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# SPECIAL LIBRARIES

MAY-JUNE 1960, VOL. 51, NO. 5

Work Standards and Work Measurement  
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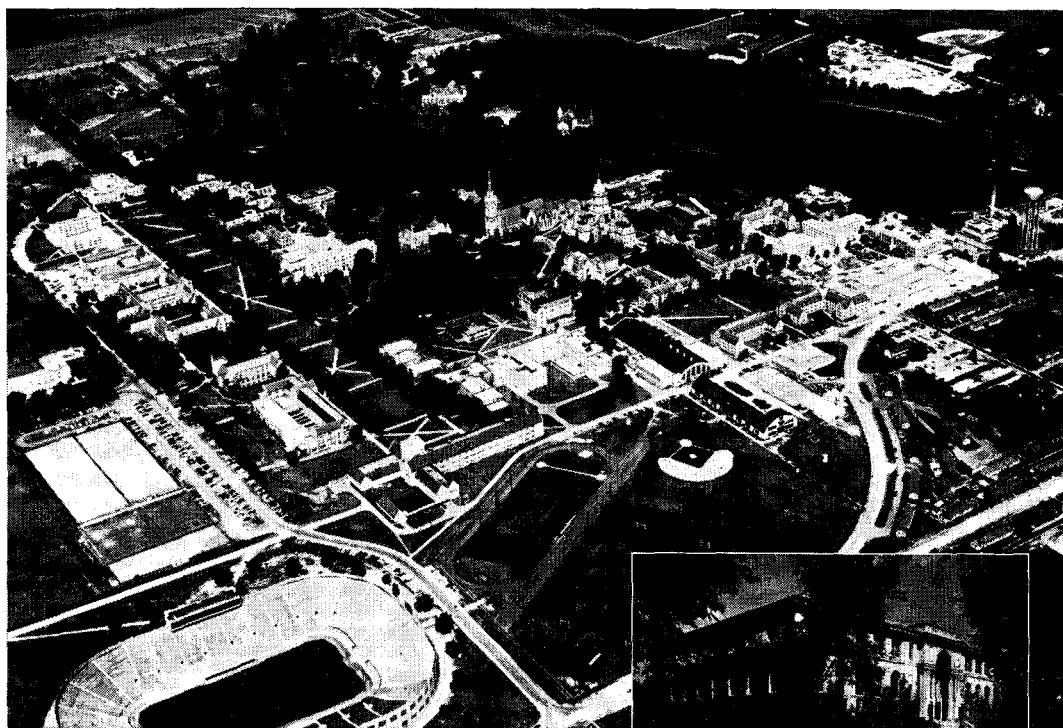
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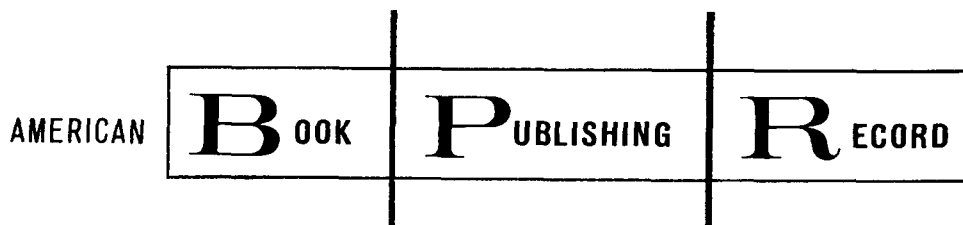
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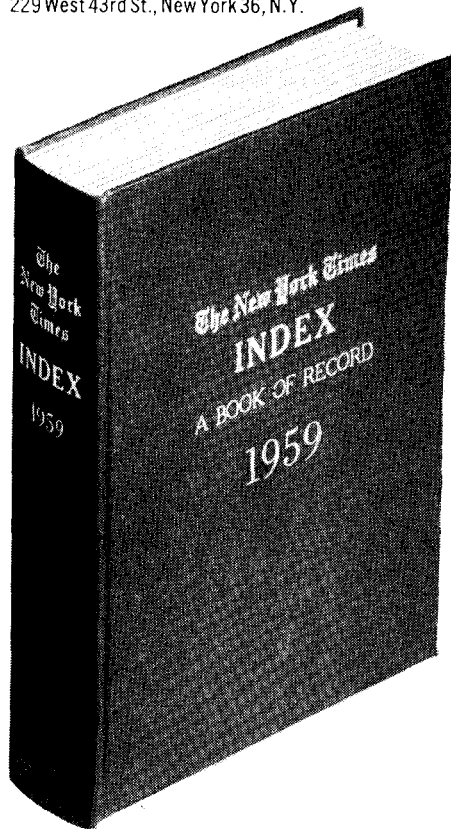
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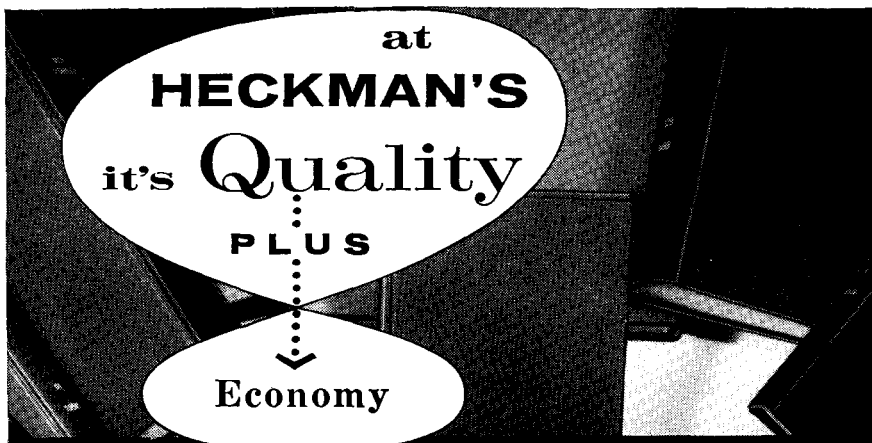
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*Official Journal*  
*Special Libraries Association*

Volume 51, No. 5

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SPECIAL LIBRARIES

# Establishing Standards

ELIZABETH D. NORRIS, Librarian

National Conference of Christians and Jews, New York City

THE ASSIGNMENT of this topic rather left me with the feeling that I had been asked to establish the standards for determining the content of true love, and I have subsequently discovered that both topics equally defy concrete definition. Perhaps the best that can be done is to adopt the approach the poet takes to love, by describing the symptoms, specifying the dimensions and warning against the pitfalls.

A standard by its very definition is a measure used in evaluation; yet a measure itself must be based on some other standard in order to be usable. What value would a ruler have if all the inches were different lengths? So this is our first problem. What must be the basic guide in setting up standards for a social science library? The answer, perhaps obviously, is that standards are determined by what we wish to accomplish—that is, our objectives. Measurement, per se, is useless if there is no goal toward which the work measured is aimed.

The objectives of libraries can be defined briefly or at length, and the objectives of a special library can be even more specifically stated in terms of the organization or business of which it is a part. We are committed, as special librarians, to the fulfilling of the aims of our own particular organization, using the techniques and services peculiar to libraries to help the organization become more proficient in its stated objectives.

In assessing these goals for ourselves, Paul Wasserman<sup>1</sup> has enumerated several criteria for making these goals as meaningful as possible: 1) there must be agreement on the library's function in the total organization, agreement by the librarian, the management and the administrative staff; and 2) the goals must be as specific as possible

and they should be rated (preferably in writing) according to their importance—the philosophical, general aims first, followed by the more specialized.

If we can assume that the base for a set of standards for a special library is the organization's objectives, let us turn our attention to the more intimate subject of the social science library.

## Difficulty of Determining Objectives

The librarian operating in the field of the social sciences is not always to be envied. I have heard it said that he carries a double pack on his back—on one shoulder the problems of the librarian, on the other, the problems of the social scientist. For example, contrast the objectives of organizations working in this field with those of other SLA Divisions. The Newspaper Division may describe the objective of its member organizations as "Printing all the news that's fit to print;" Business and Finance as "Making more money;" Hospitals, "More cured patients;" Insurance, "Bigger and better policies" and so on.

But the Social Science Division must list the objectives of its organizations as profit-making, philanthropy, education, research, dispensing grants and offering legal counsel; or promoting municipal planning, preservation of historical materials, recreation, population control, public welfare, urban renewal, child study and economic, anthropological and behavioral research; or also improving housing, social services, community organizations, public schools, international relations, religious relations, race relations, intergroup relations, industrial relations and family relations; and still further preventing child labor, discrimination, slums, juvenile delinquency and World War III.

Such a diversity of objectives reflects, naturally, the diversity of subject matter in-

---

Paper presented before the Social Science Division, June 1, 1959, at the 50th SLA Convention in Atlantic City, New Jersey

digenous to the social sciences. The social scientist himself does not always know when to draw the line, nor does he always know *where* to draw it, as evidenced by the uncertainty over which disciplines rightfully belong in the social sciences and by the frequent realignments of various orientations, such as the behavioral sciences, the life sciences, the bio-social sciences. The current shifting of religion back and forth across the lines of the humanities and the social sciences is indicative of the fluidity in this area.<sup>2</sup>

What this implies for the functions of the library must be evident to everyone, particularly for acquisition policies, reference resources and classification schedules. In fact, social science libraries are held together by such an all-inclusive, vague concept, "the behavior of man," that I sometimes wonder if an attempt to establish work standards for such a grouping may not be overtaxing our co-existent relationship! Nevertheless, the social science librarian must make the dubious choice between this nebulous disciplinary tie or none at all.

Where the public library standards study was based on a systems concept, that is, municipal, county and state systems of library service with some type, however loose, of administrative control, social science libraries, and, in turn, special libraries, have no such common base. Even college and research libraries share a common objective in their affiliation with institutions of higher education; and the evaluation of the library is based on "the appropriateness of the collection for instructional and research programs of the students and faculty."<sup>3</sup>

In lieu of a "system" that would facilitate the development and establishment of professional standards, special librarians for the time being must rely on their professional association, SLA, to accomplish this task. The social science librarian, moreover, is doubly dependent on his professional organization, for without it, he has no identifiable relation with any other library "system." Robert Merton, the sociologist, states<sup>4</sup> that one of the principal functions of the professional association is "to help prevent the atomization of society into a sand-heap of

individuals, each intent on pursuing his own private interests." In such a context as trying to evolve professional work standards for his own library, the social science librarian must retain his identity as nearly as possible as part of a professional orientation. Otherwise he runs the danger of becoming another pebble on the "sand-heap" of lonesome librarians.

### Possible Methods

We might review briefly four methods that may be used to set up standards after the objectives we wish to reach have been determined.

1. *The Quantitative Method.* These measures are the simplest but are only elementary. Although the library deals in ideas and ideals, these may find expression in a physical form—they can be translated into numbers of books, numbers of catalog cards, extent of subject resources, tools of bibliographic control and manpower, all of which, in turn, become amenable to modern management methods. An estimated program of measurable work can also be anticipated within the limits of a specified amount of time and money.<sup>5</sup>
2. *The Survey Method.* Libraries within the particular field to be studied are analyzed as to content and techniques. The difficulty with the survey method is the old chicken-and-egg dilemma—do you find out what is *being* done now in order to determine what *needs* to be done later, or do you determine what *needs* to be done first in order to measure it against current practice?
3. *The Existing Standard Method.* This is one of the four methods employed by the American Standards Association, whose function is to determine and set forms of industrial and engineering standardization. (I usually think of ASA as that authoritarian body which decides the measurements of a 3 x 5 card, 8½ x 11 typing paper, the size of a light socket or the number of threads in a bed sheet, rather than the more complex standardizations I know they formulate.) An existing standard of any organization may be submitted to ASA for approval as an

American Standard without going through any of the other recognized channels. These standards may also be revised under another operation called the Proprietary Method.<sup>6</sup>

A composite of such existing standards for libraries might be feasible if the original measurements have been developed through logical analysis and study. One of the pitfalls in this procedure is the confusion between existing standards and existing practices. John Cotton Dana is quoted on this subject as saying,<sup>7</sup> "Where there is a standard method of doing a thing which has been accepted and approved over a considerable period of time, it is safe to assume that it is *wrong*. Or, at least, it is capable of being improved. It is no longer based on the intellect but has become merely habit and imitation."

4. The last method is the *Qualitative Method*, or the process of determining the *quality* of the library's performance as it fulfills its various functions of acquisition, cataloging, preservation, reference, research and dissemination of information. This is the most difficult and yet the most vital area of evaluation in the library.

Lowell Martin has admitted in his review of the public library standards study after 18 months of operation<sup>8</sup> that the greatest failure has been in the lack of improvement in the *quality* of the subject collections and in the quality of the service given the serious reader. This is not hard to understand. The physical extension of library services to more people in more communities is much easier to attain than increasing the quality of reference work. The latter cannot always be solved by the addition of more staff or money.

One school of thought believes that the library and its research function cannot be assessed in quantitative or budgetary terms. At a special libraries conference in Great Britain, one department head stated<sup>9</sup> that his "firm usually regarded the financing of the research department as an *act of faith* and was prepared to supply a certain capital outlay each year with the hope of a return," and that he himself "had to work not with a budget but with a conscience." Perhaps this could be a fifth, subjective, method—

using the conscience as a standard against which work performance can be measured! Yet it is indicative of the complexities that lie ahead in the formulation of quality norms for library operations.

John Colson had suggested previously to me that the topic of establishing standards was primarily a how-to-do-it matter. So my remarks may be taken as a kind of precautionary chapter of do's and don'ts for beginners in the how-to-do-it field: define first the goals to be achieved before drawing up the blueprints, then choose the most practical techniques of draftsmanship to execute the plans. It would indeed be disastrous to start on the construction of a motor boat and because of directional confusion end up with a kitchen table! And finally, as social science librarians, we cannot, by the very nature of our existence, afford to indulge in "do-it-yourself" projects in the area of library standards.

