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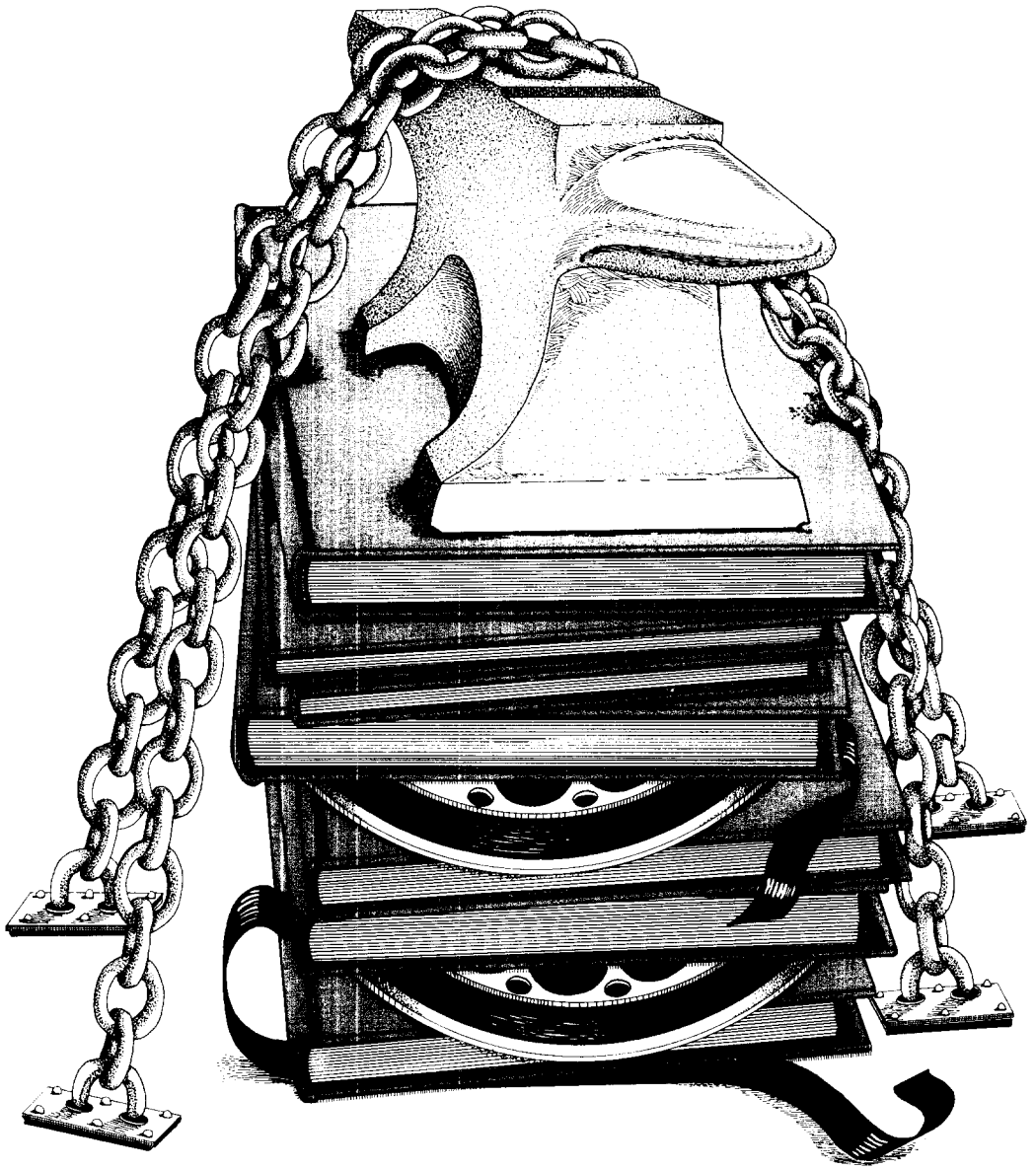

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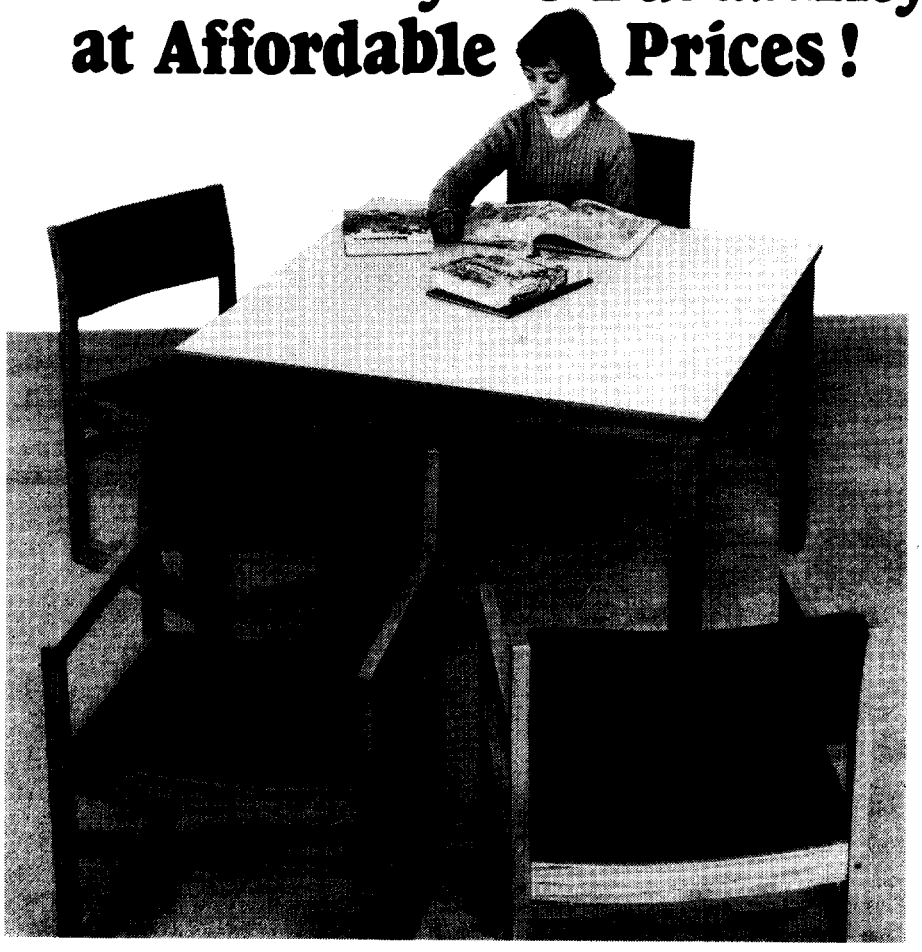

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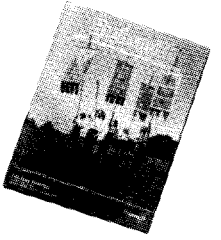

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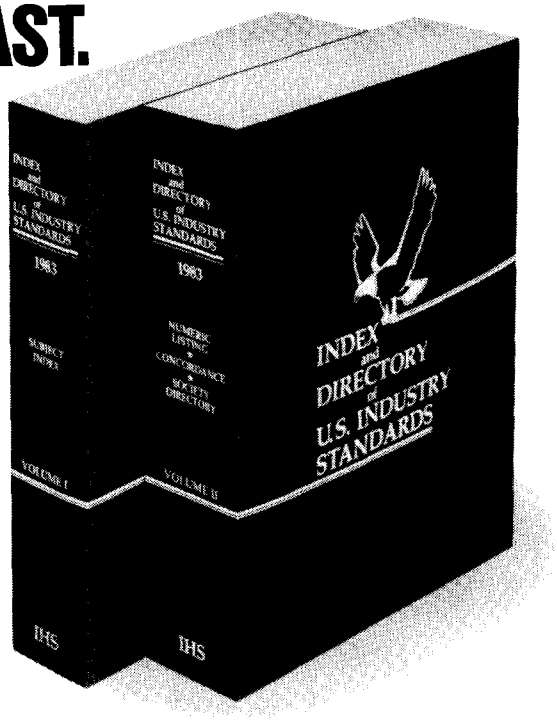

