Recommended storage: shallow, horizontal drawers and acid-free protective covers.



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some use custom-built wooden cabinets. The tendency for wooden drawers to stick or warp because of the humidity can be an irritating problem, but more serious, from the conservation point of view, is the transfer of acids from untreated wood to the stored materials.

Handling any size of sheet maps, especially oversized ones, while standing on a ladder or step-stool is difficult and unsafe. If possible, the height of the cabinets should be no more than 40"; this provides a convenient height for retrieved maps to be placed, as well as a good working and sorting area. Most collections, as their holdings increase, tend to stack cabinets higher and higher, the only limitations being ceiling height and the floor load stress factor. A necessary investment for such collections is at least one good safety ladder which locks and will not move as soon as any weight is placed on it.

### *Vertical Cabinets*

The storage of maps vertically is not as common as horizontal storage, but in the Canadian study referred to earlier, 40 of the 89 collections surveyed reported that a portion of their holdings are stored vertically (*6*, p.24). The most common principles of vertical storage in Canada are adding a band to the map and hanging it from some type of holder or prongs; filing maps in large envelopes which are then hung; and filing maps between "wavy dividers." Although vertical storage is suitable for some uniform-sized documents and for some kinds of material, especially in map-producing agencies, any map curator considering the purchase of vertical cabinets should carefully study the pros and cons. Considerations should include the comparison of storage costs per square foot horizontally and vertically (remember, horizontal cabinets can be stacked); the type of band and the glue with which it is affixed (a test for acidity is required); the labor and time required to affix bands; the possible damage which can be done by structural features of the cabinet, including pointed prongs and interior bars which are rough metal; and safety features (some cabinets are not stable when the maps are pushed to the front). In the National Map Collection, bands are no longer applied to the map itself but are applied to an extension added to the backing. This decision was made some years ago, when it became evident that the acidic glue used to affix the band was causing permanent damage.

### *Rolled Storage*

For maps that are stored in rolled condition there are a number of methods available, but in fact, there is no suitable storage yet identified for a large collection of rolled maps. Maps are usually stored in a rolled condition if they are oversized and no other storage is available, or if they are part of a special category, notably wall maps for classroom teaching. The main methods by which rolled maps are stored are on the wall, horizontally or vertically, with some type of bracket to hold the map; in cabinets, either purchased or custom-built, usually with pigeonholes; and on shelves. As noted previously, many collections do not use any protective covers for rolled maps. One recent development for rolled

maps in the National Map Collection is the use of library compactus shelving with narrow bases and pegboard attached to store the maps. It has been found that this method efficiently stores many rolled maps in a limited amount of wall space.

### *Office Files*

The use of office files for map storage is convenient for small maps that do not require folding, and for maps, such as highway maps, that are normally received and stored in a folded condition. However, deterioration occurs when larger maps are folded to fit into such cabinets.

### *Open Shelving*

Library shelving may be used effectively, especially for maps in reports and maps folded into soft or hard covers. Large, open shelving can be effectively used for maps in process and for permanent storage of certain categories of maps in tubes, folders, binders, boxes, and so on. Maps without protective covers should not be stored this way; the only place where this is feasible is in map distribution offices where there is constant turnover of the material.

## Special Storage Requirements

The storage requirements for a specified map or group of maps often tests the ingenuity of the map curator. The solution reached may be unorthodox—as in one case where empty cereal boxes were used to store a small-size set of maps. Storage methods commonly used for other media, such as solander cases, snap-type binders, document boxes, matting and framing, may also be employed.

Other cartographical materials common in the map collection—atlases, globes, air photographs, relief models—require even more careful consideration for storage than flat sheet maps. Atlases should be stored horizontally, preferably one to a shelf. Vertical storage of large atlases will result in buckling of the spine and covers. A recent article published in the *The Globe* (*8*) concerning conservation in the National Library of Australia notes the use of polyethylene bags, with one end open, as a protective cover for atlas storage.

Items such as globes, relief models and raised relief maps are awkward items which normally end up being stored haphazardly in odd places. Of course, if the map collection only possesses a few of these, they can be used effectively as decorative elements in the collection's landscape. In the National Map Collection, an exhibition display case constructed from filtered plexiglas has been converted for the display of part of the globe collection. To prevent careless handling of one rare globe on a stand, a half-dome of plexiglas has been placed over the globe.

Aerial photographs are usually stored in either specially made boxes of cardboard or metal, or in office file cabinets. In Canada, the universities with the largest collections report favorably on the use of a metal box with a hinged lid (*9*).

## Awareness

Awareness is the key word in doing all we can to properly care for our holdings. Damage can and does occur at every stage of handling in the processing and servicing of maps in our collections. Whether or not we care to admit it, every map curator has caused and will cause damage to items in his/her collection.

### *Handling Instructions*

A recent Canadian study (6, p. 12) stated that 84% of map collections provide oral instructions for staff members on handling of material, ranging from a few words to actual demonstrations, but more often leaning to the former; 7% provide written instruc-

tions; and 9% provide no instructions. Inadequate staff training and the absence of a good orientation to the map collection can result in unintentional damage to the collection's holdings.

The seemingly insignificant details which the experienced map curator forgets to mention to the newcomer can include how to remove a tightly rolled map from a small tube, how to refold a folded map, and how to remove the map at the bottom of a drawer when there are fifty maps on top of it. The map curator should explain that if it is not possible to insert one's index finger and roll the map tighter between the finger and thumb in order to remove it from the tube, it is preferable to sacrifice the tube by tearing it carefully away from the map than to risk damaging the map. When unfolding a map, the alert map user takes mental note of how the map is folded and never folds against the folds already in the paper. When retrieving a map from the bottom of a pile of maps in a drawer, and if one is working alone, it will be necessary to remove a small number of maps at a time until the required map is located and then refile those not needed in proper order.

### *Researcher Agreements*

If one admits to the need to educate staff members in preventive conservation measures, the need to educate researchers will also be accepted. It is a good idea to provide written reminders on proper map use—either researcher agreement forms, which it is recommended that the researcher be asked to sign, or posted signs. The researcher agreement form used by the National Map Collection is reproduced in the Appendix. Another idea is to prepare an exhibit on proper and improper handling techniques. Several years ago the Archives Branch Conservation Committee, Public Archives of Canada, prepared a small, light-hearted exhibit on this serious matter entitled, "Fragile: Handle with Care." It consisted of "how to" and "how not to" photographs, the latter featuring a gorilla. A booklet prepared from these photographs is available from the Information Services Division, Public Archives of Canada (*10*).

The aware map curator who has a serious interest in preventive conservation will find that most map users are very receptive and cooperative. Fortunately, there will only be rare occasions when the map curator, or his supervisor, will have to make decisions on future research privileges for those who misuse materials.

### *Maps on Loan*

Many map collections, particularly those in the university setting, lend maps to researchers. Since the material is physically removed from the collection's custody at such times, written instructions on proper handling should accompany the maps. Researchers who lose or damage a map while it is in their custody should be expected to pay for such damage or loss. After all, the expense of obtaining a map and the time needed to repair or replace a map are factors which must be taken into account. If the borrower intends to display the borrowed map in any way, the map curator should also specify the methods which are allowed.