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# The Rule of Thumb

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IF IT HAS been a day in which every member on your staff has made a foolish mistake, and if you think that automation would be the only answer, then you are in your own mind setting up work standards and measuring employees' performance. Of course, if you feel that way every day, may I suggest that perhaps the administrator is at fault. And would it not be rather dull if all day you just pushed buttons to obtain the right book, the rapid answer and the correct technical processing? There would be no staff stimulation—and I am sure the staff stimulates me into providing answers to questions that would otherwise go unanswered, questions no robot could *possibly* dream up.

## Qualifications of a Good Librarian

What is the basic philosophy behind the measurement of performance? We hear the layman say, "She loves books, so she should be a librarian." Lots of people love books, not only librarians. If people love drugs that does not make them doctors or pharmacists—it might make them dope addicts, just as there are book addicts. It is what we do with books that makes us librarians. We collect them, we read them, we process and preserve them, we loan them out or exhibit them. We collect them—for ourselves and for other people; we read them—for ourselves and for other people; we process and preserve them—for people; and we loan them or exhibit them—to people.

So the second part of the qualification for good librarianship is a love of people. You may be a cataloger and never see the people for whom you process books. I think it must take a little extra to catalog for an unknown group than it does in our smaller settings where we come to know our clientele fairly

well. I've always been grateful to the University of Michigan for giving me a Bachelor of Arts degree in Library Science and Master of Arts in Library Science, because while my training may be the same as yours it points up the fact that it is the art of working with people through a science that makes up the education of a librarian.

I measure, therefore, the performance of a library assistant not only by her love for books and by her love for people, but by the fact that she loves both books and people enough to want to bring the two together. That is the essence of her librarianship, whether she be a rare book librarian or a social work librarian.

Before one can measure performance, there are certain qualities that must be inherent in the person considered. Other librarians, albeit not enough of them, have thought about what qualities should go into the making of a good librarian. Helen Reed, Marjorie Ramisch, Ralph Munn, Wallace Hoffman, Les Everard and Paul Wasserman among others have come through with some excellent qualities and ideas on this matter of measurement of performance. Miss Reed cites some of these as confidence, integrity, interest in professional growth, constructively critical, mentally alert and an awareness of people. She says of one of her staff members, "She challenges me as I should challenge her to do her best." Measurement of performance, then, is a two-way street, for while you are measuring your assistants, they are measuring you.

## Qualifications of a Good Administrator

The administrator has the responsibility of setting the work standards in the library as well as, shall I say, the "high tone" of the library. Ralph Munn puts it better when he says, "A high morale cannot fail to be reflected in a creative approach to the public."

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He talks also about a sense of "belonging." Do you make your new employee feel part and parcel of the library—of the organization? I've been around so long I feel like one of the pillars, but a new employee cannot feel that way and to achieve best work performance needs the steadying influence of the librarian as well as other old-timers.

How does a new assistant react to constructive criticism and time-tested ideas? Is she defensive, crushed, flippant? Most of my talk is geared to the quality of performance of the full-time regular assistant. In over 20 years, however, I have had working with me approximately 100 student assistants, about five each year. With the exception of the war years, I have been associated with graduate schools of social work. These graduate students are of high calibre and, although not particularly interested in library work, do a commendable job. Yet they are often flippant because they feel insecure in a library. What seems logical to you and me in library practice doesn't always seem so to them. They have the ready answer of youth to cover up their youthful errors.

One year I had a handsome football hero type of student assistant shelving books. Ordinarily we keep our five-year *Cumulative Book Index* upside down on the bottom shelf of a reference section. When we want to refer to it, we pull the volume toward us and it's in readable position. One time I was working on a long project involving C.B.I., so I had our blond hero put them all up on a table. When he reshelved them he naturally put them right side up. So I said to him, "By the way, you shelved the C.B.I.'s wrong, they are supposed to be placed upside down." He looked at me bewildered for a brief moment and said, "Of course, any darn fool would know that in a library you put books on the shelves upside down!" Sometimes I am amused, sometimes I am angry and always I try to be understanding. On the other hand, a regular assistant can ill afford to be flippant if she is interested in her professional growth.

In order to achieve good work performance from one's assistants, one must listen to them. My chief trouble with my staff is that I am always talking when I should be lis-

tening. Can you elicit from your public, by asking the proper questions, what you need to know in order to answer a reference question? Excellent! Can you do the same with a staff member to know what her thoughts are on a library matter? Perhaps her quality of performance is poor because you *told* her instead of *asking* her.

Do you chew gum or eat while on duty? I don't and my staff doesn't. As Munn says, "Maybe the patron is hungry, too."

How do you represent your university, your company, your public library, your organization? If you talk bitterly about their low salaries and other gripes in public, won't your staff feel free to do the same? There are definite times such as budget time and conference time to discuss such problems with your top administrator. If your salaries are much too low, make it a point to have special conferences with the administration. But there is a certain amount of loyalty that goes with your pay check—even a low pay check. And I think your staff should soon learn that.

Do you listen to the grapevine and enjoy its gossip, even though malicious, or do you turn the vilifying word into the exact truth? Sometime ago a staff member achieved something good through her own honest efforts. The next thing I knew there was a smear campaign on about her. I knew that not only was there not a word of truth in it but also the source and the reason why. Pure envy had caused someone to fabricate from innocent remarks. As an administrator, I stepped in with the facts. In my estimation, this fanciful storyteller had no personal right, let alone professional right, to be working with people. Librarians are supposed to give out exact data, not misinformation.

If someone makes a mistake, do you join in jumping upon her or do you think of something kind to say or some kind way to correct her? Remember what the poet Edward Sills says:

The ill-time truth we might have kept  
Who knows how sharp it pierced and  
stung.

The word we had not sense to say—  
Who knows how grandly it had rung!



Have you an apple-polisher or an opportunist on your staff? I had one professional assistant who felt that while the students could do no right, the faculty could do no wrong, despite the fact that we are pleasant but firm with both in the case of errors. In fact, if she took a page from my book, she would find me stricter with the faculty, because I expect them through years of experience in library research to have learned better, and also maturity is to their advantage.

Librarians' work-schedules are sometimes difficult to set up as well as to maintain. However, practically all of us are sharing in the better working conditions of today. So when your assistant groans at having to work an extra Saturday morning or two evenings instead of one, do you remember the three evenings a week or the every other full Saturday you worked in the old days and measure the grumbling performance of the junior by that fact? It is no fault of theirs that we suffered overlong poor working conditions.

While I expect a measure of professional discipline that will enable *any* staff member to work with *any* patron, we have to face the fact that some readers prefer certain librarians and some librarians prefer certain readers, and if better service can be given by a junior professional assistant, so much the better. With this exception to the rule, how do your assistants get along with the public?

How do your staff members get along with each other? Do the professionals condescend to the subprofessionals, the subprofessionals to the secretarial and the secretarial to the student assistants? Fortunately for me, I have had only one professional staff member who felt her rank. One instance, which caused me to burst out laughing, an outraged and outranked assistant told me about before I soothed her outraged and outranked feelings, will show you the extremes a person can go to in attempting to maintain professional status. The outranked member was sitting on one side of the library, the professional on the other. The latter called her over to open a small window directly four feet away from her but some 30 feet away from the subprofessional member. The problem was not the

so-called lowly assistant's, and when I tried to explain the ridiculousness of such an action to the professional assistant, I did not treat it as a laughing matter. However, she remained, I am sorry to say, adamant in her retention of professional status at all times and at all the cost of wasted time and motion it involved.

### Span of Administrative Control

Now please don't misunderstand me. I am all for job analyses, job descriptions and position classifications. I also feel that whenever a professional assistant has to act as a page-boy or a page-girl, my university or your organization is wasting its money. A professional assistant should learn the elementary skills peculiar to a social work library from six weeks to three months, depending somewhat upon the abilities of the assistant. I find that it takes an *intelligent* subprofessional six to eight months, plus all the additional training time required of the librarian.

There are also definite limits to the span of control that a supervisor can maintain in any set of working relationships. Wallace Hoffman says, "Management experts hold that it is the responsibility of top management to provide the supervisor with as many tools as possible so that he can do both a technical job and a good supervisory job." I would say—too true! However, if management does not provide enough supervision, too many assistants can on occasion be just as bad as too few, for one needlessly decreases one's ability to measure effectively the quality of performance.

One year, because I had not enough professional help but did have ample money for student workers, I added too many student assistants for our small library. There were nine of them at approximately six hours each (the amount of time our students are allowed to work). They were literally always underfoot. I delegated to an excellent subprofessional those students whose job it was to vacuum and revise both book and periodical stacks. Frankly, there were still too many, and I lost my span of control, let alone being able to measure the time and quality of their work. Valuable hours that

I had hoped to gain for professional work were not only lost but other time was eaten into by the extra direction and supervision.

Mr. Hoffman also states that, "As the number of employees increase the number of relationships increase by leaps and bounds—direct, group and cross." What is needed in our library is time for regular staff meetings. But my staff is comprised of three full-time people, two Drexel library science students, a part-time professional and subprofessional and four student assistants, and we are as ships that pass in the night. When I go off at 5:30 or 6:00, the Drexel students or part-time professional come on. So I write endless communiqués or utter hastily-spoken words while on my way out. Yes, I sometimes stay until 6:30 or so when important matters come up, but after a full-day's work, I find I am not as wise as I am at 9 a.m. in the morning. Much the same is true with the regular staff. We are forever "changing the guard" between the periodical room and main reading room. The pressure in the main reading room is so great I try to assign no one to the main desk for more than an hour and a half or two hours. Then there are lunches and coffee breaks. So again I write memos or wear out the telephone. One of our chief difficulties is that with 11 people, most of them part-time, we cannot find a time for group relationships. In a two-man library, of course, the relationship can be a direct one—one to one—and a much more effective span of control can be achieved. We do have, however, three-month and six-month evaluation conferences for the full-time library staff.

### Human Considerations

When I chose this topic from those that John Colson listed, I chose it because it seemed to me that a little more human touch could be given to the measurement of performance of employees set against work standards than the others. However, it is not all "rule of the thumb." There are certain exact standards that must be met. But I must confess that whenever I think of exact standards, I am reminded of the statistician who took a tour of the Grand Canyon. He asked the guide how old the Grand Canyon

was. The guide said, "Two million years." The next year the same statistician took the same tour and when the guide said, "The Grand Canyon is two million years old," the statistician spoke up and said, "I'm sorry but you're wrong. I took the tour last year and you said the Grand Canyon was two million years old. So this year it must be two million and *one*."

Without undertaking a time and motion study, after 20 years and 100 student assistants later, you can gauge pretty well how long it will take an individual student to shelve a truckful of books. You can also tell how long it will take for a person to stamp and alphabetize 275 incoming periodicals or how long it takes another person to check them in. There are variables, of course. Some people will work slowly but accurately, some fast and carelessly.

While I am much stricter with my staff about working over-time than I am with myself, I try to shake the bread-and-butter staff members from their apathy, i.e., those that come in on the point of nine and leave at the dot of five. Some of them are married and their husbands are graduate students at the university, so their tenure is about one or two years, and their chief interest is not the library. But the person who gives a little more when needed is the staff member I cherish—and I have been lucky in that many of them, even student assistants, have put in an "extra ounce of bounce" when needed.

We undoubtedly have need for ethical codes, for certification of librarians, for time and motion studies and organizational charts. But how meaningful are they to your library? There are many factors that hinge upon their being meaningful to your library, and you as administrator and top management need to see that they are enforceable and then enforced.

To summarize then, the basic philosophy for measurement of staff is interaction of books and people brought about by a librarian who cares deeply for both. There are qualities such as integrity and mental awareness, to name a couple, that are essential to the personal character of a librarian. But the administrator is the one who sets the stand-

ards, the morale and the esprit de corps of the library. One can assess the performance of the employee in light of these.

We have need for job analyses and position classifications. We should also bring to the attention of top management the need for adequate supervision to maintain our span of control. We need to work on the area of relationships among the staff to improve staff performance. We need to use some gauge of time and motion to evaluate our staff's competence as well as their skills.

While we may need more automation and less "rule of the thumb" to guide us, I for one shall be glad that I will not be of the future generations of library science students who may have to take such courses as Library Science Electronics I or Library Science Engineering III in order to measure the performance of robots.

I like to see *vital* books in the hands of *live* people brought together by an *animated* librarian.

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## The Perpetuation of Nonessentials

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MY PAPER SHOULD have a subtitle that reads, "The Perpetuation of Nonessentials—I'm Against It." You may remember the story about the Sunday Calvin Coolidge went to church alone. When he returned home, Grace asked him if he enjoyed the sermon. He said, "Yes." She inquired, "What did the minister talk about?" He replied, "Sin." "Well, what did he say about it?" "He's against it." Perhaps I should be as brief as that.

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I'll give a little of my background so you may understand my point of view or not understand it at all and just stop reading. I am in charge of the special reference collection in the Bureau of Industrial Relations at the University of Michigan. Administratively we are part of the School of Business Administration. The collection was established in 1935 and, in round figures, we have 4,500 volumes and 40,000 pamphlets and among other interesting details, the most extensive collection of labor union papers in that part of the country. The collection is maintained not only for the student population but for businessmen and labor unions.

It is used extensively by Michigan businessmen, of course, but we will try to answer inquiries from anyone anywhere and, for that reason, much of our service is on paper.

Quite often when I try to explain the term industrial relations I see a glazed look in the listener's eye, so instead of saying that the term includes personnel administration and labor-management relations, I reduce it to the simplest terms and say that industrial relations concerns people who work—and that takes in almost everyone these days.

