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Official Organ of the Special Libraries Association

Special Libraries

"Putting Knowledge to Work"



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SPECIAL LIBRARIES

MARIAN C. MANLEY, *Editor*

Vol. 28, No. 8

October, 1937

Humanism in Bibliography An Appreciation of Leonard Mackall

By J. F. Fulton, M.D.

Yale University School of Medicine

THOSE who have the honor to deal with books must inevitably pause occasionally to consider the ultimate objectives of bibliography. The late John Ferguson defined bibliography as the "science or the art, or both, of book description." This in some ways is an excellent definition, because it indicates that bibliography is an art, as well as a science, but a perusal of Professor Ferguson's varied writings also indicates that bibliography implies something more than book description. He perhaps more than anyone else in the 19th century elevated bibliography to the dignity of a humanistic discipline; indeed he made his own definition outmoded almost before he had uttered it. I have chosen to discuss the aims of bibliography in these general terms for a somewhat special reason. There have recently died within a week of one another two of the most widely known bibliographers of our time; they were men, however, who stood for different things, each had useful messages but they were to be carried in opposite directions. I hope through a brief discussion of their work and achievements to define some of the higher objectives of our calling.

The first man might be characterized without particular desecration of his memory as a bibliometrician, a word which I have coined for this occasion as

a parallel to the accepted term, 'biometrician. If one man measures living processes, why should not the man who concerns himself with the physical dimensions and other physical characteristics of books be designated a bibliometrician? At all events you will understand what I mean. For the purposes of this address, the first of these two men, the bibliometrician, shall be nameless, since he merely illustrated a tendency and he can, therefore, be treated quite impersonally; he also illustrates what is likely to happen to any one of us if we allow a tool or a technical procedure to be an end in itself, and thus to triumph over reason. I shall describe something of his work because I hope it will make more clear the contrast that I shall later draw between bibliography as a technique and bibliography as a humanistic discipline.

Our bibliometrician was a man who collected books actively over a period of 60 years, and was one of the first modern bibliophiles to attach importance to the original state of a book; he loved them in boards, uncut, with dust covers, and always indicated the size in millimeters, and knew a great deal about the mechanics of book-making, how they were assembled; he knew papers and inks and types, — papers not quite so well as he should have, — everything indeed relating to the manufacture of a book, and he

was able from the analysis of the completed product to tell you just how it had been made. This is why I have called him a bibliometrician for he measured everything; type, paper, binding and also the book market — he became indeed a bibliometerician. This, however, is beside the point. No serious bibliographer would deplore technical expertness of the degree which he achieved, had it been used, as it might have been used, to further the cause of serious scholarship. But in this respect he fell short, as many of us who describe books tend to fall short, since the physical part of booklore was ever in the foreground to the neglect of the human and spiritual values of the book itself. So great was this man's passion for the physical qualities of books that he literally passed from the domain of bibliometry into the domain of bibliopathology. When he came to compile his sumptuous catalogue physical measurements were given of the sizes of most of his books, especially those which were uncut, and the measurements thus given were a little larger in nearly every instance than that of any other copies known. I shall not dwell further on this; it is an unpleasant story of human dereliction, representing a curious form of self-hypnosis; and it serves incidentally as a warning to anyone who handles books, especially if one happens to collect and catalogue them oneself. Though our bibliometrician collected one of the finest libraries ever accumulated by a private individual, — John Carter¹ believes that it was *the* finest in private hands, — he died discredited as a bibliographer on May 13, 1937, at the age of 77.

In citing the work of a bibliographer who went astray I do not wish to minimize the significance of bibliomechanics. I wish only to deprecate the growing tendency to pursue it as an end in itself,

¹*Spectator*, Lond., May 21, 1937, p. 954.

a plaything of the book trade designed to catch the unsuspecting and the uninformed. Yet bibliography, as it is often defined, would appear to be a purely technical preoccupation, without reference to the fact that it began as, and must always remain, a basic tool of productive scholarship. So it is refreshing to take inspiration from a great example, and to turn our attention for a moment to one of the outstanding bibliographical humanists of this generation, whose death on May 19 at the early age of 58 is an incalculable loss to bibliographical scholarship. I can think of no better way to illustrate the aims and aspirations of humanized bibliography than to tell you something of his life, his habits as a collector and his contributions to learning.

Leonard Leopold Mackall was born at Baltimore, January 29, 1879, a descendant on both sides of Southern families of Maryland and Georgia, distinguished for literary and military attainment. His preliminary education was received at Lawrenceville from which institution he was graduated in 1896, and he obtained his A.B. from Johns Hopkins in 1900, and to Hopkins he has left the greater part of his remarkable library. While at Hopkins he managed to know everyone in the University who was interested in books and as early as 1900 while still an undergraduate he became acquainted with Dr. William Osler to whom he elucidated Goethe's relations to the physiognomist Lavator. Of this more later. From Hopkins he went to the Harvard Law School for two years, then to the University of Berlin in 1902-04, returning to Hopkins in 1906, then back to Germany where he studied at the University of Jena, beginning in 1907. He remained in Germany for some six years in all, devoting the greater part of his time to studies of the Goethe correspondence at Weimar. By these labors he became probably the foremost in the world in knowl-

edge of Goethe's bibliography. He wrote many papers on various aspects of Goethe's writings, and edited Goethe's *Correspondence with Americans* in 1904, was co-editor of Goethe's *Collected Conversations* published in five volumes at Leipzig in 1910-11.

Although not a physician Mackall became associated in an intimate manner with medical literature. This began at Hopkins when he met Osler, but he was also on intimate terms with the late Drs. Welch and Fielding Garrison, and also with Drs. Howard Kelly, Arnold Klebs, Harvey Cushing, Henry E. Sigerist, Sanford Larkey, Samuel Lambert, William Willoughby Francis, and with other members of the New York Academy of Medicine too numerous to mention. About 1900 Mackall had pointed out to Dr. Osler that the second recension of Lavator's celebrated *Physiognomische Fragmente*, Leipzig, 1775-78, contained a poem by Goethe, also 23 of his prose contributions and his first published portrait.¹ Mackall also elucidated Goethe's later relations with the great physiognomist. Just before the Great War Osler had been asked to give the Silliman Lectures at Yale on the history of medicine. When the War came he became so distracted that the proofs were never corrected. At the death of Osler, the Yale Press wished to issue the lectures and called upon Mackall for aid in verifying references and completing the text and providing information which he alone was able to give. Later Mackall became interested in the early history of appendicitis and wrote a paper on that subject.

His principal contribution to medical

¹ Dr. W. W. Francis describes Mackall's first meeting with Dr. Osler as follows: "In 1900 or thereabouts W. O. had just acquired the 3 (in 5) big volumes of Lavator 'Essays,' no. 3178, knew next to nothing about him, and was waiting for an opportunity to look him up. I mentioned these Lavator vols. to Leonard, who promptly said, 'I know all about him; he was one of Goethe's correspondents, let me see the books.' 'Come along,' said I. And that was L.'s introduction to W. O." Thereafter Osler always called Mackall "Lavator."

bibliography, however, lay in his clarification of the obscure bibliographical problem connected with Michael Servetus, heretic, cartologist, and discoverer of the circulation of blood through the lungs. Mackall's interest in Servetus led him to bring together the most complete collection of Servetus literature ever to be assembled, and this we are happy to learn is being left intact to the Welch Medical Library at Baltimore. He enriched Osler's library catalogue with many notes on Servetus and many of the rarer items he gave to the Osler collection. He was also of great assistance to Dr. Francis when the Osler catalogue was being prepared for press.² Besides all this Mackall had many other connections with medicine which I cannot go into, and he also touched many other fields.

And now let me try to convey something of Mr. Mackall's extraordinarily vivid personality to those of you who may not have known him. I can perhaps best do this by relating a few bookish anecdotes with which he was associated. Leonard Mackall was one of the most generous bibliophiles that ever lived, he had indeed all the "Peireskian virtues." Nicolas Claude Fabri de Peirese (1580-1637), that liberal patron of arts and let-

² Francis writes, At the end of the editors's preface of the *Bibliotheca Osleriana*, p. xiv, "Another old friend, Mr. L. L. Mackall, of Savannah, one of the four of us to whom, with Lady Osler, the completion of the catalogue was entrusted, has read and criticized the proofs. His name appears throughout the book as a donor, often of the rarest items; as an adviser he has deserved much more frequent mention. I pleaded with him to let me put his name with those of the other three at the end of the preface as one of the editors, but he modestly professed to believe that his services did not justify it. In addition to reading and criticizing all the proofs he came over to Oxford in 1923, soon after I took over the work, and spent two months there working with me, thoroughly revising the cards of certain sections, such as those of Servetus and Lavator. He protested at the time that he was not really collaborating with me except perhaps in those sections in which he was particularly interested, because his method was to browse around the shelves and take down any book that interested him and often write a scarcely legible note on a slip which he inserted. Many of these notes of course were found most useful. Some of them may be picked up by consulting the references under his name in the index to the 'Bibliotheca Osleriana.'"