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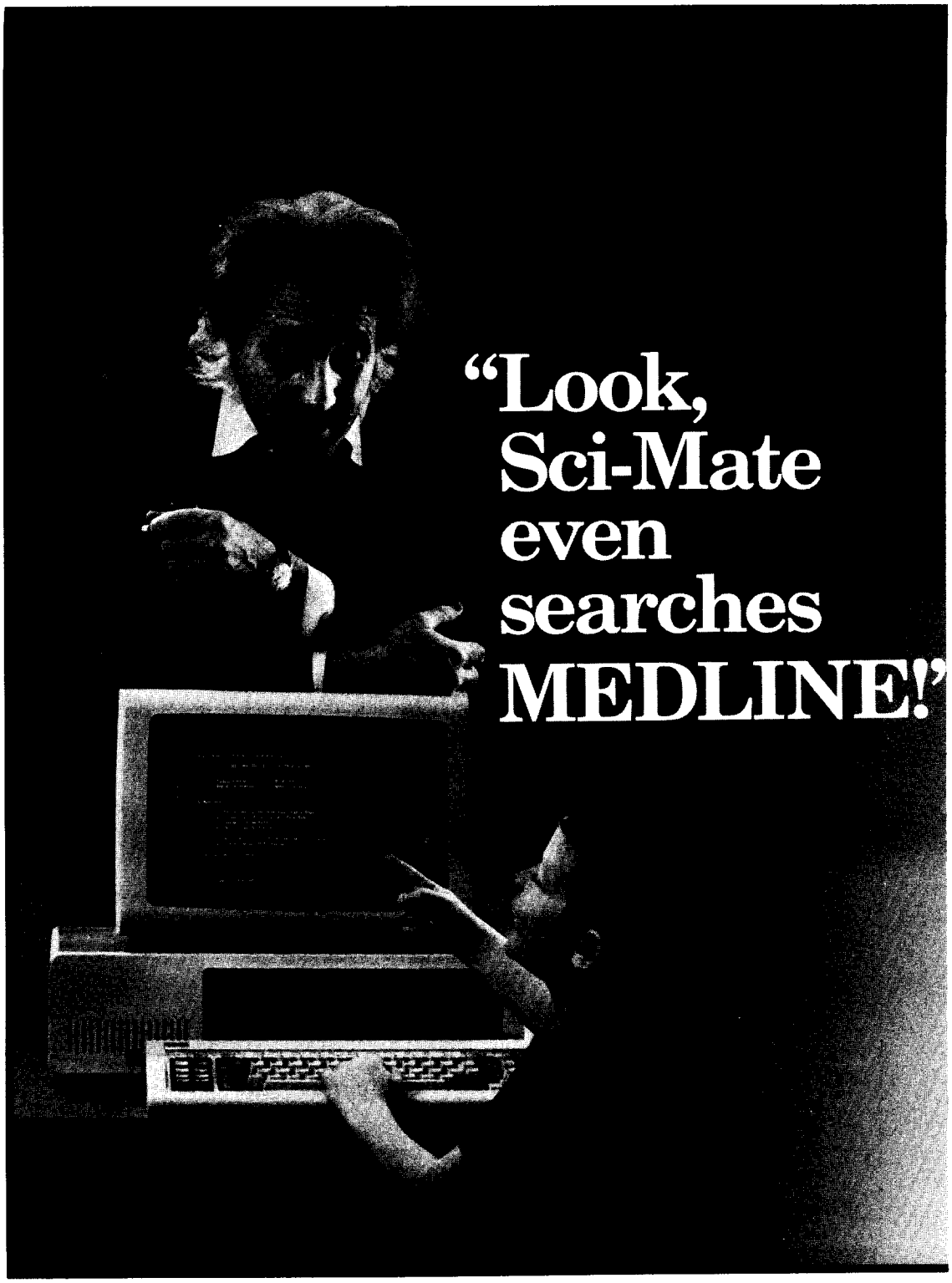
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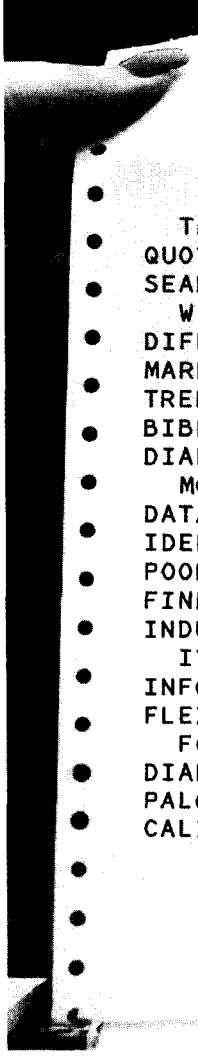

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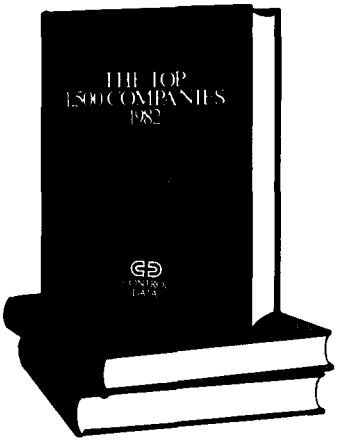

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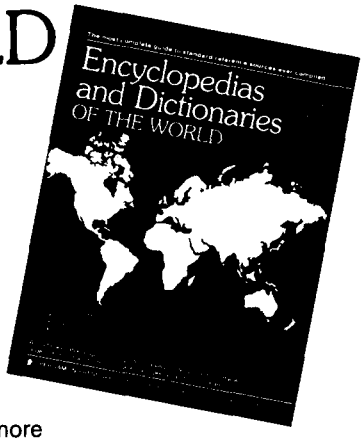

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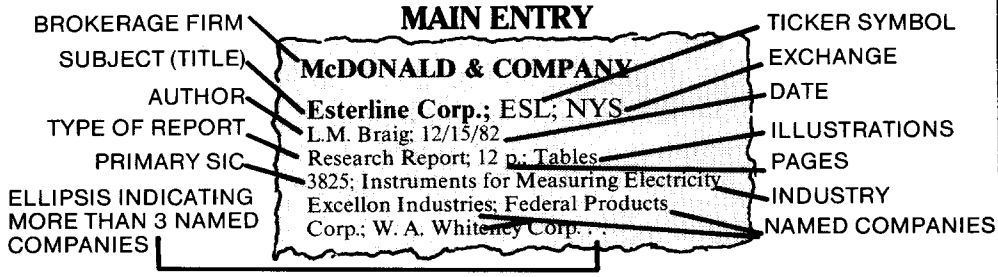

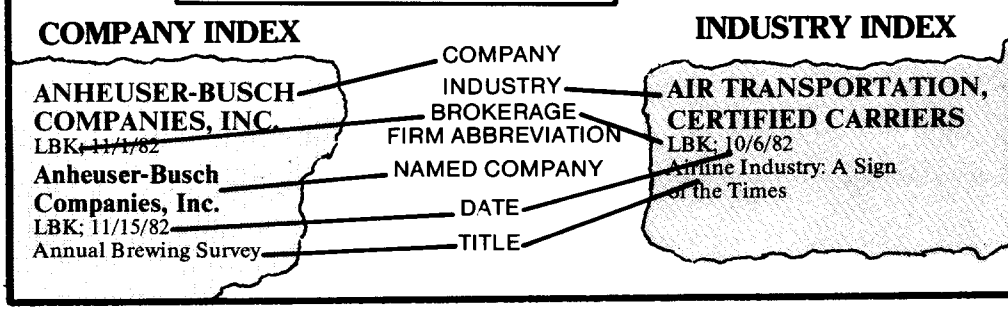

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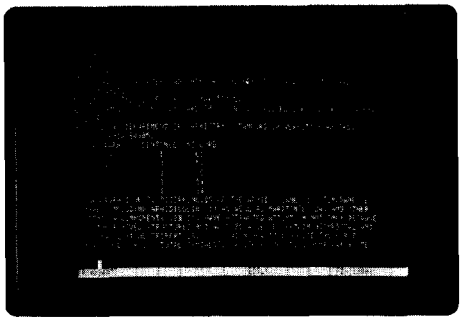

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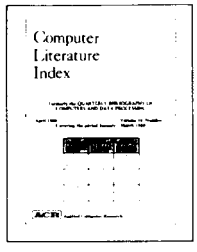

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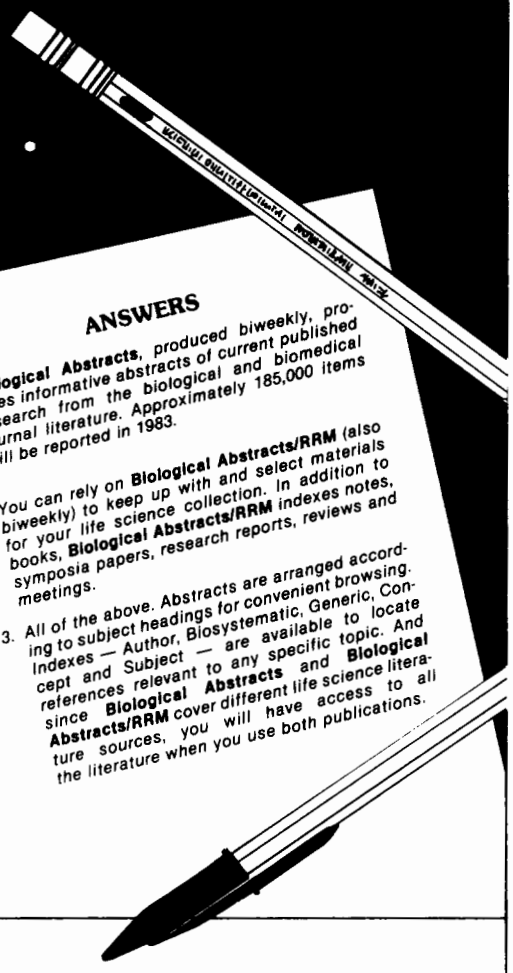

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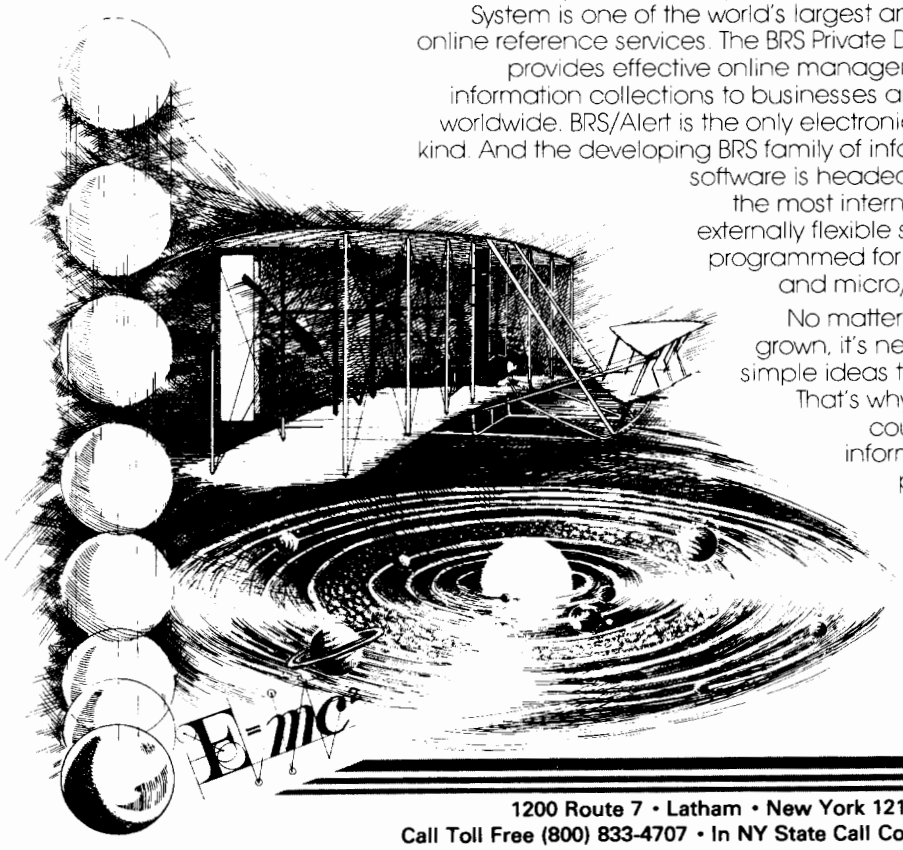