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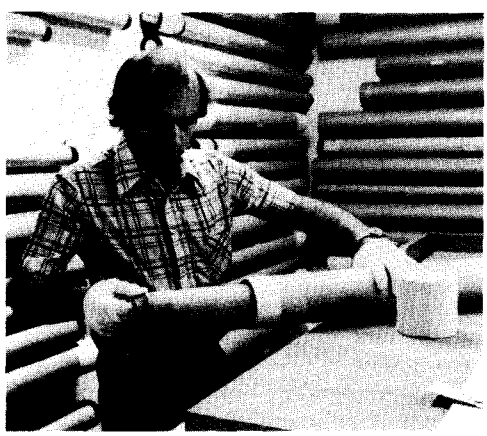
Figure 3. Removing maps from tubes.



### *Map Displays*

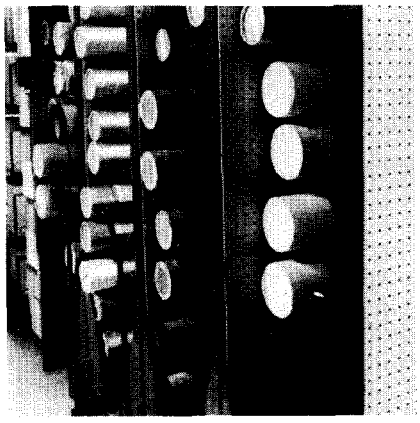
Every map collection needs the publicity that a properly mounted exhibition brings. However, many lack proper facilities for such exhibitions and in making do, can cause damage to the maps on display. Some collections display only duplicate copies of current maps (that is, maps of which replacements are readily available) or photocopies. Because these maps and copies are expendable, the most convenient means are used for display purposes, including thumb-tacks, staples, and masking tape.

Horizontal displays on tables and tops of cabinets are convenient since the material can be covered with plastic or glass for protection. To vertically display sheets, which will be returned to the collection after the exhibition period, the map curator uses a variety of methods to ensure that the maps are not damaged in mounting. Matting with acid-free board, museum wax, and so on is preferable but beyond the resources of many map collections. Strips of plastic to hold the map, which are then attached to the display board or wall, plastic clips to hold the map either to the wall or to another sheet which is then fastened to the wall, and plastic sheets or plexiglas which are placed over the map and then attached to the wall are some examples of the ingenious ways in which concerned map curators protect their maps during display. Long-term exhibitions of original materials is not recommended; a month maximum should be a guideline unless the collection has first-rate conditions for display.

### *Finding Space*

Even the aware, knowledgeable curator can cause damage if there is a lack of adequate space for processing and reference. Every map collection requires an adequate designated space for new accessions where material can be stored until there is staff time available for initial processing. Another necessity

Figure 4. Rolled maps on compactus shelving.



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is the presence of large work and reference tables; office desks are too small for handling the majority of items received. A minimum of 10 to 20 square feet has been recommended for each researcher. Since space is so often a problem, it is important that the available space be well laid out. Reorganization of existing areas will sometimes result in a surprising amount of available space. For ideas, one can consult the two folios produced by the Association of Canadian Map Libraries: *University Map Libraries in Canada: A Folio of Selected Plans,* 1975 and *Federal, Provincial and Municipal Map Libraries in Canada: A Folio of Selected Plans,* 1979.

## Preventive Conservation

The basic rule of no smoking, no eating, and no drinking should be followed by all persons—staff and researchers—when working with maps. This rule will prevent burns, smoke damage, stains, and the attraction of insects and vermin. Depending on the type of collection, the map curator may wish to take further steps. For example, wearing cotton gloves not only prevents the transfer of body oil to the paper but also results in more careful handling since the value of maps as research documents is constantly in one's mind. The use of pencils instead of pens while taking notes or complet-

ing work forms will prevent ink stains. The insistence that paper never be placed on top of any map and that points or routes on the maps never be traced by fingers or by writing instruments will also add to the longevity of the maps.

### *Property Stamps*

The location of property stamps on maps can be debated at length, although it now appears to be common practice to ensure that the stamp does not obliterate any map content. Many institutions with older, rarer materials are reluctant to stamp their holdings; although aware of the necessity to identify materials for security reasons, the fear of defacing the item often results in no identifying markings. Recent studies on the use of invisible inks and micro-chips may change this situation in the future. Map collections which do stamp their holdings should be aware of the ink developed by the Library of Congress. It is non-acidic, stable in light and heat tests, and resistant to bleaches and solvents.

### *Tracing*

The researcher in the collection requires information from the maps being studied. He will often need copies of maps or parts of maps to continue his research. If tracing is allowed in the map collection, the map should be protected to avoid scoring. The most common way to protect maps is the use of heavy acetate or plastic sheets between the map and the tracing paper. Some collections keep duplicate copies or photocopies on file for tracing purposes. The light table or tables available should have a large surface so that the map will not be folded or creased during tracing.

### *Reprographic Demands*

Photocopying is a service that most collections provide for their research public. Electrostatic copying is certainly the most common method at this time. In the National Map Collection, this type of copying is not allowed because of the small surface for copying on most copiers, which means large items need to be folded or hung over the edges during copying. Some copiers can also cause light and heat damage. A number of map collections provide photography services, often done outside the institution by a commercial firm. Other copying methods include photostating, ozalid, and similar processes, as well as microfilming. If material is transported any distance for copying purposes, careful consideration is needed of the way in which the material is moved, and also how it is handled during copying. Older, rare materials should not be subjected to extreme changes in temperature and humidity during transportation and copying. Many copying procedures produce both negative and positive copies. If only the positive is supplied to the researcher, the negatives can be retained by the collection for future reprographic demands. However, the map curator is then faced with the problem of storing these negatives.

The substitution of microfilm and/or photocopies for original materials for many inquiries has not yet gained wide

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Figure 5. Testing for acidity.

acceptance in map collections. In the National Map Collection, access to the older, original material, which has been microfilmed as part of the 105 mm microfilm program, is restricted. Researchers who use the fiche on special, large screen readers have accepted the use of microfilm without complaint, and indeed, some have expressed enthusiasm for the use of the microfilm instead of the original.

## Restorative Conservation and Repairs

Only the most fortunate map collections have access to qualified map conservators or have them on staff. The size of the holdings combined with the limited number of items which can be restored by the conservators mean that even these collections must rely on staff to handle problems of minor repairs. The most important guideline the collection staff must follow is not to do anything which can not be undone. This rules out the use of most adhesive tapes since the glue leaves a permanent residue which stains the map. There are, however, safe tapes available for temporary repair work. One of these is Filmoplast P produced by Neschen International.

A number of collections edge maps, especially those which are constantly in use. This helps to prevent fraying and tearing along the edges. The process involves an inexpensive, simple-to-use hand-operated machine which applies an adhesive tape around the edges of the map. Cloth backing, some of which can be applied by ironing, is another method; however, be certain to have the material and glue checked for acidity if the maps are for long-term retention.

Some collections are encapsulating maps (*11*), according to the instructions issued by the Library of Congress. Although this certainly protects the map during handling, encapsulation without deacidification is not the ultimate solution to conservation problems. Deacidification can be an expensive process and needs to be carried out by trained conservators or under their supervision. A handy instrument to have in the map collection is an archival pen which provides a quick reading on acidity levels.

The map curator should make contacts with local conservators and, if possible, receive instruction on simple procedures from a qualified conservator. Time spent in a conservation laboratory will help the map curator recognize problems with maps in the collection for which he or she is responsible.