ters in the early 17th century was a veritable embodiment of wit, industry and scholarship "whose sprightly curiosity left nothing unsearcht into, in the vast and all-comprehending Dominions of Nature and Art,"¹ lent books to his friends, and if they expressed approval he presented them with the volume. He maintained a binder in his cellar, binding books day and night in sumptuous full morocco; it is related by his biographer that he gave away far more books than he ever kept. This last of the Peireskian virtues, was possessed in a conspicuous manner by Leonard Mackall. He believed that every rare book should be in the collection best calculated to promote the interests of scholarship. Before the Goethe collection of Mr. Speck had come to Yale, Mackall was on intimate terms with its enlightened owner, and helped him fill many of his important lacunae; and up to the time of Mackall's death he continued to contribute out-of-the-way volumes to the Speck collection. Though a man of modest means he was continuously generous to other collections in all parts of the world. To the Grolier Club in New York he gave more than 1000 volumes, but his personal gifts to individual collectors endeared him especially. Knowing of my interest in the history of physiology, and discovering that the Harvard Press had cut off the back of my first edition of Beaumont's book on the gastric juice when a facsimile was made some years ago, Mackall appeared in New Haven one day with an uncut copy in original boards. He did not, however, present it to me immediately; he first mentioned that he had presented an autograph letter of Beaumont to his New Haven bookseller to a lady — my wife, as it turned out — ladies were invariably

¹W. Rand, "The Epistle Dedicatory" to J. Evelyn, on leaf A3b of *The Mirrour of the Nobility & Gentility Being the Life of the Renowned Nicolaus Fabricius Lord of Peiresk*. By P. Gassendus . . . Englished by W. Rand, Lond. 1657. See also KEYNES, Geoffrey, "John Evelyn as a bibliophile." *Trans. Bibliog. Soc.*, 1931, 175-193. Pl. i-viii.

the object of Mackall's special attentions. I was mildly frantic when I heard that he had given away this letter; he then explained that the lady in question was my wife and pulled the crisp copy of Beaumont on the gastric juice from his pocket to restore the domestic harmony. He had apparently planned his little conspiracy weeks in advance and later he never lost an opportunity of telling the story at my expense.

Another anecdote is related by the writer of the sympathetic obituary which appeared in *The Herald-Tribune*, the paper to which Mackall had for so long contributed his erudite "Notes for Bibliophiles." It runs as follows:

"For example, the late Wymberley Jones De Renne, who built the Georgia Library bearing his name, searched for a quarter of a century for twenty rare books he particularly wanted for his collection. He had a list of the twenty printed and distributed to dealers throughout the world with instructions to buy at any price. When Mr. Mackall, who from 1916 to 1918 was the librarian of the De Renne Georgia Library, saw the list he predicted he would have little trouble in locating every item on it. Within two years he had purchased every one of them and the highest single price he paid was \$5.

"In a musty book shop in Lausanne, Switzerland, his eye fell upon a copy of the first volume of Gibbon's 'Decline and Fall of the Roman Empire.' That discovery was something in itself, for when the monumental work first came out it was published volume by volume.

"The book had been Gibbon's personal copy and Mr. Mackall found in it the author's name and marginal notes in the historian's own handwriting. A novice might have feared that the book was spurious, but Mr. Mackall knew that Gibbon did his writing and had his library in Lausanne. He also knew that William Beckford, wealthy English collector of the early nineteenth century, had bought the Gibbon library. The shippers, apparently, had overlooked this one book.

"Mr. Mackall bought the volume for \$1.60. Then he could think of only one person who should have the book — John Bagnell Bury, regius professor of modern history at Cambridge University, who had devoted a lifetime to editing and annotating Gibbon.

"Mr. Mackall never had met Professor Bury, but he knew the English professor's collection of

Gibbon still lacked the first volume of the 'Decline and Fall.' So he sent the book to the professor, who was speechless at receiving such a gift from a total stranger. The professor died recently and Mr. Mackall received a letter from the widow saying that the first volume of 'Decline and Fall' was being preserved in a glass case in the Cambridge Library."

Such was the character of the man whose career I have attempted to describe this evening. I could tell you much more about him — his extraordinary letters, his unflinching memory. He was the most scrupulously honest man that I have ever known, fearless and unyielding when he suspected sham or dishonesty in others, charitable when he discovered a mistake in the writings of someone whom he thought sincere; ever filled with stories of rich human interest and perhaps possessed of a few human

foibles too. Mackall scorned commercialism in books, detested men whose interest in books extended only to their physical characteristics and incidentally he was one of the earliest to suspect the integrity — or shall we more charitably say the "bibliopathology" — of the bibliometrician whose work I have referred to in the beginning of this paper.

Like John Milton, Mackall saw that books were "not absolutely dead things," and, applying something of the technique of book description which as bibliographers we must all learn, he carried the subject far above the confines of technical description into the realm of humanism, and for this he deserves an exalted place in the annals of our profession, as he has always had in the affections of those who were privileged to know him.

Costs and Budgets in Special Libraries

By Ruth Savord, Librarian

Council on Foreign Relations, Inc.

SO OFTEN we are asked by organizations which are contemplating the establishment of a special library, "How much will it cost?" As an organization, we don't know. As individuals, we sometimes give estimates based on our own experience, but we do not have facts or statistics.

In searching the literature, I find that as early as 1920 it was suggested that the Association undertake a cost study but from that day to this I can find records of only scattered efforts to carry out this suggestion, none of which were national in scope.

It seems to me that there are several factors that may account for this. Chief among them are probably the great diversity of the field, the wide variation in the size of the collections and in the size of the staffs, the range of salary scales,

and particularly in the business and commercial libraries, the fact that the library is one department of a large corporation, each one of which is a law unto itself. All these factors would make it difficult to collect a set of figures which would be comparable and which could be reduced to usable form.

However, I feel that, if the rules of the organization would permit, it would be well for every special library to be given a definite budget on which to work. Such an arrangement, to my mind, would give the library a better standing in the organization, it would give the librarian a sense of responsibility for efficient management and, at the same time, a feeling of security. It is said that the modern business budget is the best system ever devised for controlling operating costs and for training a management to be

foresighted rather than hind-sighted for budgeting is not just a handy economic expedient; it is one of the first principles of orderly and effective living.

If you were told tomorrow that your library was to be put on a budget and if you were asked to prepare a tentative budget, would you know how to begin and what to include? The items, of course, would depend to a certain extent on the management of the particular organization, especially in the matter of rent and other overhead. However, in the few studies that have been made, the following items seem to be pretty general:

Salaries; Books and Pamphlets; Periodical subscriptions; Services; Memberships; Supplies; Equipment; Printing; Binding and Postage. In a few cases, Books, Services and Memberships or Periodicals and Memberships are combined in one item but this is a very minor discrepancy.

Having decided on your items, the next step is to decide on the per cent of your total budget which is to be allotted to each. Here is where the great variation in practice is found. Let us refer to a 1933 survey which covered only 20 libraries but which included among that number as wide a selection as possible — each one varying from all the others in type. Only 13 of the 20 reported — 3 failed to report because they did not use a budget system, 2 because company rules forbade, one because the library budget could not be separated from that of the department of which it was a part, the 7th did not explain its failure.

The reports showed per cent of total budget allotted to each item. This is the range for each:

Salaries — 30%–88% with the majority above 75%

Books and Pamphlets — 1.4%–20% with the average about 7%

Periodicals — 2%–20% with the average just under 8%

Services — 1%–25% with the average a little over 3%

Memberships — .2%–5% with the average about 2%

Supplies — .6%–5% with the average 1.5%

Equipment — .5%–2% with the average 1.3%

Printing — .1%–6% with the average 2%

Binding — .2%–10% with the average about 3%

Postage — 1%–2% with the average 1.3%

Rent — 5%–40% with the average 17%

Of these 13 reports, only Salaries, Books and Pamphlets, Periodicals and Supplies were included in every one with Binding in most.

What does it all prove? Very little except to confirm the point that the very diversity of the special library field makes comparable figures difficult to collect. The library that allotted only .5 per cent to equipment may buy used equipment and thereby cut down this item or, as in my own case, may have to purchase from the budget only minor items of equipment while larger purchases are taken care of by a special fund. Another allotting only 2 per cent to periodicals may by virtue of the very nature of the organization it serves, receive practically all its periodicals free. Another may clip all its material, thereby spending nothing on binding.

However, in every case but one, the salary item is by far the largest. In other words brains are the costly thing in the special library field and the value placed on them seems to have escaped the trend of the times for standardization. We can get along with little or inexpensive equipment, we don't need a large book fund and we need a relatively low amount for periodicals but for good service we must have a good staff and that comes high.

To have any really sound facts on

which to estimate costs, we would have to secure figures from 50 times 13 libraries in widely separated localities and varied fields. We would have to have a background of size of staff, number of square feet devoted to library uses, number of books, number of pamphlets, number of free periodicals and whether or not services of other departments such as messenger, stenographic, etc., were available to the library.

Personally, I have come to the conclusion that, for us as an Association, the only item on which it is important to secure data is salaries — for the benefit of the individual and for the advancement of the profession. I see no reason why every librarian should not be willing to cooperate in giving salary figures in answer to a keyed questionnaire which would have on it no mark by which the individual or the organization she served could be identified. This should preferably be done by the groups and the keying should be done in such a way as to make it possible to assemble statistics for financial libraries, technical libraries, etc. The keying also should show geographic location for this, I believe, would show interesting variations.