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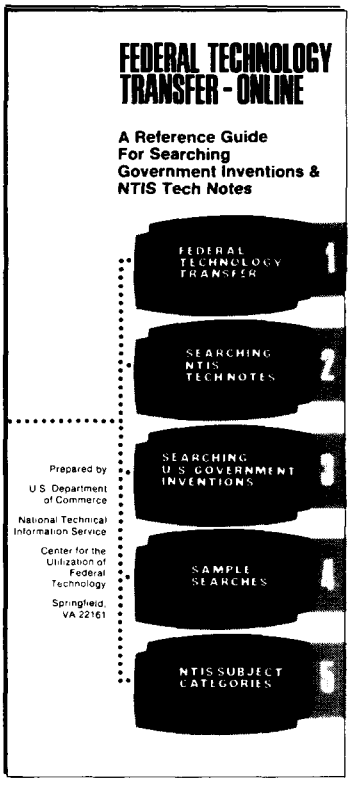

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The Information-less Age

Bruce W. Sanford

Baker & Hostetler, Washington DC

■ **Our national allegiance to the idea that information has value is being challenged by current policies aimed at restricting what the American people learn about their government. These excerpts from a leading First Amendment attorney's speech at SLA's annual convention in New Orleans explore the dangers of the Reagan Administration's efforts to construct barriers blocking a well-informed public debate about the workings of the government.**

JOURNALISTS share with librarians a conviction that information has *value*.... Everytime I'm outraged by some newspaper article or incensed by a quick thrill or easy kill by a Dan Rather or Frank Reynolds, I remind myself that we are all enriched by the discomfort of disagreeable ideas, by cantankerous opinions....

Two years ago, a Gallup survey revealed that 76% of the American public did not know what the First Amendment says—a staggering statistic and, for the press, a dismal statistic. It falls upon the journalists and librarians of this country, among others, to remind Americans of our constitutional heritage and our national allegiance to the idea that information has value. And just as I remind people occasionally that the First Amendment was not written to protect the responsible press, the fair press, the accurate press, the "happy talk" press, you need to remind folks that governments are not supposed to tell us what books we can read, or what information can or cannot go into those books, or what movies from Canada need to be labeled as propaganda, or, indeed, what information has value....

The barriers that I perceive in Washington to the free dissemination of information... are the product of the executive branch of government, and to a lesser extent, Congress. The third branch of government, the Supreme Court, and particularly the Burger Court, has been widely "perceived" (perceived is the $64 million verb in the newly emerging Information Age) as being anti-press and not terribly innovative with First Amendment law. This

Mr. Sanford's speech was delivered at the SLA Annual Conference in June 1983.

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is not really quite precise. In fact, it is a "misperception."

... The Burger Court has given the press and the public some of the greatest affirmations of First Amendment freedoms in the twentieth century. It has all but outlawed "gag" orders from judges. It has permitted cameras in the courtroom and has refused to grant citizens a right of reply or right of automatic access to a newspaper's editorial columns even in this era of one newspaper towns. Indeed . . . the Supreme Court is likely to be, in the rest of this century, the guardian of the public's right to receive information compiled and maintained by government.

Our national allegiance to the idea that information has value is being challenged by current policies aimed at restricting what the American people learn about their government.

In 1980, the Court recognized for the first time in our history a new right of access, grounded in the First Amendment, to receive information about government proceedings. In *Richmond Newspapers v. Virginia*, the Court found that the First Amendment confers on the press and public a fundamental right to attend criminal trials, a right to watch government in action. The same rationale which the Court used to find this new right of access within the four corners of the First Amendment may be applied in future cases to give all of us, in Justice Stevens' words, a constitutional right of access to important governmental information and proceedings (*1*). Now, before you go out demanding your constitutional right to government records, let me assure you that those rights are a vision of the future, a prediction if you will of where the Supreme Court theory articulated in Richmond Newspapers will eventually carry our constitutional law. Don't forget, however, that predictions are hazardous stuff, and there is always Justice Rehnquist who likes to throw one-liners into his opinions such as, "The First Amendment is not some kind of sunshine law" (2). . . .

William James, the philosopher and author, used to say there are two kinds of people in this world: those that divide people into two kinds and those that don't. . . . Lately, I'm inclined to divide government officials into those who believe that information fuels a democracy and those who believe information is a combustible, dangerous substance that ought to be contained, curtailed, and controlled like a deadly poison.

The much-trumpeted Information Age may begin without much government information. For, in Washington today, barriers to the free flow of information are being constructed by an Administration that has become the hopeless captive of a bureaucracy hell-bent on secrecy. . . . The Reagan Administration has dedicated itself to the proposition that the government that controls information best, governs best. Gradually, we've witnessed the White House and the Justice Department seek broader . . . curbs on the flow of government information to the public. Government may be shrinking in Washington these days, but you should not assume that the bureaucratic reverence for secrecy is shrinking or that federal agencies will stop their chronic attempts to prevent public scrutiny. . . .

Consider the following three actions of the Reagan Administration, all aimed at erecting new barriers to the public's access to taxpayer-produced information. First, the Administration issued an executive order last year on the classification of government information. With one sweep of the Presidential pen, 30 years of bipartisan hard work . . . aimed at refining the procedures under which government information is classified, was swept away. With one Presidential directive, we fell

back in time to pre-Eisenhower days. "So what," you say. Keeping more military, defense and industrial secrets merely enhances our national security. Right? Not according to Justice Potter Stewart or anyone else who has taken a glimpse at how the system works in reality.

In the *Pentagon Papers* case, Justice Stewart astutely observed that "when everything is classified, nothing is classified" (3). When government information is overclassified, when government bureaucrats wield their "Secret" and "Confidential" stamps indiscriminately, then an insidious cynicism pervades the process. Soon, no one respects any classified material and true secrets—truly sensitive information—are more likely to be leaked or carelessly divulged. In short, overclassification spawns less protection for Americans, not more.

Under the new Reagan Executive Order, bureaucrats need no longer identify any specific harm to national security that might occur from disclosure of information. As a result, there is growing evidence that the "Classified" stamp is being used to an extent unprecedented in peacetime America. Already the problem has mushroomed to such proportions that members of the President's own party, such as Senator Durenberger from Minnesota, have introduced legislation to reverse the ill-effects of what Senator Durenberger calls the "misguided arrows" of last year's Executive Order.

Yet, the wildly expanded classification procedures are only one new roadblock to public information. In March of this year, the President announced that he had had it "up to his kiester with leaks." He then issued a Presidential directive which did not address the problems of leaks from the White House but, instead, placed sweeping new restraints on the ability of government officials to discuss their activities with Congress and the public. He adopted a peacetime censorship program of a scope unparalled in this country since the adoption of the Bill of Rights in 1791.

Quite simply, the directive is ill-conceived. It is breathtaking in its clumsiness and awesome in its contempt for the public. It is the product, as Anthony Lewis of the *New York Times* has written, of a cabal of middle-level Justice Department and intelligence officials who apparently believe that a democracy operates best when only a few people in government have all the facts.

I'm inclined to divide government officials into those who believe that information fuels a democracy and those who believe information is a combustible, dangerous substance that ought to be contained, curtailed, and controlled like a deadly poison.

The directive requires all government officials who have access to special intelligence information—about 100,000 people—to submit to the government for prepublication review anything they write or want to say about their experience in government. The directive would prohibit high officials of one Administration from criticizing the foreign policies of a succeeding Administration without first submitting their criticisms to their successors for clear-

ance. This absurd situation would deny the public the views of former officials and the lessons of their experience in government. Consider the impact if this had been done by earlier administrations: President Carter's memoirs would be subject to censorship; so would the writings of Alexander Haig. Melvin Laird or Paul Warnke would have to have their testimony cleared before they could give it to a Congressional committee.

Most stupefying of all is the prospect that the Presidential directive would require the creation of a sizeable new bureaucracy. The State Department, the Defense Department, the National Security Council, indeed the White House itself, will each have to set up a censorship board to sift through hundreds of speeches, articles, and books each year. If the government is serious about performing the prepublication clearance, it would have to hire censors by the score.

The much-trumpeted Information Age may begin without much government information.

The Society of Professional Journalists, Sigma Delta Chi, and the American Society of Newspaper Editors have already written President Reagan urging him to rescind this presidential secrecy order. Senator Moynihan, the ranking minority member of the Senate Intelligence Committee, has urged America's newspaper publishers to "roar like tigers" over an order that is not merely unnecessary to protect national security but is antithetical to an open society.

As we wait to see whether the Administration will actually choose to implement the new secrecy order... a relentless bureaucracy on Capitol Hill continues to pursue a three-year struggle to gut the Freedom of Information Act (FOIA). The FOIA is like what Mark Twain said about Wagnerian opera: It's better than it sounds.

No other single statute has given Americans a better window on their government. The FOIA was passed 15 years ago by a bipartisan coalition in Congress, and every Administration has disliked it since. It was passed with the idea that journalists, historians, scholars, and anyone else interested in government, should be able to report on how the government works. It included nine broad exemptions so that no one could use the act to endanger national security, steal trade secrets, or foul up government investigations.

There is no evidence that the Act has ever been used to harm any person, company, or investigation. Pressed repeatedly for examples of how the Act has hurt government, or how it has hindered CIA or law enforcement activities, officials simply come up empty-handed. The fact is, openness doesn't wound democracy: secrecy does. Or, as the American jurist Learned Hand said, "Sunshine is the best disinfectant."