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## Appendix. Researcher's Agreement to Comply With Rules for Use of Materials in the National Map Collection

1. Researchers will register at the reception desk daily.
2. Researchers are not permitted access to storage facilities. Materials requested by the researcher will be retrieved by staff members only. Material stored in the main building is readily accessible; several days may be required to retrieve material stored in other buildings. The staff will advise researchers on this matter. When microforms exist, they are used for consultation instead of the originals.
3. Researchers will handle materials at assigned places only. Maps and atlases must be handled as little as possible. *Extreme care* must be used at all times. Large items must be moved by staff members only.
4. Researchers are permitted to handle documents only by the edges, and are required to *wear gloves*. They may *not lean* on maps or *touch* their surfaces while working with them. Researchers taking notes must keep their paper away from documents and may use a pencil only.
5 Researchers must obtain permission from a reference officer to trace any documents. Maps to be traced must be protected by large acetate sheets. Marking on maps is strictly prohibited.
6. Researchers must respect the existing order and arrangement when examining a group of unbound maps.
7. Researchers will arrange with the reference officer to reserve material at an assigned space. Material may be reserved for a maximum of 3 days.
8. Please do not request material in the half hour preceding closing time. Office hours are from 8:30 a.m. to 4:45 p.m.
9. ABSOLUTELY NO SMOKING, EATING OR DRINKING IN THE REFERENCE ROOM.

*N.B.* Any misuse of material in our custody, or other abuse of our facilities, may result in cancellation of your research privileges.

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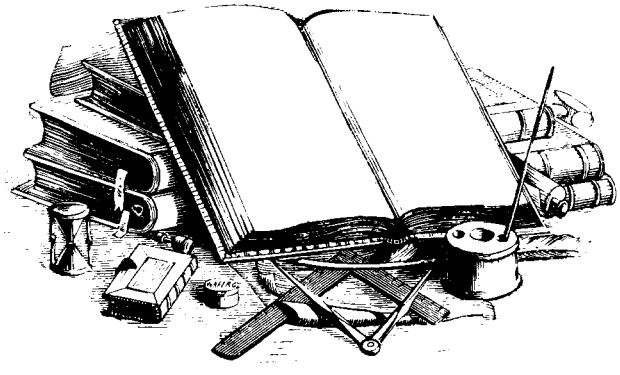
**Betty Kidd is director, National Map Collection, Public Archives of Canada, Ottawa, Ontario.**



# *Commentary on* Improving the Image of the Special Library

LIKE INFLATION, taxes, and other phenomena that never disappear, there is still confusion about the purpose and priorities of special libraries. Two articles (*1,2*) appearing in different issues of *Special Libraries* during 1980 add to the confusion. In one article published in April, the reader is advised that the submittal of state-of-the-art information to the interested user is an information center's most important responsibility and contribution. This seems very rational until one reads in the other article published in August that, based on a survey, both users and librarians regard the acquisition of journals as the most important service or function of a special library.

Charles Bauer, author of the April article, tells how advertising library services, selling aggressively, and performing services courteously, economically, and expeditiously help build an information center that can become an indispensable management tool. The results reported in W. Davenport Robertson's article in the August issue make one wonder. Are aggressive marketing and arduous planning efforts worthwhile or cost effective if making documents available is the major emphasis of a special library/information center?

If the most important aspect of libraries is serving as a warehouse for journals instead of providing information and answering questions to support decision making and the achievement of goals, then it seems absurd to require and have people with two or more academic degrees work as librarians. One must also question why students planning to become librarians should be encouraged to study foreign languages and computer programming if the role of the library is that of a provider of documents instead of an information source with people actively converting information into intelligence?

In the minds of many people, all libraries are the same. What one sees is what it is. The high school student sees the library as a room full of books, while many college students graduate without seeing a library as anything more than an organized collection of documents. Who, then, can distinguish a special library from a non-special or ordinary library? Ask a random group of people what a special library is or does and the response is generally a shrug of the shoulders.

There exist both an uninformed public and confused librarians. Library users can not expect a special library to resemble the information center described by Bauer if they did not learn that a library can be more than shelves containing journals. Librarians are confused because they know the library can be more than a warehouse, but their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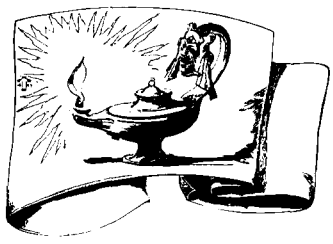

clientele either do not demand more or are unappreciative of efforts to change the passive identity of the library.

This "catch 22" situation can not be improved by seeking government grants or by waiting for someone to conduct a study. The image of special libraries can best be improved by special librarians. The starting point is the local high school, not the organization where the librarian is employed. For most people working in the organization, it is, unfortunately, too late. They have already established opinions about libraries and generally request information elsewhere. Their primary source of information is the telephone which connects them with people with similar interests both inside and outside of the organization. In contrast, students in high school do not have steadfast opinions about libraries and can easily be shown and told about the differences between academic, public, and special libraries.

Often local Chapters of the Special Libraries Association prepare, as a public relations project, articles about special libraries or special librarians for publication in newspapers. After a few months, or in some cases a few weeks, the articles are forgotton. For greater impact, local SLA Chapters could develop long-term, continuous projects with built-in objectives. One such project could be sponsoring meetings that encourage high school teachers and people employed in special libraries to exchange ideas on how high school students can become better informed about libraries. Press coverage of the teacher-librarian interaction would be a valuable side benefit.

After the meetings are held, several activities could be planned including:

- Visits by students and teachers to various libraries in the community.
- Use of special libraries by teachers and students.
- Use of students as part-time employees in special libraries.
- Cooperative efforts by teachers and librarian to improve educational materials through use of special libraries.
- Visits by librarians to local high schools in order to answer questions about libraries and demonstrate library resources and capabilities.

These programs will require monitoring. Those that are successful for one group of students may not be worthwhile for another group. The more successful programs should be publicized so that others may learn of methods used, problems encountered, and conflicts resolved.

Over a period of time, cooperative programs between educators and librarians will help to inform students and, subsequently, parents and employers as to what is expected from an effective special library. As users ask and later insist on a dynamic interactive library environment, there will be much less confusion about the priorities and major functions of special libraries.

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**Corporate Electronic**
**Banking Administration**
**Bank of America, San Francisco**

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# SLA 1980 Salary Survey Update

In an effort to assist special librarians in salary negotiations, Special Libraries Association conducts an in-depth salary survey every three years. In the intervening years the Association, using a sampling technique, polls 25% of the membership in an effort to provide current salary information. The results provide an overview of salary levels for special libraries and a measure of annual salary increases since the last survey. The 1980 data updates the overall national and regional salary data reported in 1979 in-depth triennial salary survey report (see *Special Libraires,* December 1979, pp. 559–589). While not as comprehensive as the 1979 survey report, the 1980 report indicates general national salary trends and in conjunction with the 1979 report, provides special librarians with guidelines for salary discussions.

During May 1980, a 25% sample of Members and Associate Members received the survey questionnaire.

| | |
|---|---|
| Questionnaires Mailed | 2,223 |
| Questionnaires returned | 1,499 (67%) |
| Invalid for Computation | 131 |
| Usable Responses | 1,368 (62%) |

The usable responses show an increase of 9% over the 1979 triennial survey.

Table 1 reports the changes in mean and median salaries from Apr 1, 1979 to Apr 1, 1980 within each United States census region and Canada. The figures present changes in dollar amounts and in percentages.