Only recently a request came to Headquarters asking for figures on salaries in technical libraries. The librarian making the request felt that his staff was not receiving salaries commensurate with the demands made on them and wished to prove to his board that others doing comparable work were receiving higher compensation. How do you know when you will be placed in such a position and wouldn't it be to your personal advantage if Headquarters could immediately supply authentic figures? Such a study would not only serve the newly organized library but would serve each one of us in our quest for higher salaries and compensation more commensurate with the service we give.

I have heard it said by some librarians that there is no sense in the special library having a budget because they couldn't (or more likely wouldn't) keep within the amount allotted. Isn't that an indictment of inefficiency? I don't advocate any hard and fast rule by which \$200 allotted to the equipment item on January 1st must be spent on equipment and nothing else. If you find toward the middle or the last quarter of the year that \$100 of that amount is not going to be needed for equipment there is no reason why it should not be transferred to the book item or some other expenditure where it is needed. I only say that to keep within the total budget is merely a sign of good management and would bring to the library the added respect of your executives.

Now some one may be asking how can you know where you stand month by month. There's no reason why the Accounting Department can't be persuaded to give you a monthly statement showing the amounts charged against the library budget during that month. Or, better still, I keep a very simple record — a mimeographed sheet having the following columns:

Total budget
Date
Item to be charged

One column for each division of the budget. Thus as a bill is OK'd, the name of the firm is written in and the amount charged against the proper division of the budget. By subtracting this amount from the total budget the balance on any day is evident. The total of the columns shows the amount spent for that item over any given period. It takes but a few minutes out of any day and is well worth the effort involved. It also gives a check against the statement received from the Accounting Department.

So much for budgets. Costs is another

study. Personally, I can't make up my mind whether or not such studies would be of great assistance to us as individuals or to the profession or whether they would justify the time and effort which would necessarily go into them.

Such a study would have to include reports from a representative number of typical libraries showing the hours per week spent on, and the average hourly salary of each employee engaged in, the following processes:

1. Watching for and acquiring new material
2. Cataloging and preparing new material for use
3. Scanning periodicals and other new material for routing
4. Checking in and routing periodicals
5. Keeping lending record
6. Filing and shelving new material and material used or loaned
7. Contact and publicity
8. Searching for and supplying information asked for
9. Administrative and supervisory activities

Each of these major processes would probably have to be broken down into still smaller divisions because in many cases the same staff member would not carry out all steps. In a study on cost of cataloging made in 1916 by the United Engineering Societies Library, this main process was divided as follows:

Preparing books for shelves
Classifying
Assigning subject headings
Making cards
Filing cards

Separate records were made for different types of material such as foreign, government publications, pamphlets, etc.

Another study made by the same library in 1915 on the cost of handling periodicals fell into these divisions:

Unwrapping and stamping
Checking receipt
Claiming numbers not received
Filing on current shelves
Filing in storeroom or clipping

And you'll note that this omitted the important process in most special libraries of routing and getting the periodicals back to the library.

One more breakdown — that for binding — would have to cover:

Selection for binding
Collating
Sending for missing parts
Typing, listing, making rub and binding slip
Sending to bindery
Checking on return against bill and comparing with binding slip
Preparing for shelves
Accessioning (if this is done)
Cataloging, marking, shelving

Is it worth it? Frankly, I don't know because I don't know what we would prove. If, through such studies, we could establish a money value for our service based on its actual cost as compared with the cost of equivalent service if purchased outside the organization, then my answer would be that it would be decidedly worth while and we ought to start tomorrow. However, I doubt the possibility of determining such a money value because so much of library service is of such a nature that it is impossible to evaluate it. The mechanical processes — yes — but the intangibles which, to my mind, are the more important — no.

Time studies, on the other hand, might possibly be of use in proving to executives the value of our service. For instance, if we could pick typical questions or reports which are asked for, record the time spent multiplied by the salary of the worker or workers we could arrive at an approximate money value for that particular

question or report. Then by estimating the loss to the organization if that work had not been done or if the information had not been secured, the result might be very telling. Or if we were to place against that money value an estimate of the time and money saved by having the job done in the library by trained workers rather than by a highly paid executive or his secretary who in most cases could not be expected to know sources and therefore might spend many more hours than the trained staff and conceivably might not in the end secure the information, we might again present good arguments when the value of special library service is being questioned. True, the technique

for such time studies would need careful consideration, and I recommend that the Association consider such a study for I feel that if we had such data our case would be greatly strengthened when new organizations sought our advice as to whether or not they should establish a special library, and the prestige of the profession would thereby be enhanced.

So I leave you with, I fear, little clarification and little help, but if I have been able to stir in any of you a determination to secure a budget at the earliest possible moment or if I have been able in any small degree to arouse in you a favorable reaction to a salary survey, then I am satisfied.

Financing and Purchasing for the Special Library

By Josephine I. Greenwood, Librarian

Consolidated Edison Company of New York, Inc.

WHEN a company contemplates the establishment of a library the first question which arises is the problem of financing. Cost studies for libraries now in existence have been suggested in the past, but as nearly as can be determined, there have been only spasmodic efforts to carry them out, probably because each type of library is a problem in itself. In one library two employees might carry on the work required while another organization might find it necessary to employ a much larger staff.

Basically, the organization of a library should not differ from the organization of any department in a particular company. Therefore, it should, if the rules of the organization permit, operate as a separate division with a financial set up entirely aside from another department in the organization.

It will be granted by all concerned that this should be done with due regard to

economy — not only in actual expenditures for books and equipment for successful operation, but in the actual cost of operation, without, of course, putting such limitations upon the size and type of personnel as to preclude the actual service operations of the department.

Purchasing

The major functions of purchasing for the special library are:

1. Book selection, including periodical subscriptions, pamphlets, government publications and services
2. Equipment selection

Book Selection

In book selection, the librarian should take note of the books in the technical publications, the technical book review index, the engineering index card record, weekly book reviews and the daily and weekly lists of new books published in the newspapers.

In the Library of the Consolidated Edison Company, this is part of the librarian's regular duties. Books and pamphlets are selected which will improve the collection. After the selection has been made, the librarian sends a list of recommendations to the executive in charge who gives final approval on the purchases.

When this list is returned to the library with the executive's comments, a requisition order is made out and sent to the Purchasing Department to be filled.

In a company as large as ours with some 40,000 employees many of the departments find it necessary to have a special reference tool available at the desk of the department supervisor. This is arranged through the Library and avoids duplication when it is unnecessary.

Equipment Selection

Due to the fact that the librarian is familiar with the type of equipment needed for the Library, she should be responsible for the selection of it. Close cooperation is necessary with the Purchasing Department since that department actually gets the bids and arranges for delivery. Another department cooperating is the Construction Department because of the necessity of arrangements covering floor loads and details of construction, such as proper placement of the stacks. Needless to say, all these steps result in a feeling of good will between the librarian and the departments involved.

Budgets

In going over the literature on budgets, I found the statement of a utility man on the subject. It read: "On a piece of ground having an area of about two-thirds that of an ordinary bridge table, situated so there could be no choking from other plants, Charles Darwin marked all the seedlings of native weeds as they came up. Out of a total of 357 seedlings

no less than 295 were destroyed chiefly by slugs and insects. In a study of the turf, that was permitted to grow unmown, Darwin found that, out of twenty species which grew in the little plot, nine species perished, killed by the hardier plants. From this simple analysis he developed the principles of his famous theory of the struggle for existence and the survival of the fittest." *

This it seems to me is quite applicable in the field of special libraries and their relation to budgeting. If we know what we are spending and the items for which the expenditures are made, we should, I feel sure, be one of the hardier plants which will survive.

An operating budget will give the library a much better standing in the organization and the librarian a greater feeling of responsibility for the expenses incurred.

In 1923 the Library of the Consolidated Edison Company was organized under the direction of a Library Committee. The Committee met once each month to discuss the books, services and equipment to be purchased. The members of the Committee consisted of a Senior Vice-President, a Vice-President of a subsidiary organization, a technical man, a publicity man and the librarian who acted in the capacity of secretary of the Committee. The meetings served as a splendid organization base and afforded the librarian an opportunity of becoming familiar with the type of material to purchase for a public utility library, which of necessity includes not only material for the technical man, but books on economics and advertising as well.

In 1934 the Library Committee was disbanded and the Librarian was directed to report to the Executive Assistant to the Chairman of the Board, who now approves the items of library expense.

*Morgan, A. W.: *Forecasting a Budget*. N. E. L. A., 1932, p. 211.

In most organizations, the Accounting Department will help one make up a budget along the lines of true accounting methods and the items to many of us will be most enlightening.

The items with a percentage of the money spent in the Library of the Consolidated Edison Company are as follows:

(a) Salaries	49%
(b) Rent for library space	26%
(c) Printing (Library Bulletin and other forms)	9%
(d) Stationery	6%
(e) Book purchasing	4%
(f) Petty cash which includes the purchase of government publications, newspapers, etc.	6%

You will note that the item of equipment is not included. This, simply because equipment is not purchased every year and when needed it may be included as a special accounting charge.

Some work to be done

To have sound facts on which to estimate the costs of a library it will be necessary to have figures from many libraries. With cost studies in progress in

every industry, it behooves us to get to work to prepare such comparative figures for the library profession covering different localities and various types of libraries. The background should cover size of staff, space, number of books, periodicals, services and the item of printing if a bulletin is issued.