Yet, the attacks continue. The FBI and CIA have led the new onslaught to carve out broad, new exemptions from the Act. Why? Perhaps it is because the Act has been used to unearth information that has embarassed the FBI and other agencies. One study by the Library of Congress described over 250 major news stories which had been written in recent years as a result of information pried out of the governmnent by use of the FOIA. Some of these stories included:

- disclosures about the radiation danger to Utah residents of nuclear bomb testing;
- presidential attempts to pressure the Corporation for Public Broadcasting;
- the sordid litany of FBI and CIA excesses during the 1960s and 1970s, ranging from illegal spying on Americans to a disinformation campaign against Jean Seberg;
- a Kentucky newspaper's remarkable series of reports about the infiltration of the coal industry by organized crime elements; and
- stories about unsafe drugs, defective tires, and phony gas mileage claims.

The value of the Act to the American public is demonstrable. And don't let anyone tell you the FOIA is not used by the press to report on government.

Another common bureaucratic complaint is that the Act is costly and administratively burdensome. To be sure, the FOIA is expensive to operate. Some put the cost of finding and censoring documents at as much as $60 million a year. While that's a big number, it is about half of what we spend on military bands. The price tag for liberty, after all, is not entirely musical.

The Reagan Administration has dedicated itself to the proposition that the government that controls information best, governs best.

Proposed amendments to the Act have been designed by the Reagan Administration and by conservative Utah Senator Orrin Hatch. The amendments fall into three principal areas; national security, law enforcement and business records.

When Senator Hatch held the opening salvo of Congressional hearings on the FOIA, the Society of Professional Journalists was asked to testify. Bob Schieffer of CBS News and I trouped up to Capitol Hill to deliver two basic messages: first, that if legislative fine tuning was needed, Congress should use a screwdriver, not a crowbar. Second, as Bob Schieffer testified, if the FBI or CIA or the business community want broader exemptions from the Act, they should prove their case. Neither classified information, sensitive information, or private commercial information is being released under the Act. Embarrassing information however, occasionally is disclosed.

I urge everyone to keep a careful watch and even join in the legislative struggle to preserve the FOIA.... All of us must work assiduously over the next two years to insure that the public's right to keep an enormous and ever-changing bureaucracy under scrutiny is not maimed by those who stand to gain the most from secrecy.

...Two summers ago, in *Richmond Newspapers v. Virginia,* Chief Justice Warren Burger wrote crisply and starkly of what he saw as inherent in our Anglo-American form of government: "People in an open society do not demand infallibility from their institutions; but it is difficult for them to accept what they are prohibited from observing."

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Politics and Publishing in Washington

Are Our Needs Being Met in the 80s?

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POLITICS and publishing in Washington—that's a catchy title, but a rather ambiguous one. There are at least two sets of issues of importance that are, in principle at least, covered by it: What should be the policies of the government with respect to the availability of information in our society, i.e., the politics of publishing in the broadest sense? What should be the proper roles of the private sector and the government in the distribution of government information, i.e., the politics of publishing in the narrow sense?

Each of these questions involves most complex political decisions. Together, they constitute the issues with which I will be concerned, but while the motivations behind this particular session of the Annual Conference of the Special Libraries Association were probably a concern about the public sector/private sector debate—the second set of issues—the first set are so overwhelming in importance that my primary focus will be on them. They are the issues involved in the very basis of our society—ready availability of information. My reason for focussing on the broader context is my belief that policies that inhibit the open availability of information are destructive of every aspect of our society. They destroy the political fabric; they limit economic productivity; they prevent the growth of the information industry.

The Public Sector/Private Sector Task Force

Before presenting my own views of the current politics involved in these two sets of issues, however, I want to set the stage by summarizing the *Report* of the Public Sector/Private Sector Task Force of the National Commission on Libraries and Information Science, a Task Force on which I served as chairman during the two-year period of its deliberation. I want to use the *Report* as the frame of reference for my comments today.

I must emphasize the fact that my comments are personal, reflecting my own views. While I will use the *Report* of the Public Sector/Private Sector Task Force as the frame of reference, I do not intend that the views I express represent those of anyone else. I certainly do

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not speak for the Task Force except as I may present the principles on which there was indeed unanimous or nearly unanimous agreement.

The most important point with respect to my comments is that the Task Force was totally nonpartisan in its approach to the problems at hand. All partisan political views were almost certainly represented among the members, but they were never evident in the discussion. The Task Force was appointed under a Democratic administration, but nearly half of its work was completed under a Republican administration and its *Report* was submitted in that context. While some have interpreted the *Report* as supporting the information policies of the current administration (I refer you to the articles and editorials published in *Library Journal*, in which that claim was made), nothing in the work of the Task Force or in its *Report* was designed to support the policies of any particular administration.

Lest that appear to be too bland, let me also say that there were major differences in views within the Task Force concerning the fundamental issue of the proper role of government in the distribution of information and, especially, of information produced or distributable by the government itself. Without going into the depth of detail presented in the Task Force *Report*, let me simply summarize as follows: Those who would restrict the role of the government want to place primary reliance on private enterprise, functioning within the forces of the free marketplace. Those who would not restrict the role of government see the need for availability of information outside the realm of merely economic criteria, viewing it as valuable to society and not simply as an economic good. Nothing in the discussions of the Task Force or in its *Report* really resolves that fundamental difference in views. And rightly so, since this represents a vitally important tension in our society, the basis of the pluralistic approach we take, as a people, to meeting the needs of our society. Whatever side of that debate represents my own position, I would not want anything to reduce the vigor of the debate.

However, despite those continuing differences in view, there was unanimous agreement on the importance of information in our society and essentially unanimous agreement on a number of principles that the Task Force felt should provide the basis for dealing with specific decisions about the proper role of government in providing information products and services. Among those principles, there are some that I want to highlight and which I want to use as the springboard for comments concerning the current political atmosphere with respect to information policies:

- The Task Force was unanimously "in favor of open access to information generated by the Federal government." In fact, the primary point of debate was not about whether there should be open access but about whether that access should be provided by the government itself, by the private sector drawing on governmental sources, or by a combination of the two working together.
- The Task Force was unanimous in affirming "the applicability of the First Amendment to information products and services." The view was that there should be no limitation placed on the use of governmentally distributable information in particular.
- The Task Force was unanimous in considering that the Freedom of Information Act should be strengthened, not weakened (i.e., should be designed to increase the open availability of government information, not to restrict it). The veiw was that mere "availability" failed to meet the degree of availability that the Task Force felt was needed. Information should be readily as well as openly available and usable for a variety of purposes, including wider distribution. Underlying that view were two fundamental principles: 1) the government should

not operate in secret; 2) there is economic value in the effective use of information.

- The Task Force was unanimously "in favor of a leadership role for government, rather than a management role." The view was that the government should adopt policies and practices that would encourage the open flow of information, foster the development of the information industries that would be the means for increasing that flow, and assist in the effective distribution and use of information in both industry and society.
- The Task Force was unanimously of the view that the price set for making government information available should reflect the true cost of access and reproduction. In particular, this means that "cost recovery" should be limited to the marginal costs in providing information, not including any portion of the costs in creating the information in the first place.
- The Task Force was nearly unanimous in adopting the principle that the federal government should not engage in "commercial distribution" of information unless there were compelling reasons for it to do so. Of course, that begs the question of what constituted compelling reasons, but the Task Force spelled out a set of procedures designed to answer that question in specific cases.

So where do we sit today with respect to these points of unanimous or near unanimous agreement? I want to review their status in the current political context, with emphasis on three specific issues: 1) open access to information; 2) the leadership role of government; and 3) government in the marketplace.

The Politics of "Open Access to Information"

Let me turn first to the most important set of the essential agreements within the Task Force—the support to "open access to information." I must repeat that there was complete unanimity of views in that respect throughout the work of the Task Force. But what have we seen in terms of the political process in the time since the Task Force started its work? There has been a continued effort on the part of the current administration to impose restraints on the open availability of information, from the federal government or from elsewhere.

I'm reminded of a conversation I had in Washington some ten years ago, in the middle of the Nixon administration. I was discussing with a bureaucrat in the Department of Education some objectives for fostering major developments in better use of libraries, of library networks, and of information resources through the library as intermediary. I was told, in no uncertain terms, that administration policy was to eliminate all support to information activities in the federal government. No rationale was given for that policy, except that it was from the "highest level of government." I assumed that meant the White House; all subsequent events confirmed my view that the Nixon administration was nearly paranoid about the open availability of information, from whatever source.

In the years since then, I have seen both explicit and implicit policies of national administrations with respect to open availability of information sway with the partisan political winds. I find it fascinating that such would be the case. As I've pointed out, open availability of information is such an evident public good that I cannot understand why any politician would adopt policies that would interfere with it.

From the earliest days in our history, open access to information has been a matter of national public policy, embodied even in our Constitution. It is recognized by Article 1, in which is specified,

> Congress shall have the power... to establish post offices and post roads.
>
> Congress shall have the power... to promote the progress of science and the useful arts, by securing for limited times to authors and inventors the exclusive right to their respective writings and discoveries.

And in the First Amendment,

> Congress shall make no law... abridging freedom of speech, or of the press...

Perhaps the most far-reaching constitutional provision in this respect is that relating to the regulation of commerce:

> Congress shall have power... to regulate commerce with foreign nations, and among the several states. . ."

The term "interstate commerce" has been interpreted to cover every species of movement of persons and things, whether for profit or not, across state lines, every species of communication, every species of transmission of intelligence, whether for commercial purpose or otherwise. More than that, The Supreme Court has ruled,

> The powers thus granted are not confined to the instrumentalities of commerce, or the postal service known or in use when the Constitution was adopted, but they keep pace with the progress of the country and adapt themselves to the new developments of times and circumstances.... As they were intrusted to the general government for the good of the nation, it is not only the right, but the duty of Congress to see to it that intercourse among the states and the transmission of intelligence are not obstructed or unnecessarily encumbered by state legislation.