The survey indicates an overall median salary increase of $1,700 from $18,000 in 1979 to 19,700 in 1980. This represents a 9.4% increase since last year. The overall mean salary reflects a $1,900 increase from $19,300 in 1979 to $21,200 in 1980, a 9.8% increase.

A comparison with past surveys indicates an increase of 13.9% in median salaries over the last two years from $17,300 in 1978 to $19,700 in 1980. The 1980 figures also reflect a 15.2% increase in mean salaries from $18,400 in 1978 to $21,200 in 1980.

Nine out of ten census regions indicate median salary increases ranging from a high

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Table 1. 1980 Mean and Median Salaries by Census Region in Rank Order of Percentage Change in Median from 1979 to 1980.

| | Medians | | | Means | | |
|---|---|---|---|---|---|---|
| Census Regions | 1979 | % of Increase (or Decrease) | 1980 | 1979 | % of Increase (or Decrease) | 1980 |
| Pacific | 18,000 | **13.8** | 20,500 | 19,000 | **14.2** | 21,700 |
| Mountain | 16,300 | **13.5** | 18,500 | 17,900 | **9.5** | 19,600 |
| West North Central | 16,800 | **11.9** | 18,800 | 18,200 | **11.0** | 20,200 |
| West South Central | 16,000 | **10.0** | 17,600 | 17,800 | **9.6** | 19,500 |
| East North Central | 17,500 | **6.9** | 18,700 | 18,900 | **9.5** | 20,700 |
| South Atlantic | 19,400 | **6.2** | 20,600 | 20,900 | **12.0** | 23,400 |
| Middle Atlantic | 18,400 | **6.0** | 19,500 | 19,600 | **7.1** | 21,000 |
| Canada* | 20,000 | **5.0** | 21,000 | 20,800 | **8.2** | 22,500 |
| New England | 17,300 | **4.0** | 18,000 | 18,200 | **8.8** | 19,800 |
| East South Central | 17,700 | **4.0** | 17,000 | 18,800 | **8.0** | 17,300 |
| Overall 1980 Survey | **18,000** | **9.4** | **19,700** | **19,300** | **9.8** | **21,200** |

*Salaries in 1980 reported in Canadian dollars. The exchange rate on Apr 2, 1980 was approximately Canadian $1.00 = United States $0.84.

Table 2. Salary Distribution by Census Region in Rank Order of 1980 Median Salaries.

| Census Regions | Average Lowest 10% | 25th Percentile | 50th Percentile (Median) | 75th Percentile | Average Highest 10% | Mean | No. Respondents |
|---|---|---|---|---|---|---|---|
| Canada* | 13,800 | 17,000 | 21,000 | 24,500 | 37,600 | **22,500** | 100 |
| South Atlantic | 12,400 | 16,800 | 20,600 | 29,000 | 42,100 | **23,400** | 203 |
| Pacific | 12,300 | 17,000 | 20,500 | 25,100 | 37,100 | **21,700** | 209 |
| Middle Atlantic | 13,200 | 16,100 | 19,500 | 24,700 | 35,100 | **21,000** | 339 |
| West North Central | 11,200 | 15,900 | 18,800 | 23,400 | 34,300 | **20,200** | 59 |
| East North Central | 11,700 | 15,900 | 18,700 | 24,600 | 35,900 | **21,700** | 229 |
| Mountain | 12,600 | 16,900 | 18,500 | 21,600 | 31,000 | **19,600** | 55 |
| New England | 11,300 | 15,000 | 18,000 | 23,400 | 33,100 | **19,800** | 98 |
| West South Central | 12,200 | 15,100 | 17,600 | 22,400 | 37,500 | **19,500** | 54 |
| East South Central | 10,300 | 13,100 | 17,000 | 18,600 | 28,100 | **17,300** | 22 |
| **Overall 1980 Survey** | **12,300** | **16,100** | **19,700** | **24,600** | **37,200** | **21,200** | **1,368** |

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of 13.8% above the 1979 figures to a low of 4.0%. The East-South Central region is the only area where salaries decreased: a 4.0% decrease in median salaries and an 8.0% decrease in mean salaries.

Table 2 lists the salary distribution in rank order of 1980 median salaries for Canada and the nine United States census regions. The Pacific region moves from fourth to third in 1980, and the Middle Atlantic region drops from third to fourth in the ranking. The most significant change occurs in the East South Central region. This region moves from fifth in the 1979 survey to last in the 1980 survey.

Readers may wish to apply the overall percentage increases of the median (9.4%) and the mean (9.8%) salaries to the medians and means of the many subcategories reported in the 1979 Triennial Salary Survey. Keep in mind that the overall increases reported in the 1980 sampling survey may favorably or adversely distort the actual changes in any specific subcategory, since data affecting the many variables studied in the in-depth triennial surveys are not collected in the intervening years.

The salary survey instrument, like the data it requests, needs constant updating. Logically, we desire updates like the 1980 survey from refining the existing form. SLA will conduct another update in 1981 and the next triennial survey in 1982. We are now in the process of improving our instruments for these surveys. After reading this 1980 update, let us know how you use the information and how we might better serve your needs by expanding the SLA salary survey.

## ERRATA

The SLA Salary Survey 1979 (*SL*, 70 (no. 12): 562 (Dec 1979) contains both an incorrect figure in Table 3 and an incorrect interpretation. The second paragraph on page two should read: "Perhaps more enlightening than the actual figures on men's and women's salaries is the change in earnings by sex given in Table 3. Although salaries are not equal, the percentage increase for women is greater than the percentage increase for men. Yet the gap between the median salaries of female and male members is approximately the same. In 1976, the median female salary was 81% of the median male salary. In 1979, the ratio of the medians is 82%."

**Table 3. Change in Earnings by Sex**

| Sex | Survey | Median | Increase Over 1973 (%) |
|---|---|---|---|
| Females | 1973 | $12,500 | — |
| | 1976 | 14,700 | 18 |
| | 1978 | 17,400 | 39 |
| Males | 1973 | $16,500 | — |
| | 1976 | 18,100 | 10 |
| | 1979 | 21,100 | 28 |

# Members in the News

**Mark Leggett,** business and industry librarian, Knoxville/Knox County Public Library . . . now business information services librarian, Milwaukee Public Library System.

**Jean E. Lowrie,** School of Librarianship, Western Michigan University, Kalamazoo, Mich. . . . named to serve as member of the NCLIS International Relations Planning Group.

**Jay Lucker,** director of libraries, Massachusetts Institute of Technology, Cambridge . . . elected chairman, Board of Directors, NELINET for 1980.

**Harold R. Malinowsky,** associate dean, University of Kansas, Lawrence . . . serving as a member of the ALA Reference and Subscription Books Review Committee.

**James Matarazzo,** associate dean, Graduate School of Library and Information Science, Simmons College, Boston, Mass. . . . appointed professor.

**Nancy McAdams,** assistant director for facilities and planning, General Libraries, University of Texas at Austin . . . promoted to associate director.

**Charity E. McDonald,** Institute for Scientific Information, Philadelphia, Pa. . . . appointed senior information scientist, Solar Energy Research Institute, Department of Energy, Golden Colo.

**John G. Mulvihill,** project manager, GeoRef, American Geological Institute, Falls Church, Va. . . . promoted to director.

**Sarah Omanson,** chief, Reference and Bibliographic Services Technical Library, ERADCOM, Fort Monmouth, N.J. . . . retired.