As an Association, are we prepared to help new organizations establish libraries? Would it not be well for us to help in the preparation of official figures, such as the American Society of Civil Engineers has done for the salaries of engineers. This could be done without revealing the name of the library, much the same as many reports are made up by other associations. It will also help us in our own organizations by making available comparative figures for libraries operating in the same type of organization we serve.

I do not advocate a hard and fast budget system, but it is good to be able to prepare if and when necessary a statement of the amount spent by the Library. I think the amount spent for the upkeep would prove small in comparison with the service rendered.

A Matter of Saints

By Géza Schutz

Montclair Public Library, Montclair, N. J.

NOT that we like to quarrel with saints, but it seems that we started an argument when we sent a comment on a funny coincidence to the *New Yorker*, a comment which was published on November 30, 1935. The coincidence was the joint anniversary of Saint Catherine of Alexandria, patron saint of librarians, and of Andrew Carnegie. We thought at the time that we knew Saint Catherine to be the patroness of philosophers, mechanics, old maids, librarians and other disquieters.

We had been going about our business as usual for two months thereafter when we read a note in the February, 1936, issue of the SPECIAL LIBRARIES. The writer of this article said:

"Our Patron Saint. When we read in a recent *New Yorker* that Saint Catherine of Alexandria was the patron saint of librarians we were minded to write a screed on the blessed lady. We're still minded but we can't find any authority that says she is. Won't some helpful sister who knows her book of martyrs and

calendar of saints substantiate our claim?"

In all parts of the country helpful assistants began to dig into dusty records to substantiate our claim. The result of this feverish activity was accounted for in the March, 1936, issue of *SPECIAL LIBRARIES*, under the heading of "More about the Patron Saint." Some real research was done on the blessed lady in several libraries including the Boston Athenaeum.

All this fluttering activity around Saint Catherine aroused our own curiosity, and we wrote a polite letter concerning our saint of Alexandria to an expert on saints. In his answer he said:

"I cannot be of much help about the matter of a patron saint of librarians, as requested in your letter of March 16. I have never heard of one, and I suspect that the reason may be that librarianship had not in the medieval period become a separate profession."

Next we called upon an accomplished liturgiologist, an O.S.B. of the Benedictine Priory. He said that he had never heard of a patron saint of librarians as yet. He also remarked that "the present pope is intensely interested in libraries, and was formerly himself the librarian of the Ambrosiana Library, so that it is by no means impossible that after his death he may be canonized as patron of this profession."

All of this was sufficient to decide us to go to Rome and interview the Holy Father himself. We actually went to Rome, and while we could not interview the Pope personally, we interviewed one of the high ecclesiastics. He said, to our great surprise, that following the publication of our note and the subsequent polemic in American papers, the case of

Saint Catherine had been mentioned to the Holy Father. His Holiness considered the case very seriously. He thought that the librarians were entitled to have a patron saint (they really need one) but he was not wholly in favor of Saint Catherine and thought that some worthy Italian saint might be considered for the honour.

We took the boat home with a let-down feeling, we felt that after all we might have been wrong in mentioning Catherine of Alexandria as patron saint of librarians. During the voyage, we chanced to be seated at the table with a Franciscan brother, of the third order, who was returning to Québec from Bechuanaland. He seemed to know a great deal about the saint in question, and told us that in Québec, the Faculty of Philosophy and the Faculty of Letters always celebrated the anniversary of Saint Catherine as that of their patron saint, and that by derivation, the librarians had a right to claim her also.

This "derivation" idea comforted us a little, but it was not until we reached home and encountered a dear friend, another librarian and old sleuth, that we found real encouragement. She had also been abroad and in Lausanne, Switzerland, she had found a "lovely print." It was published by Roth et Sauter à Lausanne (Tous droits réservés). In the center there is a colored picture showing Saint Catherine, holding a large folio in her right hand and leaning on a sword with her left hand. There are several books lying at her feet. The text is an invocation addressed to "Sainte Catherine d'Alexandrie, patronne des philosophes, littérateurs, grammairiens et bibliothécaires" by the "chanoine L. Poncet."

How a Manufacturing Plant Coordinates Published Information

By William F. Jacob, Librarian

General Electric Company, Main Library, Schenectady

THE General Electric Company has a great number of factories and sales offices, with its General Office at Schenectady. There are many local libraries, laboratory libraries and departmental libraries, usually in the custody of non-trained librarians, and operated out of the funds of such factory, laboratory or department, more or less for its own use. But in Schenectady we have our Main Library, started in about 1895, which is the only all-company library in the organization. We serve any or all G-E departments, sales offices or factories from Maine to California. Our library staff includes 5 electrical engineers specially experienced in library research and translation work.

The G-E Company is in business to make and sell electrical machinery, and all its several units — including our library — contribute their share toward this common goal. Now just what does our library do to earn its salt?

It is obvious that a large progressive company such as ours has keen and active competitors, and therefore if we are to maintain our position in the field it behooves us to keep constantly abreast of engineering, commercial, manufacturing and economic developments. As with individuals, so with corporations — complacency is fatal.

Since we apply electrical machinery to a great many industries and processes, our engineers and salesmen have to keep posted on a diversified field of activities. One efficient method is to follow the technical and trade periodicals. But there is such a variety of these, that it would take all of an engineer's working day to cull out the interesting (to him) items from this mass of literature. Although many of our departments, laboratories, or factories subscribe to the periodicals of direct bearing on their problems, yet they also depend on the main library to help them keep posted on a great many allied fields.

Our Main Library receives regularly about 300 periodicals of a scientific, technical, commercial, manufacturing or economic nature, from all over the world. One of our librarians glances through these individual issues upon arrival, picks out items likely to be of interest to someone somewhere in G.E., indicates the subject heading applicable to each article, and compiles a twice-a-month bulletin of such references. This is then

sent out on a broad internal mailing list to G-E individuals throughout the country. By this means, our people can quickly glance down the list of bold-face subject headings, discover if the bulletin contains any items of interest to them, jot down the numbers of such items on a convenient request blank on the back page, and borrow the periodical, pamphlet or book referred to, from our library, or from some local G-E, or public library.

Such a bulletin has the following advantages:

(1) From an economical viewpoint, it keeps to a minimum the number of subscriptions throughout the company — an important overhead expense which must be kept under control.

(2) It saves the time of our people perusing a great many publications of the type which, on the average, contain little of interest to them in the course of a year.

(3) It helps our people "spot" items in periodicals they might otherwise never see.

Well, you might say, why go to all the trouble of doing this indexing yourself? Why not compile your bulletin from printed indexes to which you can subscribe. My answer is yes, we could do that — but when we do our own indexing, we can add pertinent annotations having a direct bearing on the company's interest in the subject matter. For example, we can specially stress a competitor's article; we can, in our annotation, briefly point out the scope of some other article, as in the case when an enterprising editor uses a "teaser" title which gives no clue to the contents.

And — anticipating your next question — is such a bulletin used? My answer is that last year, mainly as a result of this bulletin, we loaned about 35,000 items of which over 5000 went to G-E individuals elsewhere than Schenectady.

This bulletin has a direct advantage for us in the library. A semi-monthly bulletin such as this is a good publicity medium for us. Its regular appearance keeps G-E people constantly reminded of the existence of the Main Library, and of its readiness to serve.

Well, so much for current developments. — Now, the angle of how we find published data on what happened in the past. The aim of our library is to make it easy and convenient for our engineers, factory men, or salesmen to locate

periodical articles, or data in books which will simplify some problem vexing them. Here are some typical questions: "What is the calorific value of Connellsville coke?" "What are the sound absorption co-efficients of various building materials?" "What is the population of Pike County, Pennsylvania?" "What is the molten metals process in metal spraying technique?" "What were the cost of living figures in 1929 and 1933 for Erie, Pa.?"

All such questions, and many much more intricate, need answers, whether G.E. maintains a library or not. *The existence of an adequate library and trained staff provides a central point of convergence for such questions.* To handle these questions, we maintain a large collection of reference books, handbooks, printed indexes, encyclopedias, special directories and dictionaries, and supplemented, of course, by extensive bound files of technical and commercial periodicals, which are freely loaned within the company. The fact that so many of the questions put to us are technical, and that the questioner often is a busy engineer who wants quick service, has made it highly desirable for us to have librarians who are engineers, who can talk the language of the engineer or manufacturing man, and can quickly grasp the rudiments of his problem.

Some of the questions that I have just quoted are rather simple, with a definite, decisive answer; others develop into a library research problem, such as the compilation of a list of references on what has been published on X-ray testing of metals, on lightning phenomena, on stresses in turbine blades. Such researches often require weeks or months in compilation. Our one aim in such reference work is to enable our Company easily to take advantage of what has previously been published, without expending needless time and money in laboratory work, design computations, or commercial surveys. As some one has aptly said, "The experience of others is the cheapest experience we buy".

And, of course, we maintain an active, inclusive collection of textbooks which is continually being added to, and which is very popular. In deciding what we buy from time to time, we consult book reviews, publishers' publicity material, bibliographies, and recommendations of engineers in our different departments. The final decision is based on the types of questions put to us, and our years of experience in following the various fields in which our company is engaged.