In our national history, every attempt to limit the open availability of information—from the Alien and Sedition Act to the Palmer raids to Watergate—eventually has been nullified. Why then does there repeatedly arise the attempt to circumscribe open availability of information, to restrict the rights of individuals and organizations to gain access to information from government or even from elsewhere?

Certainly, one rationale has been "national security." Congress has indeed recognized the importance of that concern by providing a variety of means by which open availability of information can be restricted for that reason. But it seems clear to me that the bounds on use of that rationale are specific, to be most narrowly interpreted.

As I see it, it is Congress that must define what can and what cannot be restricted on the grounds of "national security." To place into the hands of the Executive Branch the prerogative of determining the availability of information is to put the fox in charge of the henhouse; and this is especially so when the administration in office has virtually a paranoia about open access to information—an active fear about what would happen if people knew what was going on.

It's bad enough when the people in office believe in the principle of open access to information. Even they, from all the evidence, develop near paranoia when they find themselves frustrated and badgered by the press, with "leaks" revealing plans before they can mature. How much worse it is when the administration is governed by a fortress mentality—a belief that the country is being besieged and that the release of any information is tantamount to "revealing all." The result is that "national security" is broadened from "military security" to "industrial security" to "economic security" and becomes a catchall for dealing with any threat, real or imaginary, military or industrial.

Let me recount simply a few bits of evidence:

> The *Report* of the Public Sector/Private Sector Task Force was presented to the ARL. During the subsequent discussion a representative of the OMB said that the plans were to place restrictions on the access to government information, including even economic information, in the interests of national security.
>
> *Meeting of the Association of Research Libraries*, Oct. 30, 1981

* * *

> Technology transfer: new controls urged. A broad reappraisal of policies governing the transfer of knowledge is underway... new controls ranging from amendment to the Freedom of Information Act to a voluntary system of prepublication review in critical fields.
>
> *Science*, Feb 18, 1982

Inman bids academics monitor own security. Admiral . . . Inman . . . urged the scientific community to . . . reduce the flow of technical information with military and industrial application . . . or face the prospect of government imposed constraints. '. . . there is an outflow, and that outflow is potentially damaging.' He spoke (about) government proposals to restrict access to certain nonsecret but sensitive scientific information. Admiral Inman . . . raised the possibility of government intervention to stem the disclosure of ideas. Lawrence J. Brady, assistant Secretary of Commerce, said the department was concerned about academic research because colleges had become more involved with industrial applications. (He said), "Clearly we cannot allow our vital technological lead to be whittled away."

New York Times, Mar 30, 1982

* * *

Reagan tightens federal secrecy rules. Orders mandatory classification of vast new amounts of data. The regulations, which require mandatory classification, . . . were laid down in an executive order. No Congressional approval is necessary. The message is classify, classify, classify. One can only assume that the mania for secrecy goes all the way to the top of the administration. . . . It drops a requirement that classified documents must be reviewed after six years. . . . It allows documents to be classified even if possible danger to national security is 'not identifiable' . . . It deletes a provision . . . that allowed national security information to be released if disclosure was judged to be in the public interest.

Los Angeles Times, Apr 3, 1982

* * *

Trade remedies endanger free flow of information. Emerging U.S. policies designed to counteract . . . new trade barriers could easily backfire and further threaten the international exchange of information.

Los Angeles Times, May 3, 1982

* * *

The American people will know less about their government and their government will be less accountable to the American people. That will be the result if a series of pending amendments to the Freedom of Information Act is approved by Congress. The amendments, sponsored by Sen. Orrin G. Hatch (R.-Utah) and supported by the Reagan Administration, will cripple the act.

Los Angeles Times, May 4, 1982

* * *

Chess playing computer seized by customs. The computer, BELLE, developed at the Bell Labs as a chess-playing computer, was seized by the Customs Service as part of its Operation Exodus, a program to prevent the illegal export of high technology.

Science, June 25, 1982

* * *

Export control threat disrupts meeting. At least 100 of the 700 papers listed in the program (of the Society of Photo-Optical Instrumentation Engineers) held at the end of August were withdrawn at the last minute . . . after the Dept. of Defense let it be known that some of the scheduled presentations might violate export regulations . . . The incident is unprecedented and perceived as the most dramatic example to date of the Reagan administration's determination to clamp down on technology transfer.

Science, Sep 24, 1982

* * *

Security controls hurt research, NAS warns. A committee of the National Academy of Science has said that it has failed to find evidence that leaks of technical information from universities or other research centers has damaged national security.

Science, Oct 15, 1982

* * *

Direct efforts to curtail the Freedom of Information Act failed in the last Congress, but at least six bills that limit access to government information became law . . . In addition, the President's new order on national security, which became effective last fall, increased the authority of government agencies to classify information and put it beyond the reach of the act. And . . . new guidelines (give) agencies more latitude in charging fees for documents requested under the law.

Los Angeles Times, Feb 10, 1983

What's going on here? The interests of "national security" have been so broadly defined that they now include not simply military information but "industrial information" and "ideas." The vision that the U.S. industrial position is threatened by foreign governments or companies gaining access to high technology information pervades these efforts. They have reached the ridiculous stage where U.S. companies in the business of providing information services have been prevented from sending that information in magnetic tape form because that constitutes "high technology", and "chess playing computers" have been seized by the Customs Service!

It appears that the current administration has suddenly seen high technology not only as militarily important but as the savior of the economy, with information secrecy as key to the U.S. position.

Why this great concern? There is obviously rational concern about military security, since much of high technology is directly related to the development of weapons systems. But the evidence suggests there is something more fundamental operating here. It appears that the current administration has suddenly seen high technology not only as militarily important but as the savior of the economy, with information secrecy as key to the U.S. position.

I'm delighted to see any recognition in this current administration of the value of information. And certainly, there is evidence of the importance of information in the high technology industries. One need merely look at the recent alleged theft, by two Japanese companies, of sensitive information from IBM. Other examples of "industrial espionage" also abound, including the many recent examples of direct access to information stored in computer form.

Of course, not all of the information leaves the country through espionage—industrial or military. Nor, as the National Academy of Science report concluded, does it leave through the normal publication and presentation of results at conference that characterizes academic research, even though this have been the focal point of the concerns and strictures imposed by the current administration. It is the multinational companies that, while limited in principle by federal laws concerning export of high technology, seem to be able to relocate their manufacturing facilities from one country to another without essential difficulty. I think most immediately of the recent decision by Atari to fire 1,500 workers in California and move its manufacturing plant to Hong Kong. While game playing computers may now no longer be "high technology", the manufacturing capabilities involves in production of chips certainly is. But that is maybe too trivial an example. The point is that limitations on information transfer are almost impossible to effect except in ways that diminish our capabilities to use information effectively. Those who want access to information can obtain it, despite the laws, if they are willing to find the ways around them. The people who will be hurt are those who want to conform to social morality and are, therefore, denied access to information.

The Leadership Role of Government

The Task Force was anxious to have the federal government recognize the economic value of information (as well as the well-recognized societal and individual values), and to adopt policies that would encourage the development and foster the use of information products and services. The Task Force referred specifically to the need for the federal government to play the role of "leader" in this respect. The related recommendations affirmed the need for federal policies to encourage invest-

ment and innovation in the information industries, to encourage and support the development of professional manpower needed, and to encourage and support research and data collection in this field. In making those recommendations, the Task Force did not single out the "high technology" industries. In fact, the discussions clearly were based on the view that information has economic value for all of American industry.

My own studies of the economic effects of information show that American industry, as a whole, would gain much from more effective use of information, in return to added value and, therefore, to profits from investment in purchases of information. What we need to do is to increase the flow of available information to our own industry, not to restrict the flow. We need to increase the extent to which all of industry uses information, not to limit that use or to limit our attention simply to the high technology industries.

Let me be specific. The high technology industries (as defined by the Office of Science and Technology Policy of the Executive Office of the President) spend about 6.6% of their gross revenues on purchases of information services; other industries, as a whole, spend about 4.4%; the depressed industries (steel, auto, textiles) spend about 2.2%.

It is clear that the high tech industries are indeed highly information dependent, and it is clear why. They spend more on research and development, more on market analysis, more on economic analysis, more on development of information-based capital resources. But two things are clear to me. First, that those advantages are gained not from "having the information and keeping it a secret" but from the use of the information. While "trade secrets" may be briefly valuable, there are simply too many ways of accomplishing the same objectives, and the basic information for doing so is readily available and cannot be kept secret.

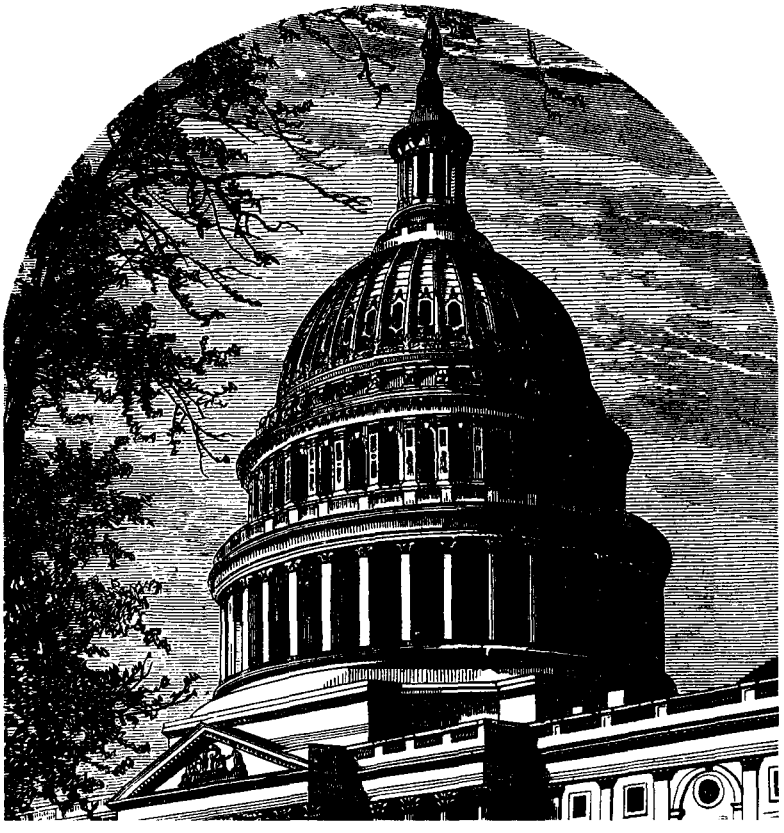
Second, it is also clear to me that the answer to American productivity is not in the high tech industries but in all of American industry. The great returns will come from greater and more effective use of information by all of industry. We need better product development, better marketing, better decisions concerning capital investments, better internal management in all of industry. In its rush to climb on the high tech band wagon, the current administration is losing sight of the real role of information in productivity.