Since I am professionally oriented toward people who work, I would like to plead, first, for flexibility in our careers and, second, flexibility in our techniques—or in other words, avoidance of nonessentials.

### **Flexibility in Our Professional Lives**

I believe we will all agree that inflexibility can attack us at any time in our professional lives. Those of you who are just starting your careers must guard against thinking that you should look for a working situation in which you can follow the exact patterns of techniques taught in your professional training. If you do this, you will no doubt end up frustrated and unsuccessful because, the chances are, you will not find the exact pattern anywhere in your training. In fact, if you did, much of it might prove nonessential. Therefore, you must do your best to fit into an already established organization, which has supposedly reasonable standards of routines and procedures.

Remember that the ceremony you just attended was called Commencement, and it means just what it says. This was not the end; it was the beginning. Too many of us are apt to drop dead intellectually that day.

During our initiation period in any new job, and after, we should keep our minds open for changes or refinements we think would improve the service. We must not feel we are cheating our technical training if we suggest the innovation of some method which was not taught us but would seem to work well in practice. If we are fortunate enough to be working in an organization that welcomes suggestions, we will be all the better for it. A receptive climate is neces-

sary for any change. If, on the other hand, new ideas are unwelcome and no change is ever considered or sought, we would be wise to move on to a position elsewhere.

Now we come to the point where we have completed our internship and have been made "the boss." This may mean we are in charge of an entire collection, a division of a larger unit or one service of a division. In any case it is a promotion, and we have "arrived"—at this point at least. Let us say we are in charge of a phase of the operations and undoubtedly we will have to adjust to directing the work of others.

Promotion necessitates a reshuffling of one's activities. Proper delegation is one method of avoiding the perpetuation of nonessentials. Sometimes it is a shock and strain to find oneself on the thinking and planning end of a job instead of the routine end. Routine can be very soothing! We cannot allow ourselves to become mired in it.

At this point we will find that certain procedures, which were formerly essential for us to do, have now become nonessential. We cannot superimpose on a new job all the routines we did before. We must decide what are now the essentials for us. We must learn to take a critical look at the management of our own time.

### **Delegating Responsibility**

It takes self-discipline and courage to learn to delegate. We must have faith in our training ability and in our judgment of the ability of the person to be trained. We must learn to keep our hands off, once a block of work has been delegated. Get rid of the feeling expressed in the song,

"Anything you can do, I can do better,

I can do anything better than you!"

After all, we are not Ethel Merman. When we have delegated properly, we will no doubt be happily surprised at the results, if our training has been of the right kind.

In delegating, find out what each staff member does best; then use these capacities to the limit. Keep adding to their horizons, so they become interchangeable parts among themselves and for many of your own functions. Their jobs will become more interesting and the entire organization more flexible.

At the very outset, ask those working with you to make suggestions whenever they have an idea for change or improvement. The feeling that they can contribute to the elimination of nonessentials helps them to get rid of what I call "The Valley of Death" complex:

"Theirs not to make reply,  
Theirs not to reason why,  
Theirs but to do and die."<sup>1</sup>

Here is a case in point. While I was in the midst of writing this paper, a new assistant, who had been with us less than two weeks, finished writing up printed letter forms for requests for complimentary material. She asked if we sent them out in window envelopes. It was the first time window envelopes had ever been mentioned in connection with these letters. Completely new on the job, she assumed we used a time-saving device that should have been obvious to anyone who had ever worked on them.

Every suggestion or idea presented may not always be perfect, but a little discussion may perfect it. If it appears a complete dud, we should explain why. But be sure that the "why" is not prejudiced by our own inflexibility. A little pamphlet has just come to my attention entitled, *How to Kill Progress*.<sup>2</sup> It lists and tears apart famous sayings that stand in the way of progress: "It won't work in our department;" "We tried that before;" "We've never done it before;" "We don't have the time;" "It's against our policy."

In answer to the one, "We tried that before," the response is: "Did you? Precisely this idea or merely something like it? And how was it executed? Don't be too sure that ideas that were tried and didn't work are bad ideas. Many a terrific idea has failed simply because it was poorly executed."

A supervisor who doesn't welcome suggestions may be too unimaginative to see that things can be improved, or too insecure. In the latter case he believes he weakens his own position by admitting that an assistant has a better (or different) idea than his. Crawford H. Greenwalt writes in *The Uncommon Man*:<sup>3</sup>

"It is only human to think highly of one's own method, and it calls for Christian tolerance to reach the understanding required to endorse methods and approaches which are not one's own. But it is the result that counts, and when one looks past method to accomplishment, it is easy to see that, within a given area of principle, there are many ways in which a good job can be done—as many ways, in fact, as there are men to whom the task might be given."

### Flexibility of Techniques

In setting up work standards and routines, the most important point to keep in mind is the main purpose of the collection. Why was it set up? In other words, what is our product? A library must serve a useful purpose to justify its existence. Every activity must be organized with this in mind. Techniques should never be so complicated or involved that they stand in the way of delivering our product. They should never become more important than the services we are giving.

No doubt almost all special libraries are units of some larger organization. They are not like the public library on the corner of Main and Elm, which is a unit in itself. We are part of something bigger than we are. Do we take time out to discuss with the men and women in this larger organization the various programs of activity that go on from month to month, so we may better serve them? Are we included in staff meetings, which acquaint us with what is going on so we will have an intelligent concept of how the library can function more effectively in its setting?

As all librarians of special collections know, there must be a great amount of flexibility in the handling of such a library if its special function is to be maintained. If we are too busy to examine, periodically, the objectives of the collection, we are undoubtedly performing routines we should not be doing. Some of them should be delegated; a few should be eliminated.

I believe that every procedure we follow should be broken up into pieces once a year and examined for its essential parts. Industry calls this job analysis. Since every procedure cannot be examined at the same time, such analysis should be scheduled on a rotation basis and, therefore, on a continu-

ing basis. No doubt it will be found that 90 or 95 per cent of the time there is good reason for doing what we are doing. In the case of the other five or ten per cent there *was* a good reason. It is this latter percentage with which we are concerned.

Here is an example of this five or ten per cent—when I first took over my present position, I was told that each month, when I signed a voucher for the payment of book purchases, I was to note on a little card the amount spent for books. Each month we used a new card. This was done, I was told, so we might have some idea of what we were spending for books. Why just books, I'll never know, because in addition we spent money on journal subscriptions, loose-leaf services and pamphlets. This went on for several months and finally I asked if any one of the Bureau staff cared if I discontinued this detail, since the information was readily available in our formal accounts. No one knew it was being done! It served no useful purpose whatever!

In a recent conversation I had with Professor Kenneth E. Boulding of the Economics Department at the University of Michigan, he told a favorite story. When a new bank manager first took over, he went exploring in the building. Up in the attic he found an old man with a beard entering figures in a book. He said, "Well, what are you doing?" The old man replied, "Every day I enter the condition of the bank in this book for the manager to send for." So he asked, "How long is it since the manager sent for it?" And the reply was, "Forty-five years." Professor Boulding remarked, "This is a very fundamental principle of organization: that when you get something into an organization you hardly ever get it out!"

Sometimes I think that librarians—or any keepers of records—have too good consciences. They feel guilty if they eliminate any materials or routines, even if common sense and mature judgment dictate otherwise. In setting up any new routines, we must use enough imagination to see that a "system" instituted this year will not become a nonessential in the foreseeable future.

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If we set up systems of checks and counter-checks for any purpose whatever, be sure they are worth the investment in time. I know of a corporation that buys bolts of cheesecloth to be used as dusters, after it has been cut to appropriate lengths. Before the pieces are placed in the storeroom, they are counted. Why? Don't ask me! *But*, what is not known by the auditor of dusters is that the president's secretary has, from time to time, begged for a few at the time they are being cut, because she has to go through so much red tape to get a duster for her own use. This is a true story! Are we going to be constructively careful or picayunely careful?

It has been pointed out that the purchase of a duplicating machine is one way to insure the perpetuation of red tape. As soon as the purchase is made we begin to make forms, and once a form is introduced, it is difficult to eliminate.

Here again, if you institute new forms or records, examine them periodically to be sure they are necessary. Initially make them as simple as possible and consider whether they can serve a double purpose. I have found that a file copy of our original purchase orders can be used as the basis of our "New Book List." As soon as the approval for payment has been sent in, the original requisition is put in a "new book" folder until the final list is typed.

### Simplifying Acquisitions Procedures

I could go into great detail on the elimination of nonessentials from every phase of our operations, but I will confine myself to the initial phase, acquisitions, and primarily, the acquisition of journals.

Do we examine our acquisition policies regularly? For instance do we keep ordering the same journals year after year—that is, if we can afford them? Do we ever find out if some of them are serving any useful purpose or if they will have any value in the future? Does some other organization in the area have a complete set that will fill our needs in the future?

Possibly someone in the organization had a terrific enthusiasm for industrial psychol-

ogy and at that time wanted several rather technical psychological journals. By now this man may have resigned or retired. No one else reads them. We have difficulty indexing articles in them because, in some cases, we don't understand some of the technical language, especially the words that don't even appear in the dictionary! In my case, I ask for time at a staff meeting (or send a memo) and ask, "Do any of you want me to continue subscribing to journals A, B or C?" Very often the answer is unanimous, "I never read them." The Social Science Library has the complete file, therefore. . . .

Many company libraries had to streamline their acquisitions during the recent recession. No doubt some items were given up with great reluctance and will be acquired at a later date. But I will predict that some subscriptions will never be renewed, because the press of limited finances forced them to choose the essential publications from the nonessential. Why resubscribe to unneeded material?

Over the years I have made it a practice to review all current journals and periodicals on our shelves once a year, and usually this is combined with the job of selection of materials to be bound. At this stage we consider the value of each title. Is it ever used? Is it too expensive for its value? Even if it is sent on a complimentary basis, we must remember it takes up shelf space. Is it really in our field? Is it housed more appropriately elsewhere on campus?

Then come the questions: Should we bind it? Should we wrap and store it? Or should we dump it? And how my assistants love it when I say, "Let's get rid of it."

As you all know, it is extremely difficult to present any idea that is really new. I have probably not offered you one idea you have not considered before, but possibly my presentation has given a slightly new emphasis. Present-day literature is filled with advice on the necessity for flexibility.

Marshall E. Dimock in his recent book, *A Philosophy of Administration*,<sup>4</sup> points out that modern biology has much to teach about good administration, since it is the study of growth and decline of organisms and their

relations and adaptation to their environment, if they are to survive. He says, "Not only are energy and the avoidance of inflexibility necessary to survival, but there is an additional factor which is related to these two: variation furthers progress. Complete standardization kills growth."

He then reminds us of the well-known observation of J. Henri Fabre, who watched a string of caterpillars follow each other around the rim of a bowl 335 times just because they were following the leader. Now there's perpetuation of the nonessential!

Lyndall Urwick brings out the same point in *Elements of Administration*,<sup>5</sup> "The principles (of management), however, convenient as a shorthand method of thinking, are only guides to action. If they become rules—rigid—they lose their utility. There must be continuous machinery for working out new principles and applying existing principles to cases."

In pointing out the rapid changes and developments that have taken place over the past 40 years, Margaret Mead<sup>6</sup> wrote recently, "No one will live all his life in the world into which he was born, and no one will die in the world in which he worked in his maturity." Are we, ourselves, learning to live in this changing world?

Most special libraries are serving dynamic organizations which are in the forefront of the social sciences, physical and technical sciences or business. We must be sure we are in step with, or perhaps one step ahead of, their needs in the areas we control.

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# Maps, Charts and Copyright

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COPYRIGHT PROTECTION of maps in the United States began before the adoption of the Constitution.

## Historical Background

A resolution of the Colonial Congress in 1783 recommended that the colonies grant copyright to authors or publishers of "new books." Twelve of the original 13 colonies enacted copyright laws and these dealt mainly with books. Some of the laws covered "books and pamphlets" (New Jersey, Pennsylvania, Virginia, New York and South Carolina), some referred to "books or writings" (Maryland) and others dealt with "books, treatises or other literary works (productions)" (Massachusetts, New Hampshire and Rhode Island). Only Connecticut, Georgia and North Carolina specifically included "maps or charts."

The Constitution in Article I, Section 8, did not enumerate the kinds of works to be protected; in stating the purpose of promoting "the progress of Science and useful Arts," it referred generally to "Writings and Discoveries."

Shortly after the convening of the First Congress in March 1789, private and general copyright bills were introduced. On April 15, 1789, two petitions were presented, one of them by John Churchman requesting the exclusive right of vending "spheres, hemispheres, maps, charts and tables" on the principles of magnetic variation, which would permit the determination of longitude if latitude were known. The committee considering the request recommended that a law be passed to give Churchman rights in the publication of "these several inventions." More important, the House of Representatives, in considering this re-

port, ordered that a bill be brought in to make general provision for copyrights and patents. A committee was appointed, and a first draft submitted on June 23, 1789.

Another private bill sought to protect *The American Geography* by Jedidiah Morse of which "two sheet maps of the Southern and North States . . . had been surreptitiously copied."

The House passed a bill; the Senate adopted it but changed its title from "Maps Charts Books and other Writings" to "Maps, Charts, and Books." This apparent intention to narrow the scope of the bill indicates that maps probably would not have been covered by the first federal law if they had not been specifically mentioned. It has even been argued that, since a literal reading of the word "Writings" in the Constitution does not necessarily include maps, their inclusion in the law of May 31, 1790, still left open the question of whether they came within the constitutional provision. This seems a

Mr. Kaminstein examines an old map by Jedidiah Morse, first copyright registrant in the district court of Boston under the law of 1790



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very forced argument, especially since many of those in the First Congress also served in the *Constitutional Convention*.