The actual purchasing of library material, consisting of books, pamphlets, etc., is done by the library, which issues its own series of requisitions. Since librarians are familiar with sources

of supply of such matter, our Purchasing Department has delegated the library as the official purchasing division for such material, not only for itself, but for all branches of the company throughout the country. Hence our library is also a centralized purchasing unit, buying books, photostats, pamphlets, maps, back numbers of periodicals, and so on, for practically the entire G-E organization.

Now coming back to our library proper, our collection of books, pamphlets, translations, and bibliographies have to be cataloged or coordinated. Everything we have in our collection on a certain subject, is correlated by different colored cards in our large card catalog — different colors representing different forms of material — so that library users can freely help themselves if they do not feel the need of the assistance of the librarians. As we purchase for our other divisions, we often supply them with catalog cards for each of their books so that they, too, can maintain with little effort, a sensible system of shelving the books and finding quickly the information they contain. Incidentally, our own file is a master catalog of what is available in our other divisions.

Another important angle of our library activity has to do with foreign-language material. It is obvious that much valuable engineering and scientific development occurs abroad, and it is often recorded in journals printed in languages other than English. It is obviously important that we keep ourselves informed of such progress, and we follow such foreign-language articles just as avidly as we do the advances in this country. But — and here's the hitch — our American-trained engineers do not have the grounding in foreign languages of our brothers across the water. And it becomes hard work for one of our engineers to get the gist of a foreign article by laboriously digging every other word out of a foreign-language dictionary.

Therefore, to encourage our people to take full advantage of foreign-language articles, we maintain several staff translators who have special qualifications. They are foreign-born, have received their technical training abroad and hence are able to *think* in the foreign language; and they have been in the United States long enough to be able to write a rather smooth style of English. They prepare upon request, written English versions of foreign articles, and also they are available for oral consultation when someone just wants the high-light of an article. Written translations are usually complete in themselves, as they include all charts and illustrations, and there is no need to use the original version in con-

junction with the translation. These translations are announced to the entire organization, and indexed in our card catalog so that they can be referred to readily, in place of the foreign version.

It is highly advantageous for this translation division to be a part of the library. Our men are often translating articles of the most recent developments, frequently containing expressions having no exact counterpart in English, and it becomes necessary for them to consult textbooks in English to get the most acceptable term. Besides, the subject matter of our translations varies widely from, say, articles on mathematical concepts of stresses in electrical conductors, to effects of the electrical current on the human body, or descriptions of new mechanical movements. Obviously, no one person could possibly be "up" on the latest methods in such a wide variety of fields, but since our translators are in the library they can quickly consult our books and thereby

brush up in order to make a readable English version of the article in question.

We have a number of other library services peculiar to our organization, which space will not permit me to discuss. Suffice it to say that fourteen people on our main library staff are kept extremely busy in handling the informational problems fired at us. When it is considered that *all* of our services (with the exception of our library bulletin) are rendered because *someone* in G.E. has asked for *some* sort of help, it is hard to visualize how such questions or procedures would be handled without a well-chosen collection of books, periodicals, pamphlets, government documents, indexes, etc., or — and this is vitally important — without an *expert staff* that can coordinate and otherwise be familiar with this mass of published data, to the end that the required answer can be ferreted out in the least possible time.

The Functions of a Library with a Small Staff

By Josephine G. Tichenor, Librarian

Edward B. Smith & Company, New York

A LIMITED library staff does not necessarily mean a limited *library*, but it does mean a library with a definite *function*, and concentration on the means of accomplishing that function.

Just what is this definite function? The answer lies in the one word "*source*." Our primary library contains those documents or books actually related to our business, such as prospectuses, stock exchange listing statements, reorganization plans, corporation reports, security price records, financial manuals and periodicals, SEC reports, etc. Our secondary library contains information about key industries such as automotive, construction, petroleum, steel, — condensations, copies of legislation, — economic, monetary and industrial trends, and other data pertaining to the investment banking business. In physical form this secondary library consists partly of actual material and partly of quick reference to sources in some other New York office, a Chicago trade association or a Washington government bureau.

Questions include the routine calls for annual reports, reorganization plans, or prospectuses and also calls for material such as the Hull Reciprocal Trade Treaties, commodity prices or production, the Robinson-Patman Act, and Gold Reserve Act, the history of European inflation and its effects on institutional investments in France, Germany and Austria, and so on.

Calls of a more personal nature from staff

members sometimes involve us in matters quite outside the investment banking business. How are the Rhodes scholarships determined? Can you locate the number of popular votes, by political divisions and by states, at the last Presidential election? My wife and I are going to Europe in a few weeks, we've never been before and we are quite excited about it — do you know of a magazine like the *New Yorker* which will post us conversationally at least, on things to do?

Now let's see this library of "*source*" in action, and at this point we introduce another word, "*relativity*," for of what use is any source if it does not contribute to the furtherance of a company's business.

Word reached us around two o'clock one afternoon, of the existence of the O'Brien Bill which enlarges the range of securities legal for life insurance companies, therefore quite important to us, and to many business men. Through the courtesy of the State Insurance Department at Centre Street, we had a copy in the house by three, and a ranking member of the bond sales department had stencils in the hands of our men by five. Several days later, a call revealed that the New York office was about to check the accuracy of a rumor that Governor Lehman had already signed the bill, by telephoning our Albany office, — to which we countered "why not Centre Street — here in New York?" Lastly, our new business or underwriting department was informed where

stencil copies were available, so that there would be no delay in ascertaining legality of our new issues. Summing this up, the library recognized the relation of this bill to our business, knew where to get it outside the house, where to place it inside the house, the source of extra copies, saved time in our Albany office, expedited progress in our own office — and between my assistant and myself, we probably spent no more than half an hour all told on the telephone, even though this particular matter extended over several weeks.

An example of the necessity for knowing the company's business is the following: A junior staff member telephoned, "What investment houses have publicly offered ABC Company issues during the last 10 years?" We replied — none; stockholders have taken up all rights, — had he made full use of manuals in his own department? He had, but could find nothing, which was why he called us! So we flatly inquired just what was behind all this — what was he trying to get at? Then the story came out — his superior thought XYZ Company in Wall Street had at one time been "bankers" for the ABC Company. Now this was a horse of another color, because as a librarian familiar with financial procedure, we knew XYZ Company could have been bankers by any one of several methods, such as representation on the Board of Directors, ownership of stock, or a voting trust agreement, as well as by underwriting new issues. Investigation of New York Stock Exchange listing sheets in our files quickly revealed a voting trust agreement terminated several years ago, and among assignees was the name of a well-known financier affiliated with XYZ Company. Upon reporting this to the junior

member, he then naïvely requested a résumé of voting trust agreement terms and banking affiliations of other assignees. However, we suggested he would be more satisfied to ascertain these facts for himself — why not let us send him the papers and Directory of Directors so that he could present the story to his superior in a more creditable form? Now let's sum this up: (1) a correct request by the executive, (2) an incorrect version by the junior, (3) a feeling that the question was too easy by the librarian, (4) an answer in the library, (5) a recognition of that answer even though in indirect form, and (6) a side-stepping of somebody else's clerical work.

In a library with a limited staff, "Servicing" has to be reduced to a minimum. For example, the recent announcement that San Francisco citizens were to vote on a \$50,000,000 bond issue to buy certain Pacific Gas & Electric city distribution properties — this action precipitated by Secretary Ickes' interpretation of the Hetch-Hetchy water power contracts — was of vital interest to us, since we were in the underwriting group of all six P. G. & E. bond issues sold since early 1935. Within ten minutes we had telephoned this information to several departments,—those who wished to follow through did so; other needs were not neglected, — no paste-pots, no extra clerks, no extra cabinets and, most important, no delay in their learning about it.

A limited library staff, therefore, does not necessarily mean a limited library. In our organization and in others it means a library that concentrates on sources related to the specific business, under the guidance of a librarian who knows much about that business.

How an Insurance Library Coördinates Published Information

By Geraldine Rammer, Librarian

Hardware Mutual Casualty Company, Stevens Point, Wisconsin

IN THE Hardware Mutual Casualty Company there are three factors essential to the effective coördination of business information. These three factors relate directly to the library staff.

First: The library must have the coöperation of all executives. These executives contribute to and use library materials. They encourage their employees to make use of library facilities. Our library was organized and developed under almost ideal conditions of executive coöperation, having, in addition, the sustained personal interest of the chief executive.

Second: The library must be directed by a competent librarian and capable assistants reporting

to an officer of the Company. These employees can be expected to make the best possible use of available materials. There are four employees in our Library which serve a Home Office and twenty-five branch offices employing more than nine hundred persons. These four librarians are college graduates; three of them have had formal library training.

Third: All library material must be centralized so that the library department knows what is available and employees know where to go for information. Our library includes both business and legal collections so often separated in insurance offices. It includes Home Office correspondence

files. With the exception of personnel records, there are no other department collections or files. The library not only has books, magazines, newspapers, commercial services and pamphlet materials but also has a large collection of "special files" which we call our Company History Files. These files — containing statements of company policy and records of past experiences — assist our executives to formulate current policies and future plans.