Underlying this concern—not about "national security" but about "high technology"—is an unrealistic belief that the basis of power is having information and keeping others from having it. While that is perhaps true to an extent and for a limited time period, the nature of knowledge is that it cannot be kept secret. The context that permits one person or organization to learn something is there for anyone to use.

Historically, there have been innumerable examples of scientists working independently of each other yet simultaneously discovering the same principle—from Newton and Leibnitz to modern DNA research. The reasons are simple. Information cannot be kept a secret. The value of information lies not in the knowing but in the use of it. An atmosphere of secrecy does not protect the information or prevent others from learning of it. What it does do is to place barriers in the way of using the information.

I repeat, the people who will be hurt by government policies, which restrict the open flow of information will not be the international competitors but our country's own companies and people.

So much for the leadership shown by the current administration with respect to encouraging the effective use and wide-scale distribution of information. As for the recommendation of the Task Force that the government encourage the development of the professional manpower needed to provide information services, we have seen the Office of Personnel Management recommend personnel policies that would reduce the qualifications of information per-



sonnel in government, not increase those qualifications. What kind of leadership is that? The view appears to be that information workers—librarians and information specialists—are simply glorified clerks. The proposed standards for librarians would eliminate all of the requirements for professional education, certainly for beginning level positions, and, in effect, for all levels of librarian position.

It is interesting and, I think, revealing of the attitude of this current administration with regard to information that the librarian positions were the ones chosen first as the starting wedge for revision of the codes and standards for government workers. And the approach taken was not to increase the qualifications but to downgrade them!

The important point is that the federal government is today the nation's largest single employer of librarians and information specialists. Like it or not, the standards set by the federal government have far-reaching effects on the employment practices of every other organization. Policies which imply that information work is essentially nonprofessional will be reflected in the *Dictionary of Occupational Titles,* the basis for personnel policies and job descriptions everywhere in the country. Such policies will result in the downgrading of professional librarians in every organization.

I must confess to an obvious vested interest. As the dean of a school of library and information science, I am committed to the preparation of students with the tools for professional information work. More than that, as the dean of one of the very few schools in the United States that requires two years for such preparation, I am convinced that an adequate education is essential for effective information services, whatever the context may be. I see nothing to indicate that government workers, whether information profes-

sionals or not, need less preparation or are less productive simply because they work for the government.

Regarding the recommendation of the Task Force with respect to the need for research, I do see one positive sign of leadership on the part of government, one step that could lead to the better utilization of information throughout society. It is HR 480, the proposed "Information Science and Technology Act of 1983." It would establish an Institute for Information Policy and Research to be concerned with exactly the kinds of issues with which the Task Force was concerned. It embodies exactly the kind of forward look, reasoned analysis of data, and approach to policy formulation that is so needed. That bill has just been reintroduced in Congress, as it was last year. Whether it will be passed or not is obviously problematical, but at least there is some clear recognition, at the national level, that the issues involved in governmental policies with respect to information, its availability and the technologies that will foster that availability are vitally important.

Government in the Marketplace

The major focus of concern and of differences in viewpoint within the Task Force was the proper role of government in the marketplace. Given the basic agreement that open availability of information from the government is both necessary and desireable, the issue was how the government and the private sector should work together in providing it.

One of the points of unanimous agreement was that the pricing policies for obtaining information from the government should be designed to facilitate the private sector's functions of "adding value" to that information and providing wide-scale distribution. Beyond that, the view was that the American people, having made the investment in information, need to have the benefits from use of that information without having to "pay twice" for it.

In this current administration, we have seen repeated efforts on the part of administration representatives, both in the Executive and in the Congress, to impose views of "cost recovery" that would multiply the cost of government information by several orders of magnitude, making it economically impossible for the information industries of the country to accomplish their objectives. A case in point is the effort by Senator Hatch to force the National Library of Medicine to establish prices for MEDLARS tapes and MEDLINE services that would recover not just the costs of access but the costs of creating those databases in the first place. Such pricing policies would force the public to pay twice or more for the investment that was made in the basic information; it would make it almost impossible for the providers of database services to provide inexpensive access to that information; and it would substantially, even dramatically, reduce the extent of use of medical information by physicians and researchers.

These efforts by Senator Hatch are simply the most evident in a series of moves by the administration to make it economically, as well as administratively, impossible for the American people to have access to the information available from the federal government. Let me simply give two more examples. First, the current administration attempted to close the bookstores of the Government Printing Office and decided not to do so only after the outcry was so great that it couldn't be ignored. Why did the administration want to close bookstores? Ostensibly a cost saving measure, I suspect it was also a means of further reducing the availability of government information. A second example is the current administration's repeated attempts to gut the Freedom of Information Act, in particular, by instituting pricing policies designed to make it economically unfeasible to get access to information.

There is another interesting aspect of this effort at "cost recovery." It leads to government involvement in the market-

place in ways totally counter to the economic principles that should govern the relationship between the public sector and the private sector. It forces the government to function as though it were a commercial operation, not a governmental one. It encourages the government to aim at increasing sales so that it can recover costs rather than to aim at increasing the distribution of the information through whatever may be the most effective means.

Such commercialization, as represented by massive "cost recovery," would put the government into competition rather than cooperation with private enterprise. The Task Force, therefore, adopted the principle that the government should not enter into commercial distribution unless there are compelling reasons for it to do so. That, of course, begs the question of what constitutes compelling reasons, but the Task Force identified a set of reasoned procedures by which that question could be answered in each specific case: adequate announcement of intentions to allow time for public debate; review and approval of plans before implementation; inclusion of an "information impact and cost analysis" as part of such review; and periodic reevaluation of both substantive and economic value.

The Task Force was pleased to see virtually all of those procedures embodied in the Paperwork Reduction Act of 1980, although there was concern expressed at the time, by the members of the Task Force, about the stultifying effects of an arbitrary "information czar." Those fears were rapidly shown to be proper fears, as the Office of Management and Budget adopted a meat axe approach to all federal government information activities. Rather than the reasoned, case-by-case examination of costs and benefits that had been intended by the Task Force, we witnessed the wholesale cancellation of information programs without the opportunity for public debate. We saw the arbitrary, doctrinaire imposition of a bureaucratic procedure without any of the protections that the Task Force viewed as necessary.

Summary

I again must emphasize the fact that my comments are personal, reflecting my own views. While I have used the *Report* of the Public Sector/Private Sector Task Force as the frame of reference, I have not intended that the views expressed represent those of anyone else. I certainly do not speak for the Task Force, except as I may have presented the principles on which there was indeed unanimous or nearly unanimous agreement.

Those principles were clearly based on a unanimous belief in the value of information and a commitment to its open availability, especially from the government. The picture I see is not one which furthers the use of information as a tool of economic and social development but which aims to restrict its use. Every principle enunciated by the Task Force has either been ignored or actually nullified. The politics of publishing in Washington has been destructive of both the information industry and the effective distribution of government information.

I have tried to provide evidence in terms of actions or statements by representatives of this current administration with respect to such crucial issues as the open availability of information, the status of information professionals, the pricing policies for access to information from the government, and the effects of extended views of "cost recovery" upon the role of government in the marketplace. In each case, the statements and practices have been destructive, not supportive, and have decreased the effective use of information by American industry.

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Driving To Chicago in a Bulldozer

The Decision to Publish Electronically

Gary Craig

John Wiley & Sons, Inc., New York, NY

■ **"Evolution" rather than "revolution" characterizes the publishing community's view of electronic publishing. Publishing is not driven by new technologies; rather, a decision to publish a given intellectual product "electronically" is a business decision based on customer needs, available format alternatives, current business climate, and a variety of other factors which have always been present in the publishing process. Publishers have the technology to create virtually any electronic product conceivable but are most influenced by customers' acceptance of new products and by their own role as intermediaries in the dissemination of information to the end user.**

HOWEVER ENTHUSIASTIC we may be about recent advances in publishing, "publishing" simply means to convey information from an author to a reader; what occurs in between is a means to accomplish that goal, or else it is a barrier.

To understand the term "publishing" in this context, consider the following examples. If you were to announce into a bullhorn or microphone "The British are coming!" that would be publishing. You could also spread the word by launching a paper airplane, and that would be print publishing. If, on the other hand, you pick up a telephone to say "The British are coming!" that is electronic publishing.

A business survives because it evolves in response to the changes in its environment, and the environment of a publishing house is incredibly complex. There are hundreds of so-called "markets"; libraries are one example, but so are left-handed physicists. Publishers also have dozens of channels through which to reach these markets, e.g., direct mail, journal advertising, jobber sales, premium sales, co-op sales, and so forth.

Publishers make few grand moves, because the grander the move, the

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greater the risk. They cannot afford to have too many high-risk ventures in the air at any one time, because despite their public posture of innovation and experimentation, most publishers cherish most their long-term survival and prosperity.

The Impetus for Change

The factors which most influence publishers to accept innovations are changes in consumer demands, changes in operational component costs, and the discovery of new technologies applicable to publishing.

In the last few years, there has been a whirlwind of activity as publishers attempt to evaluate the impact of the new information technologies and to define appropriate marketplace positions which can make effective and profitable use of them. The computers that formerly were used only to crunch numbers have developed as tools to help orchestrate every phase of the publishing chain, from conception to manufacture and even delivery to the end user.