The 1790 law required the deposit of a map, if already printed. For the future a printed copy of the title of a map was to be deposited before publication in the clerk's office of the district court; within two months, the author or owner was to publish a copy of the record made in the district court in a newspaper for four weeks. Within six months after publication, copies of the map were to be delivered to the Secretary of State. The term was 14 years, with the privilege of renewal for another 14 years.

Early map makers took advantage of the new law, and Reading Howell made some of the earliest entries in the district court in Philadelphia. The third entry in that court for *An Explanation of the Magnetic Atlas* was made by the John Churchman mentioned above. The first entry in the Boston court was for *The American Geography and Geography Made Easy* by Jedidiah Morse.

#### Requirements of Present Law

A review of the changes in copyright law from 1790 to the enactment of what is in essence the present law, in 1909, would be interesting and instructive, but I leave that task to the historian and proceed to consider the present requirements. Today titles are no longer filed in advance of publication, but it is crucial that when a map is first published, it bear the statutory copyright notice. If the notice is not carried on the first publication, the opportunity of securing copyright is lost.

The statute provides a long and short form of notice. The long form consists of: 1) the word, Copyright, the abbreviation Copr. or the symbol ©; 2) the name of the proprietor of the copyright; and 3) the year date of publication. The shorter form permits the use of the symbol © and the initials of the proprietor, provided his full name appears elsewhere on the map.

The committee considering the 1909 law had before it bills that did not require a year date in any notice. In its final report, the committee commented:

. . . Serious objections were made to the elimination of the date. It was said that the public would

have no means of ascertaining whether the copyright had expired and that the public was entitled to that knowledge.

Your committee felt that in case of books or printed publications including dramatic and musical works, the year in which copyright began should be stated in the notice, and we have provided for the insertion of the date in the notice in all such works. Your committee did not feel that it was necessary to have the date printed on works of art, etc. Artists have always objected to the copyright notice which they were obliged to put on the pictures, because it was considered a disfigurement, and we have retained substantially the provision of the original bill regarding the notice in such cases. . . .

While the arguments as to the omission of the year date were couched in terms of disfigurement of paintings, photographs and similar works, the statute as adopted required the year date only for a "printed literary, musical, or dramatic work." Under this language, the notice for maps need not include the year date. Where a particular map also includes text matter for which protection is claimed or where the map is reprinted from a book which used the full form of notice, it is the better part of caution to include the year date. It is also worth emphasizing that, while the year date is not needed for protection in the United States, the Universal Copyright Convention, which enables Americans to secure protection abroad, does call for its inclusion.

The usual notice might read, "Copyright by John Draftsman" or "© John Draftsman 1959." It is important that the copyright notice follow the strict statutory form. The name of the proprietor should include at least the first initial and last name of an individual and in the case of a firm or corporation, the full legal name.

Statutory copyright in a published map begins upon first publication with notice and not upon registration. After first publication, two copies of the map, an application on Form F and a fee of \$4 should be submitted to the Register of Copyrights, Washington 25, D. C. The law specifies that the copies shall be of the "best edition," and if at the time an application is submitted, the map has been published in two different forms, e.g., gores and globes, the best form, in this case the globes, should be submitted.

Minor changes in a map when a new edition is issued do not require a new registration, but counsel should be consulted in determining when the changes are sufficient to warrant a new application. Maps issued in two or more sizes do not require separate registration; only copies of the largest size should be submitted.

The term of copyright is 28 years, and an additional 28 years may be secured if the party entitled to do so files a renewal application in the Copyright Office during the final year of the first term.

The courts have accepted most of the different forms in which maps may appear—sheets, globes, relief maps, etc. This general acceptance does not mean that courts have found all maps in each category copyrightable. Only "original" maps showing some creative effort are copyrightable, but this does not require something startlingly original or completely new. Most maps are a combination of the old and new.

A map that is copied, even though reprinted from an old manuscript, is not original. Nor would a court protect a map created by placing existing maps of two contiguous counties together—a merely mechanical operation. The courts have been liberal in supporting "original" work done by authors but they have been a little stricter in the map field. The general rules applied in other fields of copyright are also germane here. Thus, courts do not protect ideas or methods under copyright, and they have refused to protect systems of marking maps.

### General Considerations

The problems of the librarian in dealing with copyrighted works are complicated and difficult. The librarian who is unable to answer some of these perplexing questions may take some consolation from the fact that lawyers experience the same difficulty. The librarian should refer complicated legal questions to a qualified attorney.

There are a few, very few, general guideposts. If no copyright has been claimed in a map and the map has been published without a copyright notice, it may be copied. Even here, there is a conceivable risk since the copy may be an unauthorized one re-

printed without notice. If a map was published more than 56 years ago, whether or not it bore notice, it is in the public domain in the United States. If it was published more than 28 years ago, the Copyright Office catalogs may be consulted or a search requested of the Copyright Office, to determine whether the work has been renewed. Unless there is such a renewal on record, and many original map copyrights are not renewed, the work may be copied.

Beyond this, copyrighted maps may be copied only within the limits of the doctrine of "fair use." There is no statutory guide as to what amounts to "fair use." The cases deal with very specific situations, and it is difficult and dangerous to try to formulate general rules. There have been continuing efforts to write some general ground rules in other fields. Special Libraries Association is cooperating in the attempt to arrive at reasonable criteria, but I am not sure that these efforts include the map area.

On July 1, 1959, the present statute had been in effect 50 years. Much of it has stood the test of time and is still appropriate, but there have been technological changes that vitally affect the industries using copyrighted material; there are new uses and changes in marketing. Inevitably, a good portion of the law merits study in order to determine whether changes are necessary. Four years ago, Congress authorized the Copyright Office to undertake a program of studies looking toward general revision. Some 19 studies have now been issued, and a few more are in various stages of preparation. Some of the studies, e.g., those on history of copyright law revision, notice, uses of the copyright notice and fair use may be of particular interest to map librarians. I mention them because at some point Congress will consider these studies, the necessity of revising the law and how it should be done. There is therefore an opportunity for cartographers, map publishers and librarians to consider the question of revision, to make comments on the studies and to make known to the Copyright Office and eventually to the Congress their position on those segments of the law that affect them.

# Copyright—The Publisher's Viewpoint

PAUL B. LEE, Assistant to the President

General Drafting Co., Inc., Convent Station, New Jersey

THE PUBLISHER'S viewpoint on copyright is a very basic one and very simple to explain. His copyrights are valuable properties and represent his only stock in trade. Whoever makes illegal use of them or impairs their validity in any way is taking the bread and butter out of the publisher's mouth.

Therefore, it is important for the publisher to protect his property by every means available to him. In fact, the law makes it mandatory for him to take certain steps if his rights are not to be considered abandoned.

Before going further, I should make it clear that I am not a lawyer. However, for a number of years I have handled all the requests directed to our company asking permission to reproduce our maps. In addition, it has been my responsibility to see that all our publications are properly copyrighted and to follow up all infringements of them. In performing these duties I have worked closely with the copyright attorneys retained by my company and have done considerable studying of the law on copyrights and the court decisions on various aspects of the subject.

Incidentally, copyright is a highly specialized branch of the law, and few general attorneys have much knowledge of the subject. Frequently when a case involving copyright arises, they call in an expert in this field. The law departments of large corporations like Standard Oil often have an entire section that handles nothing but copyright and trademark questions. It has been my privilege to work with these attorneys on frequent occasions, since our clients are just as interested as we are in protecting the copyrights on works we produce for them, even if the copyrights are registered in our name.

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## The Copyright Law

It might also be in order to make a few observations here about the copyright law itself. The statute is quite brief and much of it drawn in general terms. Basically it does little more than define the types of material subject to copyright and the protection provided by the law. It specifies the means of obtaining and registering copyright and prescribes the penalties for infringement. The entire law (United States Code, Title 17) covers only 24 pages. Most of the body of law on copyright is made up of decisions in the federal courts where statutory infringement cases are always tried, although some states have also enacted legislation protecting the rights of authors.

In the United States, statutory copyright is obtained by publication of the work, each copy of which must bear a carefully prescribed notice of copyright. If this notice is improperly worded or positioned, or is omitted through the fault of the copyright owner, the copyright may become void and the work will pass into the public domain. Since any particular copyrighted work may represent an investment of thousands of dollars on the publisher's part as well as a continuing source of income for the future, he is naturally most zealous in protecting it to the fullest extent of the law.

The courts have held on many occasions that whenever an infringement comes to the attention of a copyright owner, he must be diligent in taking the necessary steps to stop the infringement; otherwise he may be considered to have abandoned his copyright and to have dedicated the work to the public. Once lost, an author's rights cannot be regained.

## Infringement of the Law

It might be well at this point to define infringement. Although the law varies de-

pending on the nature of the copyrighted work, basically infringement is any copying of a properly copyrighted work without specific permission of the owner, except for certain limited reference use or quotation, known as "fair use," for example in a book review. The law makes no distinction between willful or innocent infringement, except as to the penalties prescribed or the damages recoverable. Nor does it matter whether the unauthorized copy is reproduced with or without the owner's notice of copyright. Equally irrelevant is the question of whether the reproduction is a single photostat for an individual's personal use or a printed reproduction of which millions of copies are sold for profit. In the eyes of the law, each is technically an infringement, differing only with respect to the penalties applied or the damages that may be assessed. As an example, advertising agencies requesting permission to use one of our maps in an advertisement often send us a layout with a photostat of the map to show how it will be used. We are obliged to point out that they have already committed an infringement, albeit with the best of intentions!

Actually, very few infringements, at least among those in my experience, are willful. Most of them are the result of ignorance of the law or of a plain oversight on someone's part in neglecting to request permission for the use. Our maps have been infringed by nationally famous magazines and by advertising agencies of unblemished repute as well as by operators of small camps, motels or other local businesses. In the latter cases ignorance is usually to blame; the others are most often the result of a slip-up in instructions on the part of a copy writer or layout man.

Perhaps an example will make it clear why every infringement, innocent or otherwise, must be followed up. Some years ago a hotel in Virginia reproduced a section of one of our maps on a post card to show motorists how to get to and from the hotel. Since the map was obtained free at a gas station, the hotel assumed that their right to copy it was equally free.

Shortly thereafter, a nearby motel owner picked up one of the hotel cards and de-



**Mr. Lee studies one of the maps prepared and published by his company**

ecided that it would be just as useful in directing people to his establishment. Another local business picked it up from him, and if we had not stepped in at this point, it might not have been long before every enterprise in this part of Virginia would have been using our map without benefit of copyright notice and without recompense to us. Of course, the second and subsequent infringers were innocent in the sense that they had no way of knowing the map was copyrighted, since the original infringer had omitted the legal notice. Nevertheless, we could and did stop all of them from further use of our material.

It is never our policy to try to capitalize on infringements, especially those that are obviously or presumably innocent. Our main concern is to protect our property from further abuse or risk of invalidation of our copyright. However, we do feel that we are entitled to recover whatever reasonable charge we would have asked had permission been requested in advance, plus any costs actually incurred in preventing further infringement. Should the infringer prove uncooperative, necessitating extensive correspondence or legal action, we might ask punitive damages, although I can recall only two or three instances where it has been necessary to go this far. The vast majority of those who commit infringements are only too willing to make amends to the best of

their ability, once they are made aware of their error.

### Avoiding Infringement

Like most publishers, we are usually glad to grant permission for any reasonable and legitimate use of our copyrighted material. If it is for a non-profit purpose by an individual or by charitable, religious or public-service organizations, we normally waive our fee. If the proposed use is a commercial or profit-making one, we naturally ask a fee commensurate with the value to be derived from our work by the applicant.

No matter how or for what purpose the work is used, we always require that our copyright notice appear legibly on each copy. The reason for this is obvious from what has been said above; it is required by law and it prevents innocent infringements by other parties. We would much prefer to prevent infringement before the fact than pursue it after the damage is done.

Perhaps it also begins to become clear at this point why we, as publishers, look with disfavor on the reproduction of our copyrighted material by libraries, no matter how good the motive. First, there is too much risk that the part containing the copyright notice will not be included in the photostat. This may lead to further infringement by others into whose hands the copy may fall. Although entirely innocent, this infringement may cause endless difficulty on the part of the author in following up the chain reaction that ensues. Secondly, such copying tends to break down the public's respect for the sanctity of copyright. After all, people reason, if a library can copy in this manner, anyone else can. And finally, any reproduction without the owner's permission is an infringement in the eyes of the law, whether it is one copy to be hung in the individual's bathroom or a printing sold for profit.

It is my understanding that the Library of Congress, of which the Copyright Office is a part, takes a firm stand on this point. It will not make reproductions of any copyrighted material without written permission from the copyright claimant. I feel that all libraries should adopt a similar policy, if for

no other reason than that they are breaking the law every time they reproduce a copyrighted work. No form of release or contract signed by the reader can legally relieve them of responsibility for infringement.

Moreover, there are many other ways of filling the library's user's needs without resort to illegal means. The material can be borrowed or referred to in the library. If there is a really legitimate reason for copying small parts of a work, most publishers, I am sure, will recognize this and grant permission. In the case of a road map, one has only to go to the nearest gas station or write to the oil company or its map maker.

There is one other little known fact about infringement of copyright. Everyone who takes part in it is equally liable, jointly and severally. This includes the printer, the photographer, the publisher, the vendor and the sponsor. If the injured author cannot obtain satisfaction from one of the parties, he can turn to each of the others in succession. The library that makes reproductions of copyrighted material for readers is obviously placing itself in a very precarious legal position.

### Summary

To sum up, the publisher is and should be opposed to the reproduction of his copyrighted works for the following reasons:

1. Such copying without his express permission is contrary to the law.
2. It tends to make the public believe that copyrighted material can be copied with impunity.
3. It deprives the copyright owner of valuable rights to which the law and common justice entitle him.
4. It may well lead to invalidation of the copyright, thus depriving the owner of a valuable property and source of income.