Perhaps a quick listing of items will help to visualize these valuable files: annual reports, accounting audits and methods surveys; leases; contracts; all accounting and statistical reports; handbooks; manuals, and instructional bulletins; specimen policies; selected correspondence; and statements of company policy.

No matter what facts or figures our employees want, there is but one place to secure them — our Library. Our executives do not under any circumstances withhold materials for their private files. With the exception of files actually "confidential" we try at all times to emphasize to our employees the *accessibility* of library materials. Everything available can thus be secured with a minimum of time and effort.

To coordinate the Company's use of available information, we compile many special files. To illustrate: many states are enacting agents' qualification laws. A special file for one of these states might contain:

1. A copy of the bill.
2. Clippings from papers on its progress
3. Correspondence with the field office controlling our operations in that territory.
4. Correspondence with our trade association.
5. The law as finally enacted.
6. A manual published by a state insurance department.
7. Instructions to our field offices.
8. Instructions to our salesmen affected by the law.

After each addition to the special file, the executives who are interested receive the file from the library so that they are at all times kept informed of new developments.

Many excellent books, trade journals and commercial services are being published for the insurance business. Insurance trade associations, professional groups, and the companies themselves publish useful materials. Agents, brokers and company executives find this printed information invaluable in the conduct of their business. But these materials must be centralized and directed into the proper channels by an efficient library so that they can be used effectively. When the active cooperation of company executives has been secured and a centralized collection of materials has been provided, it is then the librarian's job to see that the expense of the library is justified by the use made of it. Then only will the insurance executive get the greatest return from his investment.

As Groups Grow, So Grows S. L. A.!

Fellow members!

OUR Editor has chosen to list on the back cover of this issue, the 1937-38 officers of our several national groups, and this prompts me to write a few words on this cross-section of our Association.

By its very nature, S. L. A. consists of specialists — specialists in the library profession — each of which having problems which may differ in a varying degree from those of fellow-members. The technique followed by a museum librarian will have little in common with that of the librarian of an advertising agency; a banking library will operate differently from an industrial library — even though each, in its own way, is "putting knowledge to work."

The really valuable interchange of

ideas from which one can benefit along professional lines, is that which takes place — or should take place — in the S. L. A. groups. From a professional viewpoint, S. L. A. may be considered a federation of groups. In the groups one comes in contact with fellow-members whose problems are similar to one's own, and whose experience can be more closely applied. We can be affiliated with only one chapter, for obvious reasons — and some of us are too remotely situated to enjoy even that advantage — but certainly each of us can belong to one or more groups, depending upon our professional interests.

At our national conventions, group meetings are always extremely interesting and often exciting, and I don't doubt

that convention delegates bring home more worth-while professional ideas from such meetings than from any other. But it is unfortunate that group meetings cannot be held more often. Of course this is, in a sense, approximated in the larger chapters where there are enough members to permit subdividing by professional interests, yet the members of smaller chapters, and unaffiliated members, cannot share in such advantages.

As an alternative, therefore, we have to resort, for the interchange of professional experience, to bulletins, reports, etc., distributed by mail. This is by no means as satisfactory as actual meetings but can be immensely improved by the *active* participation of each group member in the affairs of the group. It's all very well to check off on a list that you're interested in the Financial Group, or the Museum Group, or the Science-Technology Group — that's merely a stroke of a pen! (Some of our members even check off a majority of the groups — which is quite all right.) But do you *contribute* to the group's activity, or are you only receiving the results of others' work?

One of the most difficult responsibilities in our Association is that of a group chairman. He is elected by the group at the annual convention, and then many of the members of the group return to their home cities to wait for the results of his efforts. The group chairman has to promote new professional projects, or continue existing studies, and generally has to do this by a mass of correspondence. Some enthusiastic members answer his letters promptly, and take project assignments cheerfully, while others take a more passive attitude — a sort of "Oh, let-George-do-it" policy which is the bane of a group chairman's existence. Lucky indeed is the group chairman who receives voluntary offers to assist in the group's activities or who obtains enthusiastic letters of constructive advice

from his group members! In the interest of these hard-working group chairmen, I take the liberty to address this question to each of our members: Are YOU willing to do your bit for the good of your group and ultimately for the Association? If you are, and desire to share your professional experience with fellow group members while benefiting by their experience, then turn to the back cover of this issue, find the name of your group chairman, and drop her a note offering your assistance. It will be welcome!

And just a word to group chairmen — of the many group problems so ably reported by Miss Burnett at our recent convention, there is at least one to which I want to refer. You group chairmen have been chosen by your group affiliates to lead them in the development of group projects. These projects obviously are the outcome of the coöperative effort of group members, and you should be on the alert to encourage such coöperation. Let's not give any of our members the opportunity this year to say — as one was quoted in Miss Burnett's report last June: "It is necessary for us to meet people doing the same work and with the same problems as ours, but *do we?* Only if some active chairman sees to it."

If our members desiring to help group affairs would figuratively raise their hands so that group chairmen can recognize them, and if the group chairmen will then "reach out" — into this nationwide association of 1800 — and extend the handgrasp of welcome, the cause of the groups will surely advance. Valuable group projects will result therefrom; members will see real returns from their membership in S. L. A.; non-members will be attracted by worth-while publications, and S. L. A. will forge ahead.

"As groups grow, so grows S. L. A.!"

WILLIAM F. JACOB, *President*.

P. S. — Now turn to the back cover and get that chairman's name!

Letters to the Editor

Informal Note on the Joint A. L. A.-S. L. A. Committee Meeting on Training

THE A. L. A. Board of Librarianship and the S. L. A. Committee on Training and Recruiting met for a Joint Conference, June 19. Mr. Metcalf, Chairman of the Board of Education for Librarianship, acted as Chairman of the meeting, and Margaret Vinton as Secretary. The other members from the A. L. A. were: Charles Compton; Margaret Mann; Eleanor M. Witmer. Members of the S. L. A. Committee on Training and Recruiting who were present were: the Chairman; Florence Bradley; Jesse H. Shera; and Marian C. Manley. Among other S. L. A. members present were: Mary Louise Alexander, Linda Morley, Ruth Savord, Marguerite Burnett, Herbert Bringham, Helen Bayne, and Mary Jane Henderson.

The general question for discussion at this meeting was: How can library schools best meet the demand for special training for special librarianship? The first question was what instruction usually given by library schools is basic to library service. Six items were brought up for discussion:

- Cataloging
- Classification
- Reference and bibliography
- Government documents
- Library administration-general
- Book selection-general

Of these, it was felt that the basic methods of cataloging were essential, but that special librarians should be taught that when they understood the basic elements they could modify superficial developments to suit their own particular problem.

Classification was considered fundamental, but it was felt that a great deal more stress should be laid on the special classifications in use; that students should be informed about them; and what their important points were; why they had been developed; why, on occasion, it might be necessary to develop others.

It was felt that courses in reference and bibliography for special librarians should be made stronger than those now given in any library school; that familiarity with such problems and the types of material used in their solution should be established; that less routine and more

constructive work should be done, and that the work on book selection, useful to the special librarians, should go into this course rather than in a separate course.

Government documents were discussed and it was felt their treatment should be emphasized much more thoroughly than had been the case. The extensive collection of material available, the government documents of different countries, the types of documents produced by different departments, all should be much more familiar to library school students than is now the case.

Library administration seemed a course that could be almost entirely eliminated for special librarians, as each special library represented a separate problem. Except for a few common-sense fundamentals on costs, personnel, etc., the library school could give little help.

There was some discussion as to how or where in the library school the special library training should fit. From the survey made by the S. L. A. Committee during the past year, it was found that, as a rule, people now in the field wished additional material on subject matter rather than additional material on library training. The consensus of opinion seemed to be that the student should have as much grounding in the subject matter as possible before taking the library school training.

The need for languages in technical library work was stressed and the fact that this should be brought out early in the college work was pointed out. The general consensus of opinion seemed to be that special library work fundamentals should be obtained early in the first year curriculum, with specialization later on in another year.

While there was nothing definite as an outcome of this meeting, the general expression of opinion was of value. Several other points came in for discussion. What was the A. L. A. doing to recruit people for the profession and how well informed were the people at A. L. A. Headquarters on special library work so as to bring that out in their recruiting? The need for additional data on salaries was brought up. Attention was called to the surveys of special types of special library work that had begun in *SPECIAL LIBRARIES*, September 1934, as these gave the latest, most complete information on salaries available.

MARGARET G. SMITH,
*Chairman, Committee on
Recruiting and Training.*

From the Editor's Point of View

WHAT salaries are paid special librarians? What is an adequate starting salary? Over and over again, questions of this kind come to those who do any sort of placement work. But how can we give an answer based on real knowledge? As Miss Savord and Mrs. Smith show, a salary survey for the special library field is a most acute need. Such information would serve all of us. What can we all do to cooperate in securing it?

* * *

Coöperation between Library Associations and Special Libraries Chapters is increasing. California's and Ohio's efforts in this respect have been noteworthy. New Jersey, New York and Connecticut have all been active in this direction. Perhaps the contribution made by Montreal Chapter members to the Ontario Library Association's program on "Cooperation between Special and Public Libraries" and the talked-of program on "Special Libraries" for the Georgia Library Association are among the most encouraging indications of this growing interest. Do all the chapter presidents feel that possibilities of this kind have been developed to their fullest extent?