Creative acrobatics—enjoyable as they may be—do not ensure commercial success. Publishers continue to depend on their customers to help define which electronic brainstorms will serve real needs at affordable costs. Yet, just when their input is most needed, customers are facing a maze of questions about the applications of information and office automation technologies to their own situations. This volatile market forces publishers to aim at a moving target; today's expensive decision can quickly become irrelevant in light of an unanticipated technological leap.

While it is difficult to predict what customers will want in the near and distant future, it is simple to determine what is or is not wanted today. Consumers decide this question by electing to purchase or not to purchase a product, to sign onto a database or to ignore it, to spend or to withhold their money.

Barriers

In areas where publishing can successfully make the transition to an electronic mode, means are available to overcome many of the traditional barriers that have plagued the industry all these years. Information providers and their customers have an identical goal—to get information from one to the other in a time frame which allows the information to retain its value to the user. The appropriate interval varies, of course, according to the kind of information being sent; stock prices change from moment to moment, whereas a reference work of chemical formulas may retain its value for years. Generally, however, publishing and distribution decisions must take into account the relative volatility of the information.

What are the barriers which thwart publishers from their purpose, introducing detour after detour? One barrier is the time needed to work out with an author and within the organization the form the information will take when presented for publication, as well as the form it will take when it is made available to the end user. Here is the first opportunity for removing a barrier; if the author is willing to work on a word-processor or computer to produce a manuscript in machine-readable form, it can pass more quickly into the editorial phase.

Another barrier is the degree of care associated with the editorial process, the purpose of which is basically quality control coupled with product development. If the publisher and the author are both to maintain their reputations, they must ensure that the final information product offered to the reader is well-manufactured, clearly expressed, and contains information which is accurate and appropriate. This process, too, can be streamlined, since editing and proofreading can be performed online.

The next step is the manufacture of a physical package containing the information product. The package may be as

finite as a traditional book, or it may be as ephermeral as a series of blips which can pass across a telephone line onto the reader's screen. Different products require different kinds of packages, but the opportunity is obvious. For information products whose data are transitory, the package of choice is the one that provides the quickest delivery. The process can be designed from the start to take advantage of this fact and, thereby, remove still another barrier.

useful. A combination of more than one alternative may provide a product with added dimensions and usefulness. The choice of packaging, if done thoughtfully, can thus remove another barrier.

The barriers inherent in the publishing process are unintentional. The methods used have evolved step by step in response to specific conditions. The difficulties libraries experienced in having to deal separately with 10,000 vendors created a need for jobbers. When

There is always a trade-off for a benefit, and the cost of high-speed delivery is precisely that—its cost. The more the product costs, the fewer potential customers exist. Speed of delivery is only one element of the technology we are trying to get to know. The fastest delivery is not necessarily the most effective or the most economical.

Of course, there is always a trade-off for a benefit, and the cost of high-speed delivery is precisely that—its cost. The more the product costs, the fewer potential customers exist. Speed of delivery is only one element of the technology we are trying to get to know. The fastest delivery is not necessarily the most effective or the most economical.

What, then, can be done to speed up the packaging process? Computers have long been used in such areas as scheduling and typesetting, but these kinds of applications are standard to any modern business. In the case of publishing, the technology itself has become a component of many types of information products. For some information products, an instant printed book from a laser printer is preferable to a more glamorously manufactured bound volume; a mountain of information compacted onto a video or laser disc can be more useful than a wall of reference books. A bound book, into which one can make marginal notations, may be the best choice, or a data tape for mainframe loading may be the format which makes some kinds of information most

the difficulty of separately accessing 1,300 online databases created the need for a centralized source of online information, the DIALOG's, SDC's, and BRS's were born. Similarly, the burdens of creating catalog cards for book collections created the need for shared catalog information and cataloging skills; CIP programs and library networks filled that need by publishing catalog information online.

Completing the Publishing Process

Publishing cannot stop with the mere creation of a product. The end user must also be made aware that the product exists and can meet some need. Something must motivate the potential user to obtain the product, some process must trigger the purchase decision, and some process must deliver the product. If this last step—delivery—does not occur, the publishing process has failed. The true "electronic publisher" is one who is sensitive to this total view of publishing and can apply all available and appropriate technolo-

No barrier is absolute. In virtually every case, the response of a mouse who is placed in a maze is to engage in random behavior until a way out is found—the only variable is the time required by various mice to make the entire journey. If we could introduce the cost/benefit issue into the mouse maze, we would probably find that some mice would start paying other mice to run the maze for them, or they might pay some larger animal to dismantle the maze entirely to provide a clear path to the reward.

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gies to make the process work in the most effective way possible.

We thought we were quite sophisticated when we discovered that computers could be used to manage customer lists by recording past purchase information and, thereby, direct new products to the most appropriate audiences. As a further step, computer-generated match codes are routinely used to compare lists and eliminate duplicate names. Improved delivery removes another barrier, for the costs of inefficiency in promoting new products are ultimately converted to a higher price charged to the customer. Publishers also share the burden since each dollar added to the selling price represents a loss of customers who might have purchased at the lower price.

The techniques of direct mail are among the most sophisticated of those used by publishers, but compared to the potential uses of available technology they only scratch the surface. For example, what if publishers could:

—semantically determine a book's subject interest and reading level and then match that information to clients' library checkout patterns?
—quantify the regional interests and mores represented in a book and match them to the geographical distribution of the publisher's mailing lists?
—match a reader's total book and journal purchases from all sources against the new products being offered? And if it were known which libraries the customers patronize, it would be possible to announce new books to the appropriate acquisitions librarians.

Although it would not be practical to implement every technological possibility which might occupy the fantasies of a marketer, the worst mistake would be to allow narrow vision to stifle our inventiveness. What is impossible or impractical today may be the perfect solution to one of tomorrow's challenges.

Even the order placement mechanism is a vital link in an electronic publishing chain. Libraries are aware that prompt acquisition is critical to meeting user information needs; nearly every library has established some degree of automation to speed the process along. Compared to a decade ago, the strides have been gigantic—an order may turn around in a week or two, or worst case, a month or two. Yet, in an age when we can receive live television transmissions from distant planets, must the week be the smallest unit of time we can apply to the simple function of transmitting pre-existing information from one point to another?

Costs aside for the moment, the capability exists to create an order/delivery sequence which is virtually instantaneous. One possible scenario would permit the installation of a desk size

laser printer and a direct communications line connecting the user and the publisher. The user could transmit an order and almost instantly receive the full text of the book. The book would print and bind itself (a binding machine could also be installed along with the laser printer) in a matter of minutes.

As an alternative, the book's text could be transmitted into the customer's computer, skipping the manufacturing sequence entirely. Or, all of the chapters of a publisher's books could be stored to be delivered in whatever combination and sequence the requestor might specify.

As for the costs involved, sometimes time itself ("economy of scale") resolves this kind of barrier. Few of us could imagine a $5.00 calculator ten years ago, and a videotape recorder once cost $100,000 instead of $400. Today's costs are very real, but if the benefits can even begin to be justified, we can move towards the economies which change today's oddball ideas into tomorrow's necessities.

Who Are the Players?

Publishers, jobbers, libraries, database vendors—all play a role in the publishing process. Any action which serves an interest other than the efficient relay of information from source to destination constitutes a barrier. If a publisher were to offer a laser-printed book at a time when the customer is still enamored of coated stock and multicolored graphics, it would introduce a barrier. Or, if the user receives an entire encyclopedia on video disc but does not have ready access to a videodisc player, a barrier is created. Even when both the user and the producer decide that the laser disc version of the encyclopedia is the most effective format for the information, a barrier may still result if the end user lacks the requisite training and experience to take full advantage of the laser disc format.

Fortunately, the majority of steps between author and reader are expediting or "value added" steps rather than barriers. When a library buys from a jobber, it receives specific, identifiable benefits such as consolidated billing and shipping, consolidated claiming, selection assistance beyond the scope or resources of the library's staff, highly targeted approval and continuation order plans, and a host of other benefits neither the library nor the publishing company can provide working independently. Ordering directly from a publisher affords a different constellation of benefits, e.g., the most current product information, immediate order entry, and a faster supply of titles not carried in stock by the jobber.

Equivalent distinctions exist for electronic databases, many of which are available from major online hosts such as DIALOG and directly from their individual producers. DIALOG-type access offers a uniform command language, consolidated billing, and a wide range of databases from which to obtain the desired information. Direct access, on the other hand, may provide more in-depth customer support and training, manipulation of numeric data, a different scope of coverage, a software/hardware package, and so forth.

In the case of electronic products, the jobber role has been assumed, in some cases, by companies who have not been members of the traditional print publishing community. Just as information delivery options have expanded, jobbers' business options have expanded. Those jobbers who have maintained an awareness of the technologies and trends will survive and prosper, because they will be able to maintain a competitive posture. Jobbers who do not elect to address the new and changing shapes of publishing may themselves become barriers.

The heartening fact is that no barrier is absolute. In virtually every case, the response of a mouse who is placed in a maze is to engage in random behavior until a way out is found—the only variable is the time required by various mice to make the entire journey. If we could introduce the cost/benefit issue

into the mouse maze, we would probably find that some mice would start paying other mice to run the maze for them, or they might pay some larger animal to dismantle the maze entirely to provide a clear path to the reward.

Summary

Information technology constitutes a tool for running an information maze. Different technologies will be tried, with random or scientific variations, until the marketplace determines which configurations will survive.

The decision to publish electronically is not regulated by manifest destiny, requiring that it be done only because it is possible; that would be a cart-before-the-horse (or perhaps, a mouse-before-the-cheese) approach. Just as ideas have a free market where they compete, so do the technologies of ideas; often the idea defines its own most appropriate technology of expression. The surviving technologies will be those which are most effective in helping the best ideas to circulate and to participate in the momentum of our culture. We have a great deal less control over this process than we like to believe we do.

Electronic publishing is here because no one likes to work with one tool when there is a better one available. You can drive to Chicago in a bulldozer, but why would you want to when a more appropriate alternative is available? How long should a man's legs be? Lincoln knew: ". . . long enough to reach the ground."