If every library patron who asks for a reproduction of copyrighted material were told that it is unlawful to make one, I do not believe it would be long before the general public would have a much greater appreciation of the importance of the word "copyright" or the symbol ©, which may now be used in its place following the adoption of the Universal Copyright Convention.

# Reproduction—Current Practices in Map Libraries

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THE REPRODUCTION of copyrighted maps has been a subject of particular interest to me, since my work at the Oklahoma State University Library includes the supervision of the map collection and the photoduplication service as well as the procurement of photoduplications from other libraries. With modern photoduplicating devices multiplying at a rapid rate and requests for photoduplication growing by leaps and bounds, this is a timely topic.

In January 1959, in preparation for this analysis, a questionnaire and covering letter were sent to 134 map libraries throughout the United States. Replies were received from 69 per cent, which to me was amazingly good. However, a number of the replies reported that the questionnaire did not apply to their situation. One librarian in a company library somewhat naively replied that since she was not a member of Special Libraries Association she could not help me! Another librarian very understandingly reported that while the questionnaire actually did not apply to her situation, she knew how frustrating it was to have no response so she was filling it out to the best of her ability. This report, then, is based finally on approximately a 50 per cent return. The public libraries were the most faithful in replying, but I was disappointed that so few government libraries reported. Perhaps the questionnaire did not apply to many of them. In analyzing the current situation, I shall attempt to be as "unstatistical" as possible and, instead, report general trends whenever I can.

I have divided the libraries into six different categories, since the type of library would inevitably influence the decision in

some cases. These divisions are: public, college and university, government, company (including several map publishers) historical and special libraries that could not be classified elsewhere. The following questions are taken from the questionnaire.

## 1. Do You Make Photographic Reproductions of Maps Covered by United States Copyright?

About two thirds of the college and university group do reproduce maps covered by United States copyright. About half of the public, historical, government and special libraries also answered "yes." Many of those who do not reproduce copyrighted maps answered that the question had not yet come up or that they had no photographic equipment. One large public library made this interesting comment, "In our opinion 'fair use' does not apply to unit works such as maps." "Fair use" refers, of course, to the recognition by the courts that reasonable copying of copyrighted material may be done, even though, according to the strict interpretation of the copyright law, any copying whatsoever without permission is an infringement. As yet, what constitutes "fair use" has never been defined specifically, and interpretation rests with the courts.

## 2. Are Photocopies Limited to Members of Your Organization or are they Available to the General Public?

The only groups consistently limiting reproduction to internal use are the special and company libraries. Although seven university and college libraries limit reproduction to members of the student body and faculty, that constitutes a pretty wide clientele. Actually this question has little importance. The prevalent idea is that by limiting the reproduction of copyrighted material to internal use,

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the problem of copyright infringement will be reduced or removed. This idea, however, is erroneous.

3. Do You Make Any Restrictions as to the Use to be Made of the Photocopy, or are All Requests Filled if Mechanically Feasible?

About one third of the libraries replying to this particular question make no restrictions as to the use to be made of the photocopy. While worded in a variety of ways, the restrictions imposed are the following: for research or educational purposes only; not for sale or for commercial purposes; not for publication.

Curiously enough, some libraries consider theses and dissertations as publications and do not reproduce copyrighted maps for them, while others specifically mentioned that, since theses are not published, copyrighted maps are reproduced for them. This could lead to interesting ramifications on the theory of publication of theses. It is true that some dissertations are published in printed form, some in microfilm form and some never in the usual sense of the word *published*. At least one library considers that bound copies of theses on its shelves, available for interlibrary loan, are a form of publication and will not reproduce any copyrighted material to be included in them. The postal regulations that went into effect in August 1958 permitting the mailing of theses at the same rate as printed books would support this last theory.

How carefully the libraries determine the use to be made of a map before agreeing to reproduce it is not plain from the answers, except in the cases where a signed statement is required. From practical experience, I am sure that it is often difficult to be certain what use is to be made of a reproduction, even though each patron may be questioned carefully.

4. Do You Limit the Number of Copies of a Map Which Can be Reproduced? If So, What is the Limit?

About half of the libraries reporting on this question limit the number of copies reproduced to one (or a positive and a negative). A number of additional libraries said

there is a limit but failed to indicate what it is. One fourth of the libraries have no limit, while a few consider each request for multiple copies on its own merits.

5. Do You Require the Purchaser to Sign Any Statement Regarding the Use to be Made of the Reproduction, Any Fee to be Charged, Further Reproduction of the Original Reproduction, or Assumption of Liability for Questions of Copyright?

6. Do You Have Any Written Statement of Policy or Practice Regarding Photocopying of Copyrighted Maps?

It is impossible to separate these two questions, since most of the statements of policy are embodied in the agreements that must be signed by the patron. However, only half as many libraries require a signed statement as do those that make photocopies without requiring the patron to sign. The university libraries are the most casual in this regard, while public libraries are the most cautious as a group. Company libraries rarely require a signature, probably because most of their work is for internal use only. However, a number of libraries, which do not require a signed statement, do enclose with each photocopy a statement indicating that acceptance of the reproduction signifies that the purchaser agrees to certain conditions. Most of these statements of policy, which require either a signature or a tacit acceptance, follow quite closely the American Library Association's Reproduction of Materials Code. The following is a typical example:

Acceptance of the photoduplicates contained in this order signifies that the applicant agrees to the following conditions:

1. The applicant desires this duplication solely for use in lieu of loan of the map or in place of a manual copy. All responsibility for questions of copyright that may arise in this copying and in the use made of the copies is assumed by applicant.
2. The applicant understands that the library does not sell the photoduplicates, but merely performs the service of copying at applicant's request, and the fee paid is exclusively for such services. Reproductions received by applicant are not for resale.

[Wording has been slightly revised since original covered reproduction of other materials.]

Often the statement also carries the stipulation that further reproduction will not be

made without specific permission from the copyright owner.

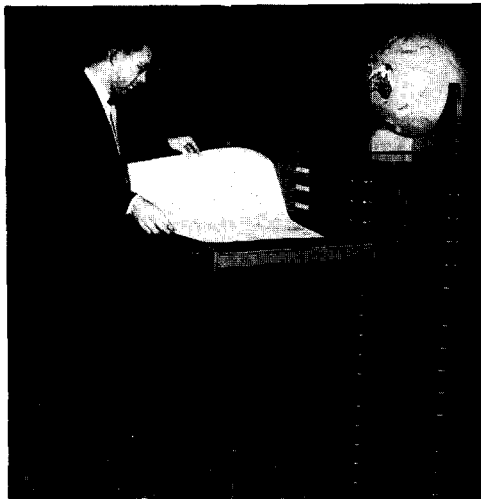
Requiring signed statements of release can be carried to somewhat ridiculous lengths. Recently I requested a photocopy of a few pages of text from a book published in London in 1800. The reply from the library owning the book was that no copyrighted material could be reproduced without a signed statement of release, which was enclosed. I was quite puzzled, because it seemed to me that any question of copyright infringement or litigation would have to be cleared through St. Peter. However, when I raised this question (worded politely and conventionally rather than in this facetious manner), I was told that, while they were sorry for the misunderstanding, the release must still be signed before the pages could be copied!

#### 7. Do You Require the Purchaser of a Photographic Reproduction to Secure Permission of the Copyright Owner before Photocopying Copyrighted Maps?

Very few university and public libraries require permission from the copyright owner. Occasionally permission seemed to be a matter of judgment—required for multiple copies, if to be used for publication, or if it “seems to violate copyright.” Government, special and historical libraries are more cautious, more of them requiring permission first. Company libraries in general do not require permission, chiefly because it is their own copyrighted maps that are being reproduced. For an over-all pattern, two libraries photocopy maps without permission for every one that requires the purchaser to secure permission. Even in the group requiring permission, many of them do so only in unusual cases, as for multiple copies or when intended for publication.

#### 8. Do You Permit Individuals to Reproduce Copyrighted Maps in Your Library with Their Own Photographic Equipment (Such As a Contoura or Personal Camera)?

About three fifths of the libraries answered “yes” to this question. This proportion is roughly maintained throughout the various types of libraries, except for govern-



Mr. Juhlin at the map files in the library at the Oklahoma State University.

ment and historical society libraries. These two groups are a bit less liberal with this privilege. A number of libraries noted that such a request had never been received, while others indicated that such persons would be cautioned about copyright problems. A few libraries indicated that since their maps circulate they are probably reproduced elsewhere without the librarian's knowledge.

#### 9. If You Know That a Map Is Being Borrowed to be Reproduced (e.g., to Make Slides for a Talk) Do You Make Any Verbal Statements Regarding Copyright? If So, What Do You Say?

In general this situation applies only to public and university libraries, as very few historical society, government and company libraries lend their maps. Even in some public and university libraries maps do not circulate. Most of the libraries lending maps make some sort of statement regarding the copyright infringement and tell the borrower he is responsible for any problems that arise, if it is known that the map is being borrowed to be reproduced. Several libraries noted they had not yet known of a case where a map was borrowed for this purpose.

#### 10. What Is Your Policy Regarding Lending Copyrighted Maps, Globes and Models



to Television Stations or Motion Picture Units?

Most of the university and college libraries do or would lend maps and globes for TV programs. Only two or three indicated that a warning is made regarding copyright infringement. Two thirds of the public libraries lend or are willing to lend for TV purposes, but only one of them warns of copyright problems. Only one government library (a large one) lends for this purpose. It does so freely but calls attention to any copyright restrictions and feels that the responsibility is then the borrower's. One large special library is part of an institution that has its own television station. Copyrighted maps and globes are frequently used on these TV programs and have been filmed also. The map librarian of this institution has suggested to higher authorities that a problem might arise, but so far there have been no complaints. The only historical society library that lends even occasionally for this purpose reported its current policy quite graphically. "(We lend for TV programs) only as rare exceptions—staff on show, have duplicates. Have stopped lending: Scotch tape, tacks, careless wrapping, late returns." One other large special library lends but warns of copyright problems. Map publishing companies frequently lend for this purpose, feeling that it is good publicity. They, of course, expect an appropriate credit line.

11. Approximately How Many Copyrighted Maps Do You Reproduce Annually?

Many libraries keep no record broken down in this fashion. From the estimates given, probably no more than 200 or 250 copyrighted maps are reproduced annually by the libraries answering the questionnaire. This figure, of course, does not include copyrighted maps reproduced by the map publishers owning the copyright.

12. Do Any of Your Policies Vary if the Map Comes Under a Foreign Copyright or the Universal Copyright Convention Rather Than a United States Copyright? (At the Present Time, Maps Published in 31 Countries Adhering to the Universal Copyright Convention Have Complete Copyright Pro-

tection in the United States as Well as in the Country of Publication.)

The answer to this question came somewhat as a surprise. All except four of the libraries that have had experience in this area reported that they treat these exactly as they do maps under United States copyright or that they follow the Universal Copyright Convention. One university library, one company library and one special library reproduce such maps more freely, while one university library ignores UCC completely.

13. Do Your Policies for Photographic Reproduction of Maps Vary if the Map is Not Copyrighted? Please Explain Any Variations.

Slightly over half of the libraries report no variation in the policy regarding the reproduction of non-copyrighted maps. The variation from this over-all pattern comes in the public and company library groups. All the public libraries except one have the same policy for reproducing all maps. That one library quoted the ALA Reproduction of Materials Code, which states that ethically recent, in-print material should not be reproduced even though it is not copyrighted. Four fifths of the company libraries reproduce non-copyrighted maps freely.

14. Have You Had Any Problems, Difficulties or Unusual Experiences? If So, Please Explain.

Apparently many of the medium-sized libraries have had little experience with reproducing copyrighted maps. Most of this group seem to follow their general photoduplicating policies rather than formulating different rules for the reproduction of maps.

This question brought forth a number of interesting comments. One large university library reported that newspapers, commercial television stations and others who are aware of the fact that the reproduction will become known to the public usually are cautious about using copyrighted materials. One library stated that when the patron is told that he must secure the permission of the copyright owner, the need for the reproduction of maps diminishes sharply. It was also reported that one geographical organiza-

tion will not give permission to reproduce its maps without a charge.

One large college library commented:

We worry a great deal about this whole matter of copyright infringement. It is one reason that we are most reluctant to make copies of maps and are very cautious that the copies we do make are solely for class use or for instructional purposes. It is also one reason why we do not charge for any duplicates made and why we tend to discourage rather than encourage the reproduction of maps. We feel strongly that the educational use of copyrighted materials of all sorts does need review and that in general reproduction of such items for educational purposes does not militate against the interests of the copyright holder.

This was the only library which expressed real concern over copyright infringement.

At least three different libraries told stories of successful lawsuits. One commercial company reported that an employee reproduced a map that was used publicly in a hearing or lawsuit. Even though the employee was ignorant of the law, the company had to pay a fine. One map publisher reported that competitive companies had copied its maps. Lawsuits seem to have stopped the pilfering. A large public library related the following experience:

During World War II, Civil Defense agencies had photostatic enlargements made of a commercial company's map of (this city) for the use of Civil Defense wardens. The map company sued the photostat company for infringement of copyright and won its case. Since then we do not accept orders for more than one positive copy of copyrighted material.

### Summary

Let me try (although this is obviously impossible) to reconstruct a typical library. This hypothetical library is perfectly willing to reproduce copyrighted maps for both its own clientele and the general public without permission from the copyright owner. Probably the limit is one copy (i.e., one positive and one negative), and only maps needed for research and teaching purposes are made. No statement designed to release the library from liability for copyright infringement is required, although the patron might be verbally informed of this matter. Personal equipment may be used within the library for reproducing maps. If a map is lent when it is known that it is being bor-

rowed to be reproduced, the patron is verbally warned of possible copyright infringement. Maps and globes are lent freely for TV programs, probably without any warning regarding copyright. There is no variation in policy if the maps come under the Universal Copyright Convention and probably none if the maps are not copyrighted at all (although multiple copies may be made).