**Judy Orr,** head cataloger, Library of the Health Sciences, Health Sciences Center, Texas Tech University . . . named reference librarian, Vanderbilt University Medical Center Library, Nashville, Tenn.

**Retha Ott,** manager, Professional Information Services, Allegan Pharmaceuticals, Inc. . . . elected to serve a two-year term as member of the Board of Directors of Libraries, Orange County Network (LOCNET).

**David J. Patten,** editor, *Art Index,* H. W. Wilson Company . . . appointed associate librarian, Oberlin College Library, Oberlin, Ohio.

**Barbara Ringer,** Register of Copyrights and assistant librarian, Copyright Services, Library of Congress . . . retired May 30, 1980.

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# CHAPTERS & DIVISIONS

**Alabama** A Fall meeting was held Sep 19–20, hosted by Richard Frederickson, director, Lister Hill Library of the Health Sciences, University of Alabama at Birmingham (UAB). The meeting included a Time Management Workshop conducted by Reita Bomar, Personnel Officer, UAB, and tours of Lister Hill Library, the Reynolds Historical Library, and EBSCO Subscription Services.

**Baltimore** Sarah T. Kadec, Executive Office of the President, addressed the members at a meeting held Sep 11 in Columbia, Md. Her talk focused on "Developing the Role of the Information Manager."

**Central Pennsylvania** Members toured the State Library of Pennsylvania during a business meeting in Harrisburg held Sep 26.

George Ginader, president-elect, SLA, was the invited speaker at the Nov 7 meeting held in Lancaster.

**Cincinnati** A luncheon and panel discussion was held Oct 8. The guest speaker, Nancy Lair, Indiana University Graduate Library School, gave a talk entitled "Back to Basics: Selection in Acquisition Overview."

**Connecticut Valley** A Chapter meeting was held Sep 25 at Yale University's Sterling Memorial Library in New Haven. Following the Executive Board and Chapter Business meetings, Rutherford D. Rogers gave a talk on "the Libraries of China."

**Illinois** The Oct 9 meeting began with a workshop on "Library Systems—Here and Now" organized by the Interlibrary Cooperation & Networking Committee. The directors and staff of four local systems were invited to describe their operations. Later, Ray Houser, chairman, COMLOS (Committee on Multi-Library Organizations), an ILA subcommittee, described the work of the committee and the development of the Illinois systems.

**Kentucky** Members met at the Kentucky Museum, Western Kentucky University, Bowling Green on Sep 25-26 to hear Maryann Brown of the National Center for Higher Education Management Systems discuss library management and data collection. At the dinner meeting Sep 25 James Dodd brought members up-to-date on Association activities. The next day, Riley Handy, head of the University's Library, Special Collections gave a brief talk and conducted a guided tour of the museum's exhibits.

**New York** Kathleen Molz, Columbia University School of Library Service was the invited speaker at a meeting held Oct 30 at the International Center in New York City. In a talk entitled, "Whose Language Do You Speak?" she discussed approaches toward improved communications with management.

**Philadelphia** The Chapter held its annual Fall wine and cheese social on Sep 24 at the American Philosophical Society.

On Oct 21, members met in Delaware for a tour of the DuPont Lavoisier Library and ICI's Atlas Library. A dinner meeting followed.

**Princeton-Trenton** On Sep 23, members met in Hopewell for a luncheon, the first meeting of the 1980-81 season. Afterwards, Allen McQuarrie of the New Jersey Education Association spoke on "Managing Stress in the Library."

**Southern California** "What's New in Establishing Information Centers?" was the theme of a round table discussion held Sep 25 at the California Institute of Technology in Pasadena. Among the topics discussed were classification schemes, indexing, acquisitions, budgets, staffing and management, circulation systems, non-book materials, and introducing change.

**Texas** In Houston on Sep 26-27, the Chapter sponsored a program on "Building In-House Databases." The series of meetings included discussions on database management and planning, a poster session, luncheons, wine and cheese reception, and a chapter business meeting.

**Virginia** The Chapter and the Virginia Libraries Association Region VI cosponsored a program on Oct 17. Held at the University of Virginia, Charlottesville, the meeting included a talk by John Martin, librarian at the Corning Museum of Glass Library on his experiences with flood damage to the library's collection.

* * *

# NETWORKING NOTES

## OCLC and RLG Will Explore Terminals for Users

The Council on Library Resources has awarded a grant of $16,300 to OCLC, Inc., and to the Research Libraries Group (RLG) for a joint study of the approaches, problems, and priorities involved in the issue of online user access to bibliographic databases. A state-of-the-art survey and an inventory of issues will be conducted. CLR will host a working session of academic and research librarians who already offer, or are planning to offer, online access to library users, to assist in establishing goals and priorities.

Principal investigators for the grant are Neal K. Kaske (OCLC), who was part of the Networking Committee's panel last June in Washington, and Douglas Ferguson (RLG).

## BRS Divulges New Network Plans

The Bibliographic Research Service of Scotia, N.Y., a major database vendor, is working on a number of services that should be of interest to network people. First, they are planning to put up the full MARC records for online catalog creation. The file will be retrospective to 1972, although not all of it will be online. When this file is mounted, it can be updated on a weekly basis. They do not anticipate producing cards or other similar products in the immediate future, but they will consider working with other agencies in such areas as card production, magnetic tape, microfiche, and so on.

BRS has also developed an online newsletter service whereby access to the newsletter can be controlled. A table of contents feature can be used to expedite the reader's access, and it can be achieved at costs below those of the present postal service.

BRS has initiated a dialogue with OCLC on the feasibility of providing BRS access over OCLC-leased lines. If this should happen, it could significantly increase BRS' share of the database market.

## Utilities Comparative Reports Reviewed

In the July 1980 issue of *College and Research Libraries* [41, (no. 4): 369-370] Richard Meyer of Clemson University reviews two publications that present comparisons of the major bibliographic utilities.

The first one is "The Four Online Bibliographic Utilities: A Comparison," by Joseph R. Matthews (*Library Technology Reports* 15: 665-838, (Nov-Dec 1979). The other is a document entitled, "Online Resource Sharing II: A Comparison of OCLC, RLIN, and WLN," edited by Susan K. Martin. It was published in 1979 by the California Library Authority for Systems and Services. (The first report with this title was published by CLASS in June 1977 and compared BALLOTS and OCLC). This review would be valuable to librarians who are trying to evaluate these services and absorb all these comparative studies.

## RLG Cracks SUNY—Apparently

The RLG news release of Aug 11, 1980, was headlined: "SUNY Binghamton joins expanded RLG." It reported that SUNY/Binghamton had become the first institution to become an associate member in RLG. What it did not say was that Binghamton was the first member of the SUNY/OCLC network to defect, and may not be the last. Both SUNY/Buffalo and SUNY/Stony Brook have task forces about to issue reports

on RLG, and SUNY/Albany is watching and listening with great interest. On the other hand, all changes of this nature must be approved by SUNY Central in Albany, so RLG's announcement might just have been a little premature.

## OCLC Counterattacks

OCLC has retained Dr. John E. Corbally, President Emeritus of the University of Illinois, to—as he puts it—review the degree to which OCLC services meet the needs of research activities and to advise the OCLC Board on steps which might be taken to increase and/or improve such services.

It is obvious that OCLC has decided that it can no longer afford to ignore RLG's inroads, but whether this expensive battle benefits or detracts from the services they provide remains to be seen.