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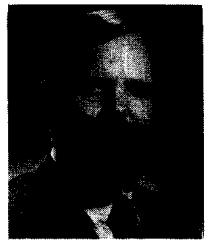

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Electronic Publishing and the Information Transfer Process

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■ **Publishers, jobbers, and librarians are part of a well-defined information transfer process. This process is based on the organization, storage, and distribution of edition printed products. New information forms that promise to force changes in this process are discussed.**

GUTENBERG's invention changed the nature of information transfer in the West. With increased availability of books came rising literacy and the development of modern science. While modern civilization has many roots, it is reasonable to assert that edition printing was a necessary precondition.

In the 500 years since Gutenberg, we have developed a rather elaborate and well-defined process of information transfer based on edition printing and a variety of storage and distribution agencies. Publishers, jobbers, and librarians are part of various storage and distribution agencies, although we also play other roles. This information transfer process is inextricably bound to the concept of editions. Books or journals are mass-produced, stored in warehouses, and then distributed on demand. The new electronic technologies challenge our current model of the information transfer process by challenging the undergirding assumption of edition printing.

Part of the momentum of the new technologies is economic. It is cheaper to send light beams through silicon fibers than wood cellulose across the surface of the Earth. We have more light and sand than trees and petroleum.

A second reason why the new technologies promise to revolutionize the information transfer process is speed. In his book *Megatrends,* Naisbitt has referred to this as the disappearance of the information float (*1*), that is, the time it takes from when the decision is made to acquire information until the time the information actually is delivered. If that were to be measured in minutes or even seconds, then a good

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many of the procedures we have developed over the years to keep track of things become obsolete.

A third reason is that the newer forms of sending information around provide information that can be manipulated by computer. Kilgour noted this ability of the computer to "personalize" information many years ago (2).

A phrase in vogue today in computer terminology is "interactive," which is just another way of saying that the user can define the shape the information should take to meet his or her particular needs. Existing data-oriented services such as *Predicasts* on Dialog provide information along with programs to do such things as time series analyses. Another aspect is that someone could ask for only those portions of a text he wished to read; for example, why bother sending the articles in the journal the user doesn't wish to read?

Text-on-Demand

Printing technology has dramatically reduced costs, making the low-circulation, special-interest journals of today possible and, incidentally, destroying the circulation base of the older general-interest journals like *Life* and *Look*. The logical extreme of making smaller editions economically feasible is single copy printing on demand.

We already have examples of text-on-demand. *The Blind Pharoah* was much celebrated last year as the first novel composed, edited, and distributed electronically. Currently, there are well over 1,000 electronic newsletters and journals. BRS is offering 18 American Chemical Society journals online. IAC has just made arrangements to deliver full text of some journals through OCLC. Many other vendors are offering online full-text databases, typically the contents of serial print products like newsletters, newspapers, and periodicals. There are even accounts of libraries cancelling subscriptions to print versions of some reference tools because of online availability.

Still, few print journals or monograph publishers seem threatened by electronic publishing. Output limitations are one reason databases used for question-answering, citation searches, and current awareness flourish while full-text transmission languishes in comparison. Current dot-matrix displays on paper or CRT screens are difficult to read for long periods. "High quality" in low-speed printers means "as good as the typewriter." It is as though the Scribe typeball represented the apotheosis of five centures of type design.

Most systems cannot go beyond upper and lower case Roman typeface, numerals, and a handful of symbols. Chemical databases, with their structure displays, are ahead of most other disciplines. Without further development of output technology, it is not possible to transmit mathematical formulas, diagrams, tables, illustrations, or even characters which can be critical to the meaning and value of a work.

There are two basic approaches to expanding transmission capabilities. One is transmission of scan lines as is done currently in facsimile and teletext systems. There are three reasons why this approach is not likely to predominate. First, it requires more bandwidth or line capacity than coded data and, therefore, costs more. Brownrigg has noted that "the [electromagnetic] spectrum is becoming one of man's most limited resources" (3)—like land, they've stopped making it. Second, since scan line data requires more transmission than coded data, it takes longer to transmit. Finally, it is device dependent; problems can develop similar to the incompatibility of North American and European television standards.

Projects are underway to expand the capabilities of coded data transmission. The North American "Presentation Level Protocol," an expansion of the Canadian Telidon coding scheme, approaches all text as graphics, albeit efficiently encoded graphics. Tom Hickey at the OCLC Office of Research and others are experimenting with inter-

mixed coded text and graphics, sometimes using sophisticated downloading techniques to send unusual characters or "graphic primitives" to intelligent terminals only once, and then address them as coded characters in subsequent transmissions. Intermixed or hybrid systems tend to focus on producing a close facsimile of a present-day book or journal with varieties of typefaces, diagrams, charts, and even photographs.

when things can be done, someone will do them.

Technology is moving at a sufficient pace to allow electronic newsletter distribution to be common in 5-10 years, journals in perhaps 10-15, and monographs last—in perhaps 15-20 years. When this comes to fruition, most print products will be seen as disposable. The permanent copy will be electronic. It will not be economical to store, pre-

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Appropriate devices to receive such transmissions might include the home copier. There are a variety of plain paper copiers designed for personal use and selling for under $1,000. IBM sells one; Xerox sells one; even Jack Klugman sells one. All that is required to turn these into low-cost laser printers is a communications interface, some logic chips, and a laser gun. Ignoring compatibility questions, a modem board and some electronic chips could be added for a few hundred dollars. RCA's Sarnoff labs recently announced a break-through in "printing" solid-state lasers that should result in savings of orders of magnitude over tube-based gas lasers in mass production.

If a device capable of producing high-quality type and graphics on demand was available for $2,000, what would that do to book and journal distribution today? Probably nothing, because there are so few books and journals available for it to receive. There is an elaborate infrastructure of organizations and services necessary to support on-demand book distribution, and it is not yet in place.

Nonetheless, a kind of technological imperative exists which suggests that

serve, and retrieve print products since the costs of those functions will exceed the cost of producing new copies on demand.

This disposable information vehicle approach will not seem alien to special librarians who have always emphasized service over custodianship. It will not be altogether strange to public libraries with their revolving collections, uncataloged paperbacks, and extensive weeding. It will be more of a shock to academic and research libraries.

Non-Textual Information

It seems a shame that we typically describe the rich new pallettes of live-action video, computer animation, direct access to images, and so on, in terms of what they are not; that is, as "non-print" or "non-textual" information. Let's use the term "video" broadly to describe this whole range of sound and image information carrying technologies.

Technologies often reach their fullest development shortly before they are replaced—a kind of "last hurrah" phenomenon. Microform technology seems prey to this syndrome today; print may

follow suit in the next few decades. Just about the time that we can send cookbooks, diagrams and all down the phone line, we may find that no one wants cookbooks anymore. Users may prefer to watch Julia Child, Craig Claiborne, or Joyce Chen demonstrate cooking via videodisks. Videodisk's direct access, coupled with its slow motion, freeze frame, and reverse capabilities, make it a wonderful tool for anything involving hand-eye coordination, such as cooking, auto repair, sports, or crafts. "How-to" books may be the first genre to go the way of the buffalo.

What about such essentially spatial or descriptive studies as astronomy, engineering, physics, and biology. Won't video images under user control, much as in current computer-aided design systems, provide better, more user friendly information transfer than print on paper?

Output limitations are one reason databases used for question-answering, citation searches, and current awareness flourish while full-text transmission languishes in comparison.

What about architecture? "Show me Rheims Cathedral from the front", we say to our voice-actuated home computer. "Now a three-quarter view." "Now, rotate it slowly." "Stop there." "Put in major stress lines as green arrows so I can see why they made the buttresses the way they did."

What is safe from such technology? Print is perhaps the last refuge for the subtle, the difficult, and the profound. Inherently linear, non-visual information such as law, philosophy, and poetry will remain in text long after paper ceases to be the vehicle.

Further developments are needed before video really hits its stride. Many of these developments exist in laboratories, and some are already commercially available—higher resolution, flat screens, and increased portability. Cordless transmission is already common in telephones and paging devices.

Information Transfer

Authors, publishers, jobbers, librarians, and users each play a major role in the current process of information transfer. How might the electronic publishing revolution affect these roles? While intellectual roles are likely to remain unchanged, those tied to the physical package—manufacturing, storage, and distribution—will be dramatically affected; we can expect to see an "unbundling" of existing roles.

Changes in the Author's Role

Whatever the packages used to transport information, there will always need to be creators. As technology increases in complexity, responsibility is increasingly shared. This creates problems in media cataloging. Who is the author of a television show—the producer, the director, the writer? Still, the basic role of the author, whether individual or corporate, remains the same.

The same does not hold for the compilation or organization function. Many publications today are simple compilations or reorganizations of existing information. Unannotated bibliographies, some indexes, random number tables, and log tables are examples of endangered species. In an edition printing environment, the author—often called compiler or editor—organizes material for use by others. In a publication-on-demand environment, the user specifies the form of organization. Given the state of bibliographic databases today, most of the current bibliographies larding the ERIC system, for example, are examples of vanity publishing.

Another change we can anticipate is that increased world-wide literacy, coupled with word processing and the

continuing growth of the information sector of the economy, will increase the number of authors. Koenig recently noted that our information technology has caught up with the information explosion we have discussed for so many decades (4). He fails to point out, however, that a new explosion seems to be in the making. This explosion will increase the importance of the selection function for publishers, jobbers, and librarians.

The Publisher's Role

Publishers perform four basic functions. First, they select or referee manuscripts—the "imprimatur" function. A book from Wiley or McGraw means more than one from Podunk Press. This is a critical and necessary gate-keeping function which will continue so long as authors are human and unable to be objective about their own works.

Publishers also edit and package authors' works, again a quality control function. The only foreseeable change is a movement toward further unbundling; currently, much editing is already being done free-lance.

Publishers also perform two functions strictly tied to the current edition printing approach: manufacturing and distribution. Both functions will shift to the electronic network utilities and cease to be the province of the publisher. Within the industry, there