The above typical library really isn't typical at all, because it includes many medium-sized libraries, which reproduce very few copyrighted maps, as well as the numerically few large libraries where the bulk of the reproduction is concentrated. A typical large library is much less inclined to reproduce copyrighted maps without permission. If it *photographs maps without permission*, it certainly requires a statement releasing the library from liability for copyright infringement and limiting the use to be made of the reproduction. Maps and globes lent for television programs probably carry a verbal warning. The typical large library is obviously more cautious in its policies.

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### Chapter Activities

The New York Chapter has sponsored a very successful all-day Seminar on Library Management. During the morning session three speakers discussed various library personnel problems, and in the afternoon talks were given on "Copyrights and the Library," "Interlibrary Loan Ethics" and "To Keep You Informed." The luncheon speaker, Milton Fairman of the Borden Company, talked in glowing terms about the public image of the special librarian.

A list of "Current Subscriptions to Russian Scientific Journals in Oklahoma Libraries" has been compiled by Alton P. Juhlin, Head of the Special Services Department, Oklahoma State University Library, and published in the March 1960 Oklahoma Chapter *Newsletter*. Libraries subscribing to the original Russian journals are listed in the Russian section and those receiving English translations are listed in the English section. Each title is listed in both sections whether the journal is received in both forms or not.

**SPECIAL LIBRARIES ASSOCIATION—CONVENTION PROGRAM SUMMARY—Cleveland, Ohio, June 5-8, 1960**

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	BREAKFAST	MORNING	LUNCHEON	AFTERNOON	DINNER	EVENING
<b>SUNDAY</b> JUNE 5		<b>Executive Board Meeting</b>		<b>Executive Board Meeting</b> Exhibits Open Convention-Wide Tea		<b>OFFICIAL OPENING OF THE CONVENTION</b> Opening Session Open Houses: Most Divisions
<b>MONDAY</b> JUNE 6	Business & Finance Newspaper Picture	<b>GENERAL SESSION</b>	Bibological Sciences Geography & Map Hospital Insurance Metals Military Librarians Picture Science-Technology Engineering Paper and Textiles Petroleum Public Utilities Transportation	Advertising Biological Sciences Business & Finance Documentation Geography & Map Hospital Insurance Metals Museum Newspaper Picture Science-Technology Chemistry (Cocktail Party) Engineering Paper and Textiles Petroleum Public Utilities Social Science Transportation <b>CONVENTION-WIDE TOURS</b>	<b>Advisory Council &amp; Executive Board (closed)</b> <b>Past SLA Presidents (closed)</b> Science-Technology Chemistry	<b>Advisory Council Meeting</b> Open House: Business & Finance
<b>TUESDAY</b> JUNE 7	<b>BULLETIN EDITORS EMPLOYMENT CHAIRMEN</b> Advertising Newspaper Picture Publishing Science-Technology Pharmaceutical	<b>GENERAL SESSION</b>	Joint Luncheons: Advertising, Newspaper, Publishing Business & Finance, Insurance Hospital Science-Technology, Advisory Council Social Science	<b>ANNUAL BUSINESS MEETING</b>	<b>DUTCH TREAT CONVENTION-WIDE COCKTAIL PARTY BANQUET</b>	Open House: Business & Finance
<b>WEDNESDAY</b> JUNE 8	<b>INCOMING CHAPTER PRESIDENTS</b> <b>INCOMING DIVISION CHAIRMEN</b> (8:00-9:00 a.m.; not breakfast) Newspaper	Joint Meetings: Advertising, Business & Finance, Publishing Biological Sciences, Hospital Military, Science-Technology Joint Tour: Geography & Map, Museum and Picture Metals: Tour Newspaper Social Science Transportation <b>CONVENTION-WIDE TOUR</b>	Joint Luncheons: Biological Sciences, Hospital Museum, Picture Business & Finance Insurance Metals Newspaper Science-Technology Pharmaceutical	Joint Meetings and Tours: Advertising, Publishing Biological Sciences, Hospital Geography & Map, Transportation Museum, Picture Business & Finance: Tour Documentation Metals Newspaper: Tour <b>CONVENTION-WIDE TOURS</b>	Joint Dinners: Biological Sciences, Hospital Museum, Picture Newspaper	
<b>THURSDAY</b> JUNE 9		<b>Executive Board Meeting</b>		<b>Executive Board Meeting</b>		

SPECIAL LIBRARIES

# 51st SLA Convention

## General Sessions Speakers

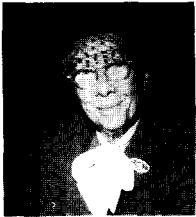
### Keynote Address

Ralph M. Besse, President, Cleveland Electric Illuminating Company, will speak on "The Society of the Mind" at the OPENING SESSION, SUNDAY EVENING, JUNE 5. Mr. Besse's civic interests focus particularly on education. He is president of the Cleveland Commission on Higher Education, a member of Governor DiSalle's Interim Commission of Education Beyond the High School, and trustee of Heidelberg College, University School, Educational Research Council and Friends of the Cleveland Library. Before assuming his present job, he was a partner in the law firm of Squire, Sanders & Dempsey and holds an honorary Doctor of Law degree from Cleveland-Marshall Law School.



Lou Moore

### Banquet Address



Perry Cragg

Dr. Lillian M. Gilbreth will deliver the Banquet address on TUESDAY EVENING, JUNE 7. She has been a pioneer in industrial engineering and principles of motion study in the office, factory and home. During her full career, Dr. Gilbreth has served both industry and government in the application of sound scientific principles to management. She has taught management courses at Purdue University, Rutgers University and Newark College of Engineering and has written recognized textbooks in her field. In 1949, she became known to the general public as "Mother" in *Cheaper by the Dozen*, which was written by two of her 12 children. Industry and business, however, have long been aware of her capabilities, and she has received numerous recognitions of her contributions, such as the Wallace Clark Award and the Gantt Medal presented by the American Society of Mechanical Engineers.

### Panel: Information—Our Greatest Commodity

Monday Morning, June 6

Richard J. Anderson, Assistant to the Director, Battelle Memorial Institute, came to Battelle in 1948 and has handled a number of varied administrative assignments since that time, including organizing the Battelle Staff Education Program. Prior to joining Battelle, he was Resident Geologist for the West Coast operations of the Aluminum Company of America. He has served as Chairman of the American Geological Institute's Committee on Education and is a member of the Committee on Education of the Atomic Industrial Forum.



Volk Studios



Dr. George A. Bowman, President, Kent State University, began his career as a rural school teacher in Morrow County, Ohio, at the age of 18. Three years later he was Superintendent of Schools of Edison, Ohio. He has served as President of the Ohio Education Association and the Inter-University Council of Ohio, Vice-President of the National Education Association and is an active member of numerous educational and scholastic organization. He is author of *The Expanding Role of Education*.



Brookner Studio

Bay E. Estes, Jr. was appointed Vice-President of Marketing, United States Steel Corporation, in June 1958 after serving the company since 1939 as a member of the Commercial Research Division and later as Assistant Manager of the Division. He became Director of Commercial Research in 1948 and nine years later Director of Staff Administration. A native of Portland, Maine, Mr. Estes attended Harvard College and then Harvard Business School. After graduation he remained as Assistant Dean and Research Assistant in Finance and then came to New York, where he worked for Goldman, Sachs & Company, an investment banking firm.

Dr. Jesse H. Shera, Dean of the School of Library Science, Western Reserve University, has served as Bibliographer of the Scripps Foundation for Research in Population Problems, Director of the Census Library Project of the Library of Congress and Deputy Chief of the Central Information Division of the Office of Strategic Services during World War II. He is author of a number of books on library science, editor of *American Documentation* and has been a member of the Special Libraries Association for over 25 years.



### Applications of Machines to Library Techniques

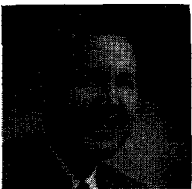
Tuesday Afternoon, June 7

(Sponsored by the Science-Technology and Documentation Divisions)



Anne McCann, Chief, Cataloging and Ordering, Squibb Institute for Medical Research Library, will talk on "Handling of Periodicals." Miss McCann recently set up an IBM system that replaced accession and shelf listing of new books. Her interest in new systems led to a Certificate in Electronic Data Processing in the Management Institute of New York University. She is Past-Chairman of SLA Pharmaceutical Section and Chairman of its Committee on Drug Information Sources.

Marjorie Griffin, Librarian, Advanced Systems Development Division, International Business Machines Corporation, San Jose, California, will discuss "Punched Card Catalog." Miss Griffin is a graduate of the University of British Columbia and received her library degree from the University of Southern California. Prior to joining IBM in 1952, she worked in college libraries, in the United States Information Service in London and U. S. Army libraries in Germany.



C. G. Stevenson, Manager, Technical Information Operation, General Electric Company, Hanford Laboratories Operation, will consider "Document Control of Classified Material." Mr. Stevenson began his library career in county extension work in Washington state. In 1947 he joined General Electric and has been at the Hanford Plant since that time. He is a member of the AEC's Technical Information Panel, and recently was a member of the Washington State Library Commission.

William H. Richardson, Reference Librarian, Sandia Corporation, will speak about "Circulation Control." Mr. Richardson is Vice President-President Elect, 1959-1960, of the Rio Grande Chapter of SLA. He is also Chairman of the Rio Grande Chapter's Document Series Code Dictionary Committee. Before joining Sandia, he was Engineering Librarian, College of Engineering, Washington University, St. Louis, Missouri.



# Division Speakers

## Biological Sciences



Dr. Neil C. Andrews, Associate Professor, Division of Thoracic Surgery, Ohio State University, will speak on "Horizons in Thoracic Surgery" at the DINNER with the HOSPITAL DIVISION ON WEDNESDAY EVENING, JUNE

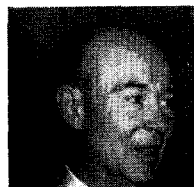
8. He has been Chief of Surgery of the Ohio Tuberculosis Hospital for the past ten years and has written numerous papers relative to surgery of the chest and lungs.



Oliver C. Schroeder, Jr., is Professor of Law and Director of the Law-Medicine Center at Western Reserve University. He will speak on "Science in Justice" at the AFTERNOON MEETING ON JUNE 6. Before joining the

faculty of Western Reserve University, Mr. Schroeder gained considerable experience in the field of workmen's compensation law, as general counsel with the Cleveland Transit System. He is editor of *Physician in the Courtroom* and *Medical Facts for Lawyers*.

## Book and Author Luncheon



Louis B. Seltzer, editor of *The Cleveland Press*, will speak to the ADVERTISING, NEWSPAPER AND PUBLISHING DIVISIONS AT LUNCH ON TUESDAY, JUNE 7. Mr. Seltzer started his journalistic career as an office boy.

Soon he was filling assignments as reporter, editorial writer, political editor, city editor and news editor. until in 1928 he was appointed editor of *The Press*. He is a member of the Pulitzer Prize advisory board, a director of the American Society of Newspaper Editors and an active member of many civic and charitable organizations in Cleveland.

## Geography and Map



Dr. Lucile Carlson, Assistant Professor of Geography, Western Reserve University, will speak on "Problems in a Modern Africa" at the JUNE 6 AFTERNOON MEETING. Dr. Carlson has recently returned from a tour

of western and southern Africa where she gathered first-hand information for a forthcoming volume on Africa. She is author of the book *Geography and World Politics*.

## Hospital

Clara E. Luciola, Head, Hospitals and Institutions Department, Cleveland Public Library, will speak on the AFTERNOON OF JUNE 6. Her talk is entitled "The Public Library Serves the Hospital." Miss Luciola is Past-President of the Division of Hospital and Institution Libraries of the American Library Association.

Geraldine R. Mink will discuss "The School of Nursing Library as a Unit of the University" at the JUNE 6 AFTERNOON MEETING. Mrs. Mink is librarian of the Frances Payne Bolton School of Nursing, Western Reserve University. She is a contributor to the *Yearbook of Modern Nursing*, 1956 and assisted in the preparation of *Bibliographies on Nursing*.

## Insurance



Dr. Davis W. Gregg, President, American College of Life Underwriters, will speak on "Insurance Terminology" at the LUNCHEON on JUNE 8. Dr. Gregg is a prominent figure in the insurance world. He is Chairman of the Commission on

*Fabian Bachrach*

Insurance Terminology, a contributing editor of *Encyclopedia Britannica* and has recently planned and edited a new textbook, *Life and Health Insurance Handbook*, which is considered one of the most significant contributions to insurance literature in recent years.

## Metals

Betty Bryan, managing editor of *ASM Review of Metal Literature* and associate editor of *Metals Review*, will describe the ASM Documentation Service Library, Abstracting and Photocopy Service, during the DIVISION TOUR OF ASM HEADQUARTERS, WEDNESDAY, JUNE 8. Miss Bryan has been active in the development of the new ASM Documentation Service, which went into operation in January 1960. She is a member of the Association of Technical Writers and Editors and has participated in the programs of the National Federation of Science Abstracting and Indexing Services.



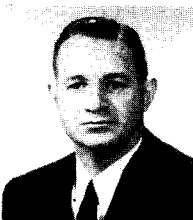
James M. Dawson, Vice-President and Economist, National City Bank of Cleveland, will speak at the LUNCHEON, WEDNESDAY, JUNE 8. His topic will be "A Crystal Ball Look at Business." Mr. Dawson is responsible for keeping the

*Rebman Photo Service*

bank's officers and directors informed on present and prospective economic developments. He was formerly Financial Economist of the Federal Reserve Bank of Cleveland.