News Notes

Meetings. . . . The Connecticut Chapter holds its big fall meeting at Farmington, Conn., on Thursday, October 14, when the Connecticut Library Association is also in session. . . . The first meeting of the Boston Chapter was held September 27 at the Kirstein Business Branch. Mr. M. D. Liming, secretary of the Boston Chamber of Commerce, spoke on the work of a modern Chamber of Commerce, and Mrs. Dietrichson, librarian of the Kirstein Business Branch, talked briefly of its work. Other features

on the program were reports on the S. L. A. and A. L. A. conventions in New York. . . . The first meeting of the New Jersey Chapter was held October 8, with the general theme, "Technological Trends and the Future." The problems that management faces and must solve in the immediate future were considered by Mr. Marvin Bower of McKinsey, Wellington and Company, and Mr. John A. Willard of Hopf, Kent, Willard & Company. The librarian's share in meeting these problems was discussed by Mrs. Curtis Prout, formerly librarian of the National Cash Register Company and the Scovill Manufacturing Company. . . . The San Francisco Bay Region Chapter held its first meeting September 21, with the guest speaker Mrs. Kathryn T. Bangs, manager of the Alameda County State Employment Service. Mrs. Bangs spoke on "The Purpose and Activities of the California State Employment Service." . . . On October 9, a Special Libraries Symposium was held at the New York Library Association Conference in Niagara Falls. Rebecca Rankin was chairman, and the general subject was "How far have special library methods been applied in public libraries?" The chief speaker was Dr. Marvin S. Carr, Librarian, E. I. Du Pont de Nemours & Co., Niagara Falls. Other participants were Eleanor S. Cavanaugh, Librarian, Standard Statistics Company; Ruth A. Sparrow, Librarian, Buffalo Museum of Science, Research Library; Eleanor Church, Librarian, N. Y. State College of Forestry at Syracuse University; Elizabeth M. Smith, Director, Albany Public Library; and Eunice C. Wilson, Librarian, 58th Street Branch of the New York Public Library.

Marriages. . . . Ethelyn Jackson, for-

merly librarian of the Massachusetts Mutual Life Insurance Company, is to be married in October. May Nelson, her assistant, is to take her place as librarian. . . . Guelda Elliott of the University of North Carolina Commerce Library is now Guelda von Beckwath, and had a wonderful honeymoon trip in Europe. . . . Mildred Kingsland of the Newark Business Branch was married in August to Emil E. Johnson, also of Newark.

Changes Here and There. . . . Jerome Wilcox of Duke University goes to be assistant librarian of the University of California. . . . Roland Mulhauser has taken Elizabeth Willingham's place as librarian of Fenn College, Cleveland. Miss Willingham is now Mrs. Samuel Ward. . . . Isabella Frost of the Oakland Public Library, becomes librarian at Safeway Stores, Oakland. . . . Since Amy Caya resigned, Ruth Taylor has become librarian of the California State Chamber of Commerce.

Special librarians are proud of the part played in the Institute of Government held at the University of Southern California by their fellow members. Guy Marion of the Los Angeles Chamber of Commerce, K. Dorothy Ferguson of the Bank of America Library, May Brown of the Osteopathic Physicians and Surgeons College Library, and Mrs. Thelma Jackman of the Los Angeles City Municipal Reference Library, were listed as among the participants in the discussion at the meeting; while among the chairmen at the round table discussions were Alberta E. Fish of the California Taxpayers' Association Library, Frances D. Williams of the Security-First National Bank Library, and Margaret Hatch, of the Metropolitan Life Insurance Company Library, San Francisco.

Miss Florence Hurd, in charge of the Princeton University Library's Pliny Fisk Collection on Railroads and Corporation Finance for twenty-two years, re-

tired on August 1st. As librarian for Harvey Fisk and Sons, Miss Hurd had handled the same collection in New York and moved with it when it was presented to Princeton University. It was her "child" and she can be proud of its development. Members of the Economics Department gave her a beautiful wrist watch in appreciation of her many years of helpfulness. They and any students who used the collection extensively know how intelligently and with what great personal interest Miss Hurd helped to build up the collection and facilitate its use.

Miss Dorothy Collins resigned from the staff of the Reference Department of Columbia University Library to accept the position made vacant by Miss Hurd's retirement. Miss Collins is returning to the special library field, having been in the Business Research Bureau of the Cleveland Public Library prior to her work at Columbia.

Here and There in Print. . . . The October 1937 issue of the *American Journal of Nursing* has an announcement from the Biological-Sciences Group of the S. L. A. inviting doctors, nurses and others interested in the hospital and nursing project to join the Biological-Sciences Group. . . . The Industrial Relations Section of Princeton University has just brought out a pamphlet on "Employee Savings Programs, an Analysis of Recent Trends," by Helen Baker, the assistant director of the Industrial Relations Section. . . . Commonwealth College Library has issued a bibliography on "The Revolutionary Approach to the Negro Question." This was compiled by Marvin Sanford and covers pamphlets, books, and magazine articles. . . . Henry Black, the versatile librarian of Commonwealth College, has prepared an interesting pamphlet on "Radical Periodicals," which includes an illuminating discussion on their place in the library

and gives a descriptive list with bibliographical information on the important periodicals in this field. . . .

The *Knoxville News-Sentinel*, one of the Scripps-Howard chain, had an enthusiastic paragraph about Harry Bauer, the technical librarian for the T. V. A., in one of its issues.

Associate Members' Bulletin. . . . Do all the active members have an opportunity to read the Associate Members' Bulletin? Those members who have not in the past seen this delightful résumé of S. L. A.'s activities may receive the Bulletin by sending a request for this to Headquarters.

Events and Publications

Contributions from Margaret Bonnell

Brower, F. B. Personnel practices governing factory and office administration. New York, National Industrial Conference Board, 1937. 134 p. \$3.00. An important guide to practices of companies with regard to such matters as attendance, holidays, payment of overtime, applications, discharges, etc. Practices governing wage-earners and salaried force are distinguished.

National Industrial Conference Board. Recent agreements negotiated between company managements and organized labor. New York, 1937. 46 p. Price on application. Six agreements with C. I. O. unions, six with A. F. of L. unions, and two between company managements and labor groups not affiliated with any national organizations, supplementing a memorandum issued last May.

Harvard University — Graduate School of Business Administration — Bureau of Business Research. Compensation of executive officers of retail companies, 1928-35. Cambridge, Mass. 34 p. \$1.00. Since a preliminary study of salaries paid to business executives made in 1925, the lack of data on the subject has been keenly felt. Utilizing data submitted to Federal Trade Commission and Securities Exchange Commission, this factual report indicates what average payments to executives were, what form they took, how they fluctuated, and how they were related to sales, expenses, payroll, earnings and so on.

The United States Works Progress Administration is publishing a series of studies on Reemployment Opportunities and Recent Changes in Industrial Techniques. Some of the reports which have appeared so far deal with Unemployment and Increasing Productivity; Technology and the Mineral Industries; Mechanization Trends in Metal and Non-Metal Mining.

The Foreign and Domestic Commerce Bureau, through its Marketing and Research and Service Division, is publishing a series of studies entitled "Basic Industrial Markets in the U. S." Other recent useful publications of this Bureau are

"Selected Trade Associations of the U. S.: 1937 edition (price 10 cents), and "Sources of Current Trade Statistics" (price 25 cents). The list of 2,400 national and inter-state associations is indexed by commodity or service, and by 22 leading cities. This third revision of "Sources of Current Trade Statistics" increases the sources listed from 159 to 240, and makes reference to about 3,000 statistical series. With it can be found sources of data on production, orders, sales, prices, employment, etc., by kind of business.

McDonald, E. C. Some current trends in life insurance. New York, Metropolitan Life Insurance Company, Group Division, 1937. 22 p. Discussion of current trends in underwriting employee retirement plans through group annuities, and how a modern retirement program may be set up to provide benefits in addition to those under the Social Security Act.

U. S. Social Security Board. Social Security in America. Washington, D. C. 592 p. Price 75 cents. The factual background of the Social Security Act, including a summary of foreign experience with unemployment insurance; a summarizing of existing estimates of unemployment in the U. S.; discussion of standards of unemployment compensation; sections on old-age security, security for children, provisions for the blind, extension of public health services.

Contributions from Eleanor S. Cavanaugh

Harris Upham & Company, New York City, has issued an industrial survey of the air-conditioning industry. Shows types of building in which air conditioning was installed during 1936, and other statistical data on the industry. Also information on the companies manufacturing air-conditioning units or machinery.

Directory of Organizations Engaged in Governmental Research. Published by Government Research Association, 850 East 58th Street, Chicago, Ill. \$1.00. Lists permanent agencies, national, state and local. Arranged by states.

Publications of Special Interest

Bolitho, Hector. *King Edward VIII.* Lipincott, Philadelphia. 1937. 328 p. \$3.00.

A long, colorful story, exceptionally well illustrated and representing the point of view of the conservative colonial who had opportunities to see much of the described activities at close range

Carlson, Dick. *How to develop personal power.* Harper, N. Y. 1937. 228 p. \$2.00.

One of the self-help books that has real merit because through the companion, "Personal Development Manual" (\$1.25), the reader is lead to self-analysis and constructive thinking. Direct and simple. Includes many suggestions for supplementary reading. Not indexed.