## ARL Adopts Principles on Network Development

At its May 15 meeting in Salt Lake City, the ARL membership endorsed eight statements of principle relating to networks and research libraries. The bibliographic utilities were urged to devise services and policies to stimulate cooperation among research libraries; to support regional and local network development; establish linkage of utilities; facilitate network participation among research libraries; and provide comprehensive descriptions of services and products. In addition, the ARL libraries endorsed the right of any library to contract for services or participate in more than one utility.

**James K. Webster**
**Chairman**
**SLA Networking Committee**

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| 2. Mail subscriptions | 13,605 | 14,042 |
| C. Total paid circulation | 13,655 | 14,102 |
| D. Free distribution by mail, carrier or other means; samples, complimentary, and other free copies | 150 | 100 |
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David R. Bender
Publisher

# Have You Heard?

**Computer and Information System Merger**

System Development Corporation (SDC) and the Burroughs Corporation have announced plans for a merger. If approved, this move will unite one of the leading information systems with the world's second largest computer and office systems company. Under the proposed transaction, SDC will become a wholly owned subsidiary of Burroughs while retaining its corporate structure, business operations, and management.

**Reference Journal**

A new quarterly journal, *The Reference Librarian* is scheduled to appear Fall 1981. Edited by Bill Katz, the journal will follow a thematic approach, focusing on single-issue coverage of such topics as home information services, AACR-2, marketing, online services, and new trends in reference service. Subscriptions cost $35 per volume. Order from The Haworth Press, Inc., 149 Fifth Avenue, New York 10010. Canadian orders, add $6; outside the U.S. and Canada, add $15.

**Research Competition**

The Library Research Round Table of the American Library Association is offering a $500 award for the best research paper representing completed research not previously published. The deadline for submitting entries is Apr 1, 1981. All entries must be related to library and information science and must not exceed 75 pages. For further information, contact Joe Hewitt, Wilson Library, 024, University of North Carolina, Chapel Hill, N.C. 27514 (919/966-2476).

**NCLIS Nominees Confirmed**

On September 23, the Senate confirmed three members of NCLIS for five-year terms. The three Commissioners are: Charles Benton, chairman, NCLIS; Gordon M. Armbach, president, University of the State of New York and Commissioner of Education; and Paulette H. Holahan, chairman, Board of Directors, New Orleans Public Library.

**Research Center Directory**

The first edition of *Government Research Centers Directory* includes over 1,500 entries listing government owned and operated or contractor-operated installations. Published by Gale Research Co., the directory will be published in three soft-bound issues at four, six 1-month intervals. Issue no. 1 appeared in August 1980. A three-issue subscription is available from the publisher for $72.

**Pergamon Signs Accord with USSR**

Pergamon Press has concluded a 10-year agreement for joint cooperation with the State Committee of the USSR Council of Ministers for Science and Technology. The accord, signed in Moscow, guarantees the compilation, production, and exclusive distribution by Pergamon of modern English-language abstract services and online databases in science, technology and engineering.

**New Masters Program**

The School of Information Studies at Syracuse University has inaugurated a new Master of Science program in Information Resources Management. The 54-credit, two-year program is built around three core areas with nine required credits in each area. For further information, write: IRM Program, School of Information Studies, Syracuse University, 113 Euclid Ave., Syracuse, N.Y. 13210 (315/423-2911).

**Online Services Training Center**

Online Review has opened a training center in London, designed to offer purpose-built training for online database access services. The center is equipped with projectors, terminals, monitors, telephones, and moderns for short courses with enrollment of 6–18 persons. Predicasts, Lockheed Dialog, SDC, and other major potential users have promised support to ensure the success of the new facility.

# PUBS

(80-058) **Directory of Health Science Libraries in the United States, 1979.** Health Science Information Series, v.3. Alan M. Rees and Susan Crawford, eds. Cleveland, Ohio, The Cleveland Health Sciences Library of Case Western Reserve University, 1980.

Contains alphabetical listings of libraries by state and city. Each entry includes the name of the library director, type of sponsoring organization, number of staff, and holdings.

(80-059) **Problems in Bibliographic Access to Non-Print Materials/Project Media Base: Final Report, October 1979.** Washington, D.C., National Commission on Libraries and Information Science, 1979. 85p. LC79-16600.

Presents the background and findings of a joint study conducted by NCLIS and AECT (Association for Educational Communications and Technology) on the feasibility of developing a national network of audiovisual information resources. Includes a user needs assessment, inventory of audiovisual systems, functional specifications for a national network, and recommendations. For sale by the Superintendent of Documents, U.S. Government Printing Office. When ordering, specify the stock number: 052-003-00714-2.

(80-060) **The Directory of Directories: An Annotated Guide to Business and Industrial Directories, Professional and Scientific Rosters, and Other Lists and Guides of All Kinds.** First edition. James M. Ethridge and Cecilia Ann Marlow, eds. Information Enterprises, 1980. xxi, 722 p. ISBN 0-8103-027-5.

Contains three sections: the directory, a title index, and a subject index. The directory is divided into 15 subjects. In addition to alphabetical arrangement by title, entries are numbered serially and entry numbers are cited in the indexes.

(80-061) **Index on Censorship.** v.9(no.4) (Aug 1980).

Articles, reports, and reviews of books on the problem of censorship and the dissident movement in the U.S.S.R. Both individual articles and back issues of the Index may be purchased. For a complete list, write to: *Index on Censorship*, 21 Russell St., Covent Garden, London WC2B 5HP, U.K. The cost per article is $1.00 including postage; complete issues cost $3.00.

(80-062) **Gold and Silver Prospecting Books in Print.** Mary B. Ansari, comp. Special Libraries Association, Sierra Nevada Chapter, 1980. iv, 20p.

Bibliographic listings of nearly 200 books, journals, catalogs, state and provincial publications, and U.S. government documents, plus a list of out-of-print book dealers. Many items are free or inexpensive. Available by mail order for $3.75 each or $3.50 each when ordering 25 copies or more from the SLA Sierra Nevada Chapter, c/o Wayne Waller, 533 40th Street, Sacramento, Calif. 95819. All orders must be prepaid.

(80-063) **On-Line Bibliographic Search Services, SPEC Kit No. 62, March 1980.** Washington, D.C., SPEC, Office of Management Studies, 1980. ISSN 0160-3582

Examines the current state of online services based on the experiences of ARL members. The survey results include eight reports on activities and costs plus six examples of user and training materials. Available for $7.50 to ARL members and SPEC subscribers, $15.00 to all others; prepayment required. Order from: SPEC, Office of Management Studies, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036.

(80-064) **The Impact of a Paperless Society on the Research Library of the Future: A Report to the National Science Foundation Division of Information Science and Technology.** F. W. Lancaster, Laura Drasgow, and Ellen Marks. Urbana, Illinois, Library Research Center, Graduate School of Library Science, University of Illinois, 1980. 218p., spiral bound.

Examines forecasts of future technological developments as they apply to libraries. Contains the results of the Delphi-Study and the questionnaire used in that study. References and a supplementary bibliography are included as well. Available through NTIS.

(80-065) **Gifts and Exchange Manual.** Alfred H. Lane. Westport, Conn., Greenwood Press, 1980. 136 pp., illus. $15.00. LC79-7590; ISBN 0-313-21389-5.

A "how to" approach to establishing exchange agreements, keeping records, soliciting gifts and declining them, getting estimates and appraisals, and selling unwanted materials. The appendix includes guidelines on IRS deductions, a geographical list of appraisers, and sample forms for gifts and exchange work.

(80-066) **Cataloging and Classification of Non-Western Material: Concerns, Issues and Practices.** Mohammed M. Aman, ed. $18.50. LC80-16725; ISBN 0-912700-06-8.

A survey of cataloging and classification methods in African, Chinese, Japanese, Indian, and mid-Eastern libraries with commentary by librarians who specialize in these collections.

# Instructions for Contributors

## General Information

*Special Libraries* publishes material on all important subject areas and on all methods and techniques for "Putting Knowledge to Work." **New and developing areas of librarianship, information science, and information technology are sought. Informative papers on the administration, organization and operation of special libraries and information centers are solicited. Scholarly reports of research in librarianship, documentation, education, and information science and technology are appropriate contributions. Annotated bibliographies and bibliographic essays, discussions, and opinions that are intended to be authoritative or that reflect original research are also published. Professional standards, salary information, education, recruitment and public relations are other representative subjects for inclusion. Controversy is not shunned.**

As the official journal of the Association, *Special Libraries* also publishes reports of business of the Association and its subunits, as well as news of its members and for its members.

Contributions are solicited from both members and nonmembers. All papers submitted are considered for publication. Papers are accepted with the understanding that they have not been published, submitted, or accepted for publication elsewhere. *Special Libraries* employs a reviewing procedure in which manuscripts are sent to two or three reviewers for comment. When all comments have been received, authors will be notified of acceptance, rejection, or need for revision of their manuscripts. The review procedure will usually require a minimum of eight weeks.

*Types of Contributions.* Three types of *original* contributions are considered for publication: full-length articles, brief reports or communications, and letters to the editor. New monographs and significant report publications relating specifically to library and information science are considered for critical review. Annotations of the periodical literature as well as annotations of new monographs and reports are published—especially those with particular pertinence for special libraries and information centers.

*Editing.* Manuscripts are edited primarily to improve the effectiveness of communication between the author and his readers. The most important goal is to eliminate ambiguities. In addition, improved sentence structure often permits the readers to absorb salient ideas more readily. If extensive editing is indicated by reviewers, with consequent possibility of altered meanings, manuscripts are returned to the author for correction and approval before type is set. Authors can make additional changes at this stage without incurring any printers' charges.

*Proofs.* Authors receive galley proofs with a maximum five-day allowance for corrections. One set of galley proofs or an equivalent is provided for each paper. Corrections must be marked on the galley, not on the manuscript. At this stage authors must keep alterations to a minimum; extensive author alterations will be charged to the author. Extensive alterations may also delay publication by several issues of the journal.

### Manuscripts

Organize your material carefully, putting the significance of your paper or a statement of the problem first, and supporting details and arguments second. Make sure that the significance of your paper will be apparent to readers outside your immediate field of interest. Avoid overly specialized jargon. Readers will skip a paper which they do not understand.

For each proposed paper, one original and three copies (in English only) should be mailed to the Editor, *Special Libraries,* 235 Park Avenue South, New York 10003. The manuscript should be mailed *flat* in an envelope of suitable size. Graphic materials should be submitted with appropriate cardboard backing or other stiffening materials.

*Style.* Follow a good general style manual. The University of Chicago Press *Manual of Style,* the style manual of the American Institute of Physics, along with the American National Standards Institute (ANSI) Standard Z39.16-1972, among others, are appropriate.

*Format.* All contributions should be typewritten on white bond paper on one side only, leaving 1.25 inches (or 3 cm) of space around all margins of standard, letter-size (8.5 in. × 11 in.) paper. Double spacing must be used throughout, including the title page, tables, legends, and references. The first page of the manuscript should carry both the first and last names of all authors, the institutions or organizations with which the authors were affiliated at the time the work was done (present affiliation, if different, should be noted in a footnote), and a notation as to which author should receive the galleys for proofreading. All succeeding pages should carry the number of the page in the upper right-hand corner.

*Title.* Begin the title with a word useful in indexing and information retrieval. The title should be as brief, specific, and descriptive as possible.

*Abstract.* An informative abstract of 100 words or less must be included for full-length articles. The abstract should amplify the title but should not repeat the title or phrases in it. Qualifying words for terms used in the title may be used. However, the abstract should be complete in itself without reference to the paper or the literature cited. The abstract should be typed with double spacing on a separate sheet.

*Acknowledgments.* Credits for financial support, for materials and technical assistance or advice may be cited in a section headed "Acknowledgments," which should appear at the end of the text or as a footnote on the first page. General use of footnotes in the text should be avoided.

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Figures should be lettered in India ink. Charts drawn in India ink should be so executed throughout, with no typewritten material included. Letters and numbers appearing in figures should be distinct and large enough so that no character will be less than 2 mm high after reduction. A line 0.4 mm wide reproduces satisfactorily when reduced by one-half. Most figures should be redu-

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For figures, the originals with three clearly legible reproductions (to be sent to reviewers) should accompany the manuscript. In the case of photographs, four glossy prints are required, preferably 8 in. × 10 in.

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Accuracy and adequacy of the references are the responsibility of the author. Therefore, literature cited should be checked carefully with the original publications. References to personal letters, abstracts of oral reports, and other unedited material may be included. However, the author should secure approval, in writing, from anyone cited as a source of an unpublished work. Be sure to provide full details on how such material may be obtained by others.

References to periodicals should be in the order: authors, article title, unabbreviated journal name, volume number, issue number, inclusive pagination, and date of publication.

Smith, John and Virginia Dare / Special Librarianship in Action. *Special Libraries 59* (no. 10): 1241–1243 (Dec 1968).

Smith, John J. / The Library of Tomorrow. In *Proceedings of the 34th Session, International Libraries Institute, city, year.* 2v. city, press, year published.

Featherly, W. / Steps in Preparing a Metrification Program in a Company. ASME Paper 72-DE-12 presented at the Design Engineering Conference and Show, Chicago, Ill., May 8–11, 1972.

References to books should be in the order: authors, title, city, publisher, year, pagination.

Brown, Able / *Information at Work.* New York, Abracadabra Press, 1909. 248p.

Andrei, M. et al. / *The History of Athens.* The History of Ancient Greece, 10v. New York, Harwood Press, 1850. 1,000p.

Samples of references to other types of publications follow.

Chisholm, L. J. / "Units of Weights and Measure." National Bureau of Standards. Misc. Publ. 286. C13.10:286. 1967.

Whitney, Eli (to Assignee), U.S. patent number (date).

**Full-Length Articles**

Articles may range in length from about 1,000 words to a maximum of 5,000 words (up to 20 typed double spaced manuscript pages). Provide a title of one or two lines of up to 35 characters plus spaces per line.

Insert subheads at appropriate places in the text, averaging about one subhead for each two manuscript pages. Keep the subheads short (up to 35 characters plus spaces). Do not use more than one degree of subheads in an article. Provide a summary at the end of the article.

Write a brief author note, and include position title and address. In the author note, include information concerning meetings, symposia, etc., where the paper may have been presented orally. Also submit recent glossy black-and-white photographs of the authors.

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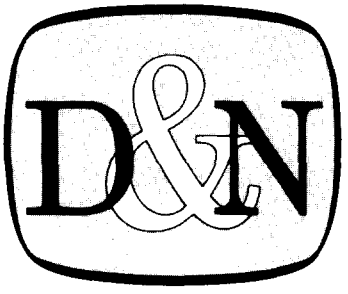


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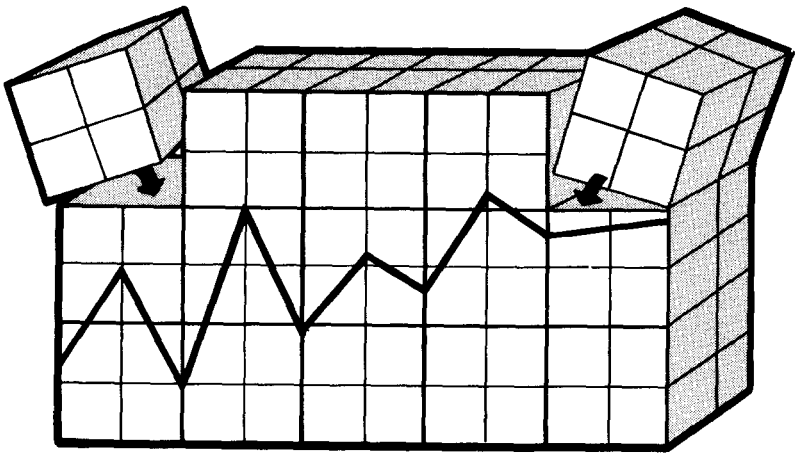

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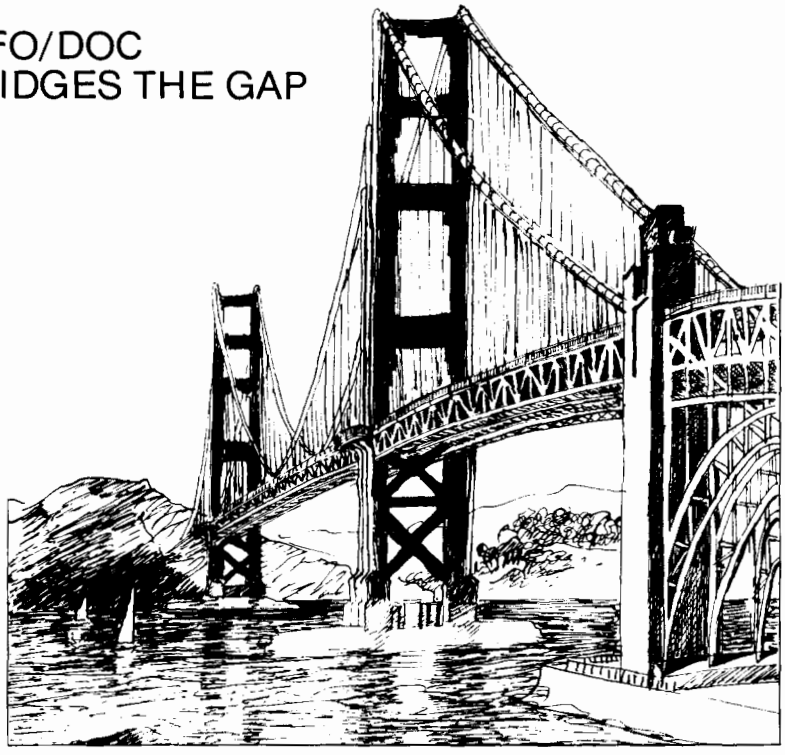

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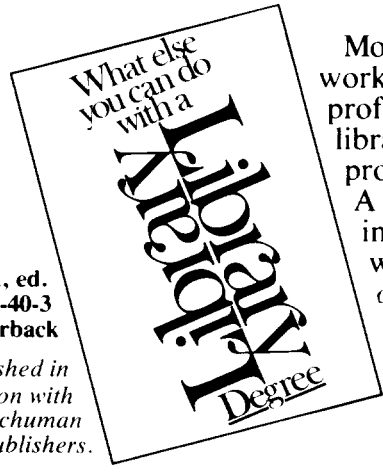


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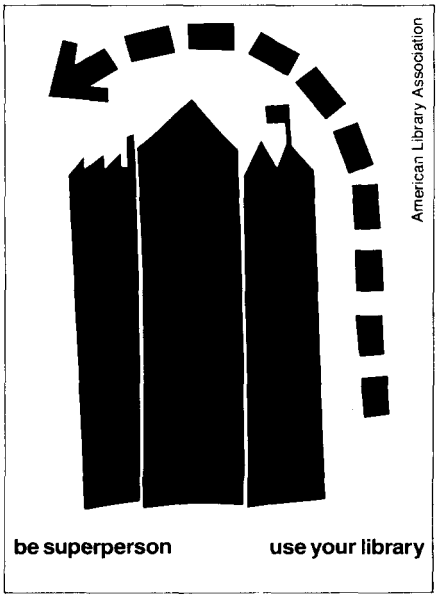




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### ERRATA

**Nov 1979, p.496** ..... **The Rocky Mountain Chapter news listed the wrong price and address for the *Specialized Library Resources of Colorado,* 4th ed. The correct price is $10.00 for SLA members; $13.00 for nonmembers. Checks and orders should be sent to: SLA Rocky Mountain Chapter, c/o James W. Carter, 5950 McIntyre St., Golden, Colo. 80401**

**Dec 1979, p.562** ..... **The SLA Salary Survey 1979 contains both an incorrect figure in Table 3 and an incorrect interpretation. The second paragraph on page two should read: "Perhaps more enlightening than the actual figures on men's and women's salaries is the change in earnings by sex given in Table 3. Although salaries are not equal, the percentage increase for women is greater than the percentage increase for men. Yet the gap between the median salaries of female and male members is approximately the same. In 1976, the median female salary was 81% of the median male salary. In 1979, the ratio of the medians is 82%." The 1979 Salary Survey also listed an incorrect page reference. The second paragraph, comparing the salaries of female and male SLA members according to number of persons supervised and years of experience, should have stated, "See p.580 and p.583."**

**Jan 1980, p.44** ..... **Joseph M. Dagnese was inadvertently omitted from the list that appeared at the end of the candidate biographies. He will serve on SLA's Board of Directors in 1980/81 as Past President.**


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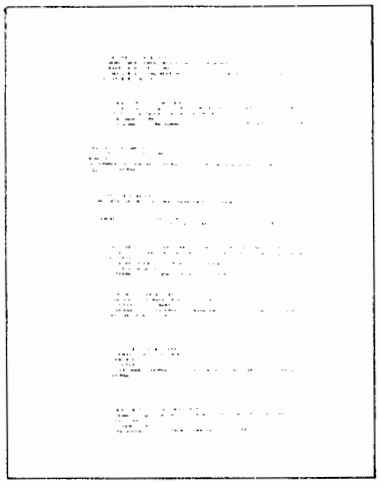

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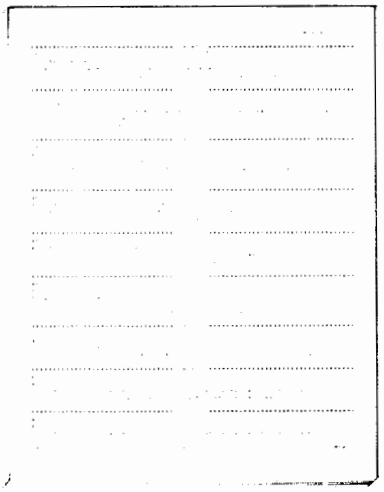

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