**Thomas J. Devlin** is employed by the Office and Plant Division, Esso Research and Engineering Company, Linden, New Jersey. He will discuss "Technical Correspondence," the control and retrieval through microfilm and punched card techniques on **MONDAY AFTERNOON, JUNE 6**. Mr. Devlin came to Esso Research in 1939 and was engaged in various phases of analytical work in the Products Research Division. In 1955 he was assigned to the technical files of the Products Research Division with the responsibility of installing new systems for the handling of technical information.



**Dr. Allen G. Gray**, Editor of *Metal Progress*, will speak on "Metals Meet the Challenge of the Space Age" on **WEDNESDAY MORNING, JUNE 8**, at Metals Park of the American Society for Metals located at Novelty, Ohio. Dr. Gray is advisor to the U. S. Atomic Energy Commission on industrial information and was a member of the Governor's Advisory Council on Atomic Energy (Ohio). He is the author of the section on steel technology in the *Encyclopedia Americana* and is editor-in-chief of the monograph *Modern Electroplating* of the Electrochemical Society.



**Dr. Albert G. Guy** will speak on "Sources of Metallurgical Literature in the Soviet Union" at a **LUNCHEON ON WEDNESDAY, JUNE 8**, at Metals Park of the American Society for Metals located at Novelty, Ohio. Dr. Guy is Professor of Metallurgy, School of Metallurgical Engineering, Purdue University, Lafayette, Indiana. During 1958-59, he was on sabbatical leave as exchange scientist in the Baikov Metallurgical Institute, Moscow. In addition to a number of articles published in technical journals, Dr. Guy is the author of the second edition of *Elements of Physical Metallurgy*, published by Addison-Wesley in 1959.



**F. M. Parker** will discuss "The Engineering Drawings Processing System of Westinghouse Electric Corporation" at the **SESSION ON INFORMATION CONTROL** to be held **JUNE 6**. Mr. Parker is in the Office Systems and

Services section of Westinghouse, East Pittsburgh. He has worked with the program since the inception of Westinghouse's Engineering Drawings Processing System. His positions have included that of Supervisor of Office Services with responsibility for centralized reproduction, photographic, telephone, Teletype, mailing and records storage departments. He has published papers in *Photo Methods for Industry* and in *Proceedings of the National Microfilm Association*.

#### Museum and Picture



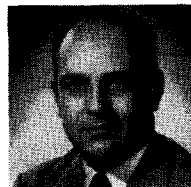
**Conrad H. Rawski**, Head, Fine Arts Department, Cleveland Public Library, will be the **DINNER SPEAKER, WEDNESDAY EVENING, JUNE 8**. Before coming to the United States, Dr. Rawski earned his doctorate in musicology and history at the University of Vienna. He earned the M.S. from Western Reserve University, School of Library Science. Dr. Rawski is a popular figure in Cleveland through his many talks at the library, to local groups, over the radio and through his articles in the *Cleveland Plain Dealer*.

#### Pharmaceutical Section



**Dr. Frank B. Rogers** (Colonel, U. S. Army Medical Corps), Director, National Library of Medicine, will speak at the **LUNCHEON ON WEDNESDAY, JUNE 8**. The topic of his speech is "How the new *Index Medicus* Is Constructed." During World War II, Dr. Rogers taught at Medical Field Service School and later was Surgeon of the 35th Infantry Division. He has served on the surgical staff of Walter Reed Hospital and before his appointment to the National Library of Medicine was Director of the Armed Forces Medical Library.

#### Picture



**Frederic Luther**, owner-manager of the Frederic Luther Company, will participate in a **PANEL DISCUSSION** of "Methods of Copying Pictures, Pros and Cons," **MONDAY AFTERNOON, JUNE 6**. Mr. Luther is author of the recent book *Microfilm: A History*. In 1934 he first became interested in microfilm when, in Mexico, he undertook to reproduce a number of historical and anthropological documents. Several years later he headed a department for Western Electric, which was concerned with microfilm technology, industrial motion pictures and the company lecture bureau. In 1951 he left Western Electric to establish his own microfilm business in Indianapolis, Indiana.

## Science-Technology and Military Librarians



Eugene J. Manganiello, Associate Director, Lewis Research Center, National Aeronautics and Space Administration, will speak on "The National Space Program," WEDNESDAY AFTERNOON, JUNE 8. He joined the staff of

NACA in 1936. In 1942 he became head of the Heat Transfer Section and in 1945 was appointed Chief of the Thermodynamics Branch. Since then, he has been named Assistant Chief of Research, Assistant Director and in 1958, Associate Director of the Lewis Research Center.

## Employment Chairmen



*Robert E. Burke Studio*

Robert J. Howe, Director, Salary and Organization for Divisions, Thompson Ramo Wooldridge Inc., will discuss "The SLA Personnel Survey: Its Value to Management" at BREAKFAST, TUESDAY MORNING, JUNE 7.

Mr. Howe is Vice-President, Wage and Salary Administrators of Greater Cleveland, and a member of the Wage and Salary Council of the National Industrial Conference Board. He is a graduate of the Harvard Graduate School of Business Administration and has published several articles on executive compensation.

# News From SLA Headquarters

## New Chapter Formed

The Executive Board has approved the petition of 26 voting members to organize a San Diego Chapter of SLA. President Burton W. Adkinson attended the first formal meeting of the Association's 32nd Chapter on April 18. The new Chapter's officers are: W. Roy Holleman, President; Philip Leslie, Vice-President and President-Elect; Mildred H. Meeder, Secretary; and Louis Canter, Treasurer.

## Cooperation with other Associations

On April 1 the President-Elect, Winifred Sewell, and the Executive Secretary, Bill M. Woods, attended the Congress of Management Oriented Associations, which had been called by the Systems & Procedures Association in New York City. Representatives from two dozen associations attended "to find out what others with similar interests were doing to serve their members, i.e., research, publications and editorial activities." Miss Sewell was elected secretary of the group.

President Burton W. Adkinson, Bill M. Woods and Anne J. Richter, SLA's Representative on the ASA Z-39 Committee, attended a general conference called by the American Standards Association to consider whether a new committee should be set up to develop standards for library supplies and equipment. Although the present Z-39 Committee includes library

supplies and equipment, the committee's work has been concentrated on the documentation aspects of library standards, and its membership is made up of library associations and publishers with no representation by manufacturers of library equipment. One of the activities of ALA's Library Technology Project is the development of standards for library supplies and equipment, and its Director, Frazer G. Poole, has consulted with ASA about utilizing ASA procedures for developing these standards. The sponsor of the Z-39 Committee, the Council of National Library Associations, therefore requested that a new ASA project be organized.

After a discussion of this background, the conference voted to recommend that a new project be initiated to be called "Standardization of Library Supplies and Equipment." It further recommended that the scope be described as: "Definitions, specifications, dimensions and methods of testing in the field of library supplies and equipment, exclusive of machine storage and retrieval." The American Library Association will sponsor the new committee and its work will be centered at the Library Technology Project at ALA headquarters in Chicago. These recommendations will be transmitted to ASA for approval, and it is hoped that the new committee can hold its initial meeting in May or June.



# Have You Heard . . .

## Study of Microcopy Control

The Council on Library Resources, Inc. has awarded \$11,500 to the Association of Research Libraries for a study of the bibliographical control of microforms. The study, to be conducted by Wesley Simon-ton, assistant professor of library science at the University of Minnesota, will focus on the method by which the existence of microcopies of particular works becomes known. At present, it is difficult and often impossible to ascertain the existence of the source of such microcopies. The study is also expected to furnish information on the preservation, through microfilming, of overlooked areas of library materials printed on poor paper and to aid in the orderly planning of future microfilming projects. The Association will be aided in this project by the American Historical Association, ALA's subcommittee on micro-publishing projects and committees of the National Microfilm Association and the Society of American Archivists. A report will be published upon the completion of the study in September 1960.

## Professional Qualifications for Canadian Librarians

The Council of the Canadian Library Association issued the following official statement following its meeting in Ottawa in November 1959:

"No one will be recognized by the Canadian Library Association as a fully qualified professional librarian in Canada unless he holds the equivalent of the B.A. degree as granted in Canada plus proof of library training equivalent to that required for the Bachelor of Library Science Degree (B.L.S.) in Canada or Master of Library Science Degree (M.L.S.) in the United States of America. The Arts degree must represent at least three years of university education beyond senior matriculation from a secondary school.

"Those persons with less training who may accept positions in Canada are advised that their professional advancement may be

limited by the implications of the above statement.

"The Canadian Library Association will continue to welcome librarians from abroad. However, it is only fair that librarians considering a move to Canada should be fully aware of the Canadian Library Association position and should be prepared either to accept positions within these limitations or to take further general and professional education to meet these standards."

## Members in the News

LORRAINE CIBOCH has left American Can Company to become librarian for the Research Laboratory of Charles Bruning Co., Mount Prospect, Illinois.

ELVA FERGUSON is retiring in June after 30 years of service as librarian of the Pennsylvania Railroad.

MRS. JEAN GUASCO has been selected as the new chief librarian of the McGraw-Hill Publishing Company in New York City, succeeding the late Rose Boots.

L. MARGUERITE PRIME has retired as librarian of the American College of Surgeons after 38 years of continuous service.

GORDON E. RANDALL has left ARO, Inc. in Tullahoma, Tennessee, to become manager of the research library, IBM Research Center, Yorktown Heights, New York.

DR. LOUIS SHORES, Dean of the Library School of Florida State University, has been named Editor-in-Chief of Collier's Encyclopedia, effective February 1. Dr. Shores will take a year's leave of absence from Florida State to begin his assignment with Collier's.

## State School Library Services Studied

Brown University has received a grant of \$24,000 from the Council on Library Resources, Inc. for a study of ways to improve school library services in Rhode Island through coordination of university, community and school libraries. The 12-month study, sponsored by Brown's Master of Arts in Teaching Program with the assistance of an advisory board represent-

ing state library organizations, will include an investigation of library services in the state and a study of accepted library practices. The project is an outgrowth of a school library conference held at the university a year ago. A report will be published at the conclusion of the study.

#### Summer Courses For Special Librarians

The University of Illinois Graduate School of Library Science is offering a special five-week course in *MEDICAL LITERATURE* and reference work during the 1960 summer session, June 20-July 22. Enrollment is open to regularly enrolled students and by special arrangement to other students and librarians not wishing to work toward a degree. Admission requirements are adequate courses in biological science and/or experience in a medical library plus approval of the instructor. For further information write the Associate Director, University of Illinois Graduate School of Library Science, Urbana.

The University of Michigan is conducting a three-week workshop on *ELECTRONIC INFORMATION SYSTEMS FOR LIBRARIES*, June 20-July 8. The course will concentrate on the design of electronic information systems in libraries, the essential items for these systems in large research libraries, the logic used in manual and mechanized information services, coordinate indexing, telegraphic abstracting, subject headings and classification. The registration fee for students not enrolled in the regular summer program is \$40 for Michigan residents and \$85 for non-residents. For additional information write

the Department of Library Science, 309 General Library, University of Michigan, Ann Arbor, Michigan.

The Texas Chapter is cooperating with the University of Texas Graduate School of Library Science in offering a *GRADUATE SEMINAR IN SPECIAL LIBRARIES*, June 13-August 17. Texas Chapter members Maryann Duggan, Mildred Hogan, Martin P. McDonough and Charles Zerwekh, Jr. will be volunteer guest lecturers on the particular problems of scientific-technical and business-industrial libraries. During the last two weeks students will visit special libraries in Dallas, Houston and San Antonio. The course will carry two semester credit hours for the MLS degree; non-degree candidates may be admitted as auditors. Write Dr. R. R. Douglass, Library School Director, Austin 12, Texas.

The 25th annual *SUMMER CONFERENCE OF THE UNIVERSITY OF CHICAGO GRADUATE LIBRARY SCHOOL* will be held August 15-17, 1960, and will deal with "Persistent Issues in American Librarianship." The major emphasis will be on urgent current problems and their implications for the future. Further information may be obtained from Lester Asheim, Graduate Library School, University of Chicago, Chicago 37, Illinois.

#### UCLA Establishes New Library School

The University of California's new School of Library Service is scheduled to begin operations in September of this year. It will offer a one-year program leading to the Master of Library Science degree and will enroll 50 students in the initial class. Until

## SLA Sustaining Members

The following organizations have expressed their interest in supporting the activities and objectives of the Special Libraries Association by becoming Sustaining Members for 1960. These are additions to the Sustaining Members listed in previous 1960 issues of *Special Libraries*.

CHEMCELL LIMITED, Montreal, Quebec, Canada

LOCKHEED MISSILES & SPACE DIVISION, Technical Information Center, Palo Alto, California

PUBLIC SERVICE ELECTRIC & GAS Co., Newark, New Jersey

UNION CARBIDE CORPORATION, Business Library, New York, New York

WAYNE STATE UNIVERSITY, Serials Department, Detroit, Michigan

ZEITLIN & VER BRUGGE, Los Angeles, California

EDITOR'S NOTE: This list includes all applications received through April 11, 1960. Supplements will appear in future issues.

its permanent quarters in the new North Campus Library Building are completed, the school will be located in the UCLA Library. Dr. Lawrence Clark Powell, currently UCLA librarian and director of the William Andrews Clark Memorial Library, has been named dean of the new school.

### Letters to the Editor

The Non-Serial Publications Committee has had a suggestion for a new publication, a glossary of library terms, the language of librarianship.

Is there any individual, group, Chapter or Division that would like to prepare such a professional tool? If so please contact the undersigned.

JEAN P. WESNER, Chairman NSPC  
Bethlehem Steel Company Library  
Bethlehem, Pennsylvania

For several months preceding the SLA Convention last June, I followed with a great deal of interest discussions of standards for special libraries that appeared in our professional literature. While agreeing, in general, that standards could be helpful in promoting better library services, I could come to no satisfactory conclusions as to just what standards should cover in terms of the multifarious and divergent libraries represented in the Special Libraries Association. The Convention seemed to offer an excellent opportunity to dispel some of this confusion. Standards were on the program, and the opportunities for discussions with other librarians would be practically limitless.

Unfortunately, none of my hopes were realized. In fact, the over-all picture regarding standards was more confused than ever. While there was and is, undoubtedly, a general enthusiasm among the officers of the Association and the Committee on Standards regarding the need for standards, this enthusiasm, I felt, was not generally shared by individual librarians from Chapters around the country. Three factors appeared to be active in this dichotomy within the Association: the articles that had appeared in our professional literature were obtuse and beyond expressing the need for standards, had not made any great contribution to the solution of the problem; the subject of standards had been explored all too infrequently at the Chapter level; and finally, there had been little or no effort on the part of the national Association to promote such discussions. Therefore, the confusion, which was so evident at the convention, resulted.

At a meeting of the Executive Board of the Colorado Chapter in July, I proposed that we attempt to do something about the second problem mentioned above. The Board unanimously agreed that a meeting on standards was in order. It was decided to make this the subject of discussion at our joint meeting with the Mountain Plains Library Association in Colorado Springs at the end of Au-

gust. It was further agreed that the discussion should center around two questions: first, are standards desirable; and second, are they possible.

This meeting, in my opinion, was the most enthusiastic and productive that the Chapter has held during the time I have been a member. Almost every member joined in the discussion and contributed materially to the final results—the adoption of a set of standards for special libraries by the Colorado Chapter. The members quickly decided that the first order of business was to make a distinction between standards for special libraries *per se* and work standards for special librarians, and they voted unanimously to limit the discussion to the former. Affirmative votes were achieved on both questions, "Are standards desirable" and "Are standards possible." With these questions settled, the Chapter decided to see if some beginning could be made in formulating a set of standards for special libraries that could be helpful in providing better library services in this field. After two hours of lively discussion, the Chapter voted to approve the following preamble and standards:

"In the belief that special libraries provide for special needs, and believing that standards can act as a guide toward providing the best possible library service in a specialized situation, the Colorado Chapter of the Special Libraries Association recommends the following standards:

1. A professional librarian in charge.
2. The library professionally represented on management level.
3. Adequate clerical assistance.
4. Ample financial support for:
  - a. Salaries
  - b. Equipment
5. A defined area.
6. A collection of materials classified and cataloged by a definite system."

At first glance, the above may appear to be nothing more than belaboring the obvious. To every librarian, these are self-evident truths. But how many times have they been officially promulgated by the Association or its Chapters as being the essentials of good library service? It is just possible that because they are so self-evident they have been overlooked as at least a starting point in the solution of the problem of standards for special libraries.

The standards presented above are basic and applicable to any library now in existence or as yet unborn, regardless of size or function. No attempt will be made here to expound the value of each or relate them to the problems of special librarianship, except to note that if a professional librarian is in charge, as defined by the Special Libraries Association (point one), and he or she is represented on management level (point two), there will be an excellent chance that points three through six will eventually be realized.

H. W. AXFORD  
Vice-President, Colorado Chapter

Miss Savord's letter in the October 1959 issue of this journal is certainly stimulating needed discussion on what seems to have become a problem of representation. An association as broad in scope as ours, and with so many live subject Divisions, surely does not deserve to be lopsided on the Executive Board level. As a former Chairman of the Nominating Committee, I realize its problems. The best solution seems to me that offered by Miss Ford in the February 1960 issue. It includes sponsorship by Divisions of one or more candidates. I would add the advice that, as previous Chairman, she passed on to me: A representative of a small Division should not be run against a large Division representative. It rather stacks the cards in advance.

As for a single slate, which often proves desirable in a small body, I agree with those who feel strongly that the present system of a double slate of nominees should be continued as the most democratic method and to make election meaningful.

AGNES O. HANSON  
Business Information Division,  
Cleveland Public Library

I have been following with great interest the correspondence elicited by the provocative letter of Ruth Savord in the October issue. I think, judging from the response, that she need not be too deeply concerned about an "active, interested, participating membership!"

Although I have never served on an SLA Nominating Committee, I am well aware that theirs is a monumental task. Nevertheless, I find myself compelled to support Mr. Binnington in opposing a single slate. Even though a "bare 50 per cent" of the mail ballots are returned, that "interested" 50 per cent of the membership should not be denied its privilege of selecting Association officers. Summarily to reject this system would only increase the apathy among our membership, foster the attitude that the "brass" manages the organization and discourage members who might otherwise make an effort to participate.

I would like to express support for Genevieve Ford's excellent idea, submitted in the February issue, that every Division be required to sponsor one or more candidates. Goodness knows the Division nominating committees have their work cut out for them in selecting a slate for the Division's own offices, but I still think this would be a means of building interest in the national organization by bringing this particular problem a little closer to the membership at large.

HELEN J. WALDRON, Assistant Librarian  
The RAND Corporation, Santa Monica, Calif.

As a past member of the Nominating Committee, 1956-1957, I still am pleased with the careful preparation by the Chairman, Agnes O. Hanson, of the slate. Miss Hanson not only mastered committee back files and candidates' histories, but made every effort to secure balance and equal represen-

tation. However, since each member cannot spend as much time on studying the slate, he frequently votes for organizations, divisions, and other factors rather than the individual.

As members of a profession I think we can trust our Nominating Committee whether it selects only one candidate or more for each office. It might be easier for both Nominating Committee and candidates if only one candidate had to be nominated.

In the Southern California Chapter we have tried both methods. Several years ago we had two or more and later only one; now we are back to two or more. We have yet to prove which is better. Personally, I prefer one candidate for each office with the right of nominating others by petition.

MARGARET CRESSATY, Librarian  
College of Osteopathic Physicians  
and Surgeons, Los Angeles

After reading Ruth Savord's letter in the October issue, I determined to "speak up," too—but I've been slow in doing so. She touched on many points that have been troubling me during the past few years and I appreciated her forthrightness in presenting her ideas.

The matter of scheduling a convention program for an association the size of SLA is a colossal task. The ramifications and the overlapping of Division interests, plus trying to work in General Sessions and Association Business Meetings, are problems that only members who have worked on a convention committee can appreciate and understand. No wonder the Executive Board has tried to streamline and expedite their open meetings! But in the streamlining process, we have lost something we once had—the chance to know the members who are active in SLA activities.

I, for one, am thankful that I became interested in SLA during the days when we saw and heard those who were responsible for keeping the wheels of the Association moving. We saw them in person and heard their reports. We recognized the potentials of leadership in many of them and saw them move up into positions of higher responsibility. The Executive Board is elected to direct the Association, but the committees, Chapters and Divisions are doing the vital, productive work that makes SLA so important professionally. Is there no place in our Convention program where *abstracted* reports can be presented by the people who are doing the work, particularly the chairmen of standing and special committees, instead of being summarized in the President's report? I, too, was disturbed at that! We have many opportunities to see and meet our elected officers, but can't something be done to present those who are giving such valiant service? From this group are drawn many who are nominated for Association offices. When voting for them, we'd do it more intelligently because we would know who they are.

To me, the Advisory Council Meeting used to be one of the most stimulating meetings—yes,

even with the long reports! It was during those meetings that I learned what SLA was accomplishing and of the problems the Association faced. It meant much to a young librarian to hear Rebecca Rankin, Eleanor Cavanaugh, Ruth Savord and many others clearly talk to a point of discussion and, in doing so, help bring order out of confused thinking. We were inspired and challenged to do our share in building a strong Association. Please don't let us become so highly organized we lose the personal touch with our membership.

Within the structure of SLA are two main areas of activity—Chapters and Divisions. Chapters can meet monthly but Divisions meet only once a year at conventions—yet Divisions are being limited more and more in time allotted them on the programs. It is for Division meetings, primarily that our companies send us to conventions, and we have so little time to discuss mutual problems. It is in those meetings that I, personally, have benefited most, for out of them have come ideas and suggestions that have helped me do a better job for my company. The program this year follows the same pattern—my own Division has only one workshop-type meeting and that with another Division. Others may not agree with me, but I would much rather have fewer General Sessions and more Division meetings!

One last protest. . . . With the limited time that Divisions have for discussion of problems in their special subject fields and the close scheduling of events, it is disturbing to learn that there is talk of limiting future Conventions to three days. Anyone who has attended recent Conventions knows the frustrations of trying to do all you want to do in four days. With a three-day conference, will it mean more Post-Convention meetings so that Division members will get the maximum benefit from money expended by their companies?

But my deepest regret is to learn that SLA's Opening Session will be held on Sunday night! Is this the right solution? I hope not, for I heartily disapprove of opening the convention on Sunday evening! It is one of the few "open" periods that we look forward to—and there are few enough of them. Please let us keep the four-day Convention and begin our General Sessions on Monday as heretofore.

These situations have developed over a period of years and no person or group can be blamed, for

we have endeavored to expedite Convention programming. Perhaps it is time for us to step back and take a new look to see if our decisions have been the best for SLA.

MARION E. WELLS, Librarian  
First National Bank of Chicago, Chicago, Ill.

The Dewey Decimal Classification appears in two editions: an abridged edition for the use of small libraries, and a full standard library edition for the use of general libraries of practically any size. For many years the publishers have contemplated the possibility of further expansions to bibliographic fullness of certain sections of the DDC, sections which might be issued separately and would be designed for the use of special libraries and of specialized departments of general libraries, which have very detailed and extensive book collections. This could be used for classification of both physical books and entries in bibliographies. It is recognized, of course, that the Universal Decimal Classification performs this function on the same general pattern as the DDC but with much variation in detail.

The time has now come when it is possible to survey more carefully the feasibility of preparing such expansions. Would there be enough need for them to justify and repay the very considerable expenditure involved? Or are other classificatory devices now existing, including UDC, entirely adequate?

Selecting one subject somewhat arbitrarily, because it is a field that has grown rapidly in recent years, the publishers of the DDC have asked me to explore the possible interest in a detailed expansion for 540 Chemistry and 660 Chemical Technology. I should appreciate hearing from any librarian or user of chemical literature who feels that such a project would serve a generally useful and economically justifiable purpose; also from any who feel that it ought not be undertaken. If you are favorably disposed toward the expansion, can you suggest persons who might be especially qualified to advise the Decimal Classification Office in its preparation?

Please address replies to the undersigned at the Library of Congress, Washington 25, D. C., not later than mid-September 1960. Your advice will be greatly welcomed.

BENJAMIN A. CUSTER  
Editor, Dewey Decimal Classification

## CORRECTION

### SLA Personnel Survey, Exhibit 6, *Special Libraries*, March 1960

TYPE OF BUSINESS OR ORGANIZATION	LESS THAN \$5,000	\$5,000 TO \$5,999	\$6,000 TO \$6,999	\$7,000 TO \$7,999	\$8,000 TO \$8,999	\$9,000 TO \$9,999	\$10,000 AND OVER
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Advertising and public relations	26	20	13	4	2	1	1
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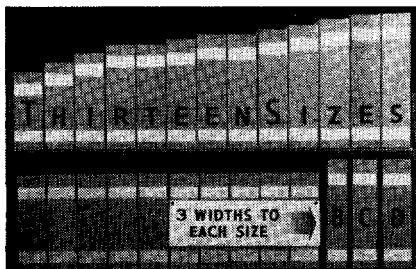
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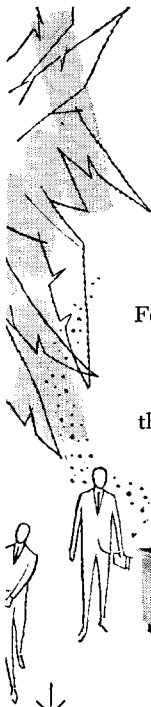
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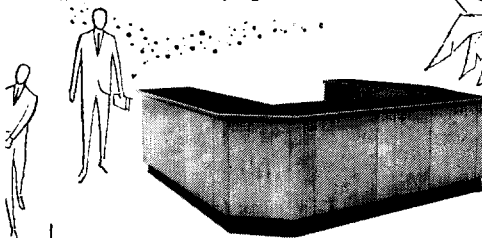
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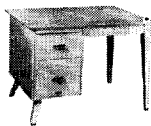


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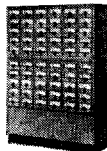
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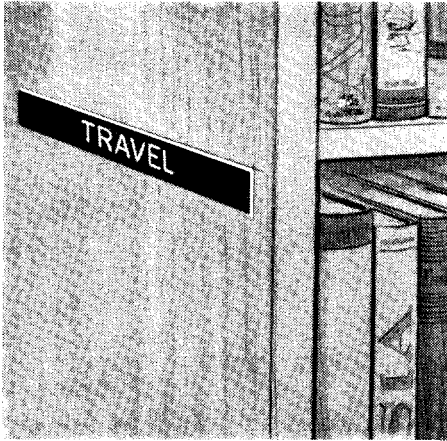
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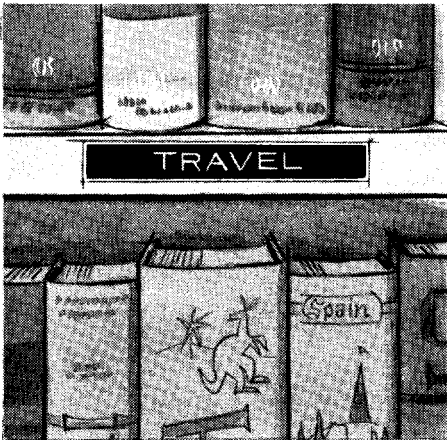
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