Cochran, H. P. *Scientific tax reduction.* Funk & Wagnalls, N. Y. 1937. 757 p. \$7.50.

A concise presentation of the regulations on income, inheritance and gift taxes, bringing out the points to be considered in planning methods of reduction. Includes many problems, illustrating the points.

Denton, Daniel. *Brief description of New York.* Columbia Univ. Press, N. Y. 1937. 32 p. \$1.00.

A facsimile of a description of New York and its general region published in 1670. Includes a brief bibliographical note and a list of the collections, including a copy of the original publication. Devotes a large proportion of the text to Long Island, but brief mention is made of New Jersey rivers and settlements.

Dreis, T. A. *Handbook of social statistics of New Haven, Connecticut.* Yale Univ. Press, New Haven. 1936. 146 p. \$2.50.

Statistics from census publications and from other public and private agencies, so arranged as to give illuminating data on the social and economic features of a city. Particularly valuable as a model for similar studies elsewhere.

Ephraim, J. W. *Take care of yourself.* Simon & Schuster, N. Y. 1937. 287 p. \$2.00.

A readable, practical book in which common-sense, humor and toleration of human foibles are used in analyzing everyday health and beauty problems and their satisfactory solutions. Indexed and documented

Essad-Bey, Mohammed. *Nicholas II, prisoner of the purple.* Funk & Wagnalls, N. Y. 1937. 360 p. \$3.00.

A colorful, illuminating picture of the last days of the Russian Empire in its relation to the Romanovs based on a long list of references. Bibliography included.

Frederick, J. G. *Grow up emotionally and have fun.* Beaux Arts Press, N. Y. 1936. 300 p. \$2.00.

A number of amusing psychological tests that can do something for a quiet evening and a lot for a party.

Hendershot, L. B. *Life insurance agency organization.* Life Office Management Assoc., N. Y. 1936. 160 p. \$2.75.

A careful analysis showing methods of recruiting, training and supervising agents, commission rates in general use, questionnaires used in surveying agency development. Many reading references noted. A sound study showing the problems facing both the general and the soliciting agents.

Hessler, W. H. *Our ineffective state.* Holt, N. Y. 1937. 281 p. \$2.50.

A brilliant, dispassionate study of our government, the reasons for its weaknesses and possible cures. The discussion of our handicap in diplomatic negotiations is particularly illuminating. References given to many books shedding light on the topics discussed.

Horton, G. B. *Making the best use of your insurance.* Author, Montpelier. 1936. 169 p. \$2.50.

A serious and detailed study of the many complications possible in setting up a life insurance estate. Gives practical advice against effort to regulate the future. A legal study that deserves serious thought.

Isely, Bliss and Richards, W. M. *Four centuries in Kansas.* McCormick-Mathers Co., Wichita. 1936. 344 p. \$1.48.

A well arranged, detailed yet selective record of a state's growth. Colorful anecdotes and good illustrations included. Extensive bibliography.

Keyes, F. P. *Capitol kaleidoscope.* Harper, N. Y. 1937. 358 p. \$3.50.

A delightful book showing the many characters and activities that can affect the life of a senator's wife. Foreign as well as American representatives are presented vividly with sympathetic interest and sometimes a caustic touch. Adds an effective bit to an understanding of contemporary life.

LeVita, M. H. *Arithmetic of life insurance.* Life Office Management Assoc. N. Y. 1936. 132 p. \$2.75.

An explanation of the arithmetical steps by which life insurance premiums and dividends are estimated. Covers sound fundamentals.

Leahy, M. J. and Crain, Maurice. *Land that time forgot.* Funk & Wagnalls, N. Y. 1937. 274 p. \$3.00.

A fascinating record of gold hunts in the unexplored fastnesses of New Guinea. Gold washing, cannibals, aviation and native landscape-gardening all come into this straightforward account told without heroes but crowded with hairbreadth adventure and clear reporting.

Maule, Frances. *Men wanted.* Funk & Wagnalls, N. Y. 1937. 290 p. \$2.00.

Some practical, readable advice to young men on job

getting with the use of the public library resources well stressed. Useful reading lists follow each chapter. Not indexed.

May, G. O. *Twenty-five years of accounting responsibility, 1911-1936.* Amer. Institute Pub. Co., N. Y. 1936. 421 p. \$3.00.

The broad problems of accounting especially as they relate to the investor are considered by a man of experience and understanding with a strong feeling for his profession's responsibility. Fair and sound treatment of financial problems.

Myers, E. F. *Gardening in Virginia.* Dietz, Richmond. 1936. 208 p. \$2.00.

Written out of the fullness of her love for gardens and from practical experience on a simple scale. While planting instructions are for Virginia the gardening suggestions are suitable for gardens anywhere.

Newcomber, Mabel. *Central and local finance in Germany and England.* Columbia Univ. Press, N. Y. 1937. 392 p. \$3.50.

An analysis of the methods by which England and Germany have met the taxation problems now affecting this country, particularly as they relate to the division of funds for local and central government support. Selective bibliography, charts and tables included.

Oglesby, Catharine. *Business opportunities for women.* Harper, N. Y. 1937. 300 p. \$1.00.

A revised edition of a practical book that gives sound advice on the technique of getting a job and many concise descriptions of vocations with notes on needed preparation and salary range. Some of the descriptions give inadequate idea of opportunities. Indexed rather poorly. Includes a reading list.

Oman, John. *Concerning the ministry.* Harper, N. Y. 1937. 180 p. \$2.25.

The dean of English theologians has written a book primarily for clergymen in their everyday problems—but his comments on reading, conversation, writing, style, to say nothing of more fundamental problems, will be of value to any student.

Pares, Bernard. *Moscow admits a critic.* Nelson, London. 1936. 94 p. \$1.00.

A long-time student of Russian life revisits Moscow after twenty years' absence and recognizes the great strides made for the welfare of the majority of Russians. Progress in education and government is indicated with fairness.

Paterson, D. G. and Darley, J. G. *Men, women and jobs.* Univ. of Minn. Press, Minneapolis. 1936. 145 p. \$2.00.

An objective discussion of the methods and finding of the Employment Stabilization Research Institute. Much attention is paid to the failure of educational methods and the necessity for interest and ability in analysis as well as community planning for human engineering. List of publications and magazine articles based on study included.

Read, Herbert. *Art and society.* Macmillan, N. Y. 1937. 282 p. \$4.00.

An interpretation of the social factors in the development, but rather abstract in style. Includes many fine illustrations of wood carvings, sculpture and painting from the primitives to the present. Many paintings by Picasso are reproduced.

Reynolds, G. M. *Machine politics in New Orleans, 1897-1926.* Columbia Univ. Press, N. Y. 1936. 245 p. \$3.25.

An analysis of the development of a political machine in a southern city that is as necessary in the understanding of the development of sectional politics as is a study of such a northern counterpart as Tammany Hall. Factual, well reported and depicting interesting combinations. Bibliography included.

Sharpe, Leonard. *Artist in commerce.* Black, London. (Macmillan, N. Y.) 1936. 151 p. \$1.75.

A well written, shrewd, and constructive little book on the opportunities and methods in this field. Helpful and interesting. Side lights on contrast between English and American customs interesting.

Sloan, L. H. *Two cycles of corporation profits.* Harper, N. Y. 1936. 428 p. \$4.50.

An analysis for this cycle by industry of the investment possibilities of leading corporation securities based on performance in the preceding cycle. Crisply written and substantiated by extensive statistical studies. Based on a good many flat assumptions which the author feels are necessary. Excellent survey of major industries however.

Speare, C. F. *We find a farm.* Stephen Daye Press, Brattleboro. 1936. 69 p. \$1.50.

Another of the satisfying products of this press. Delightful in its quiet appreciation of the Vermont hills and fields, serves not as a guide to "production" but as a reminder of the perpetual delight of the countryside.

Spencer, H. R. *Government and politics abroad.* Holt, N. Y. 1936. 558 p. \$3.50.

A fine condensed guide to the governments of the major countries, bringing out clearly the points of difference and showing how the governments as a whole developed. Although dispassionate and objective it is colorful and interesting. Suggested readings are given for each country.

Talbot-Booth, E. C. *House flags and funnels of British and foreign shipping companies.* Appleton, N. Y. 1936. 124 p. \$2.50.

Well illustrated by small pictures of the house flags and sketches of the important ships of the various lines showing their funnel colors.

Thach, S. D. *Painting as a hobby.* Harper, N. Y. 1937. 102 p. \$1.75.

Another helpful hobby book in which the procedure and materials for painting are described clearly and simply. Includes list of necessary equipment and bibliography.

Tombs, L. C. *International organization in European air transport.* Columbia Univ. Press, N. Y. 1936. 234 p. \$3.00.

That the rapid development of aviation as a means of peace-time civil transportation and a military asset in war time has caused its regulation to be of international concern is shown in this carefully documented study. Gives bibliography and map of air lines.

Vollmer, August and Parker A. E. *Crimes, crooks and cops.* Funk & Wagnalls, N. Y. 1937. 260 p. \$2.00.

A straightforward book about the various methods used in crime detection and prevention with much constructive comment on present methods of parole, prosecution and police and prison administration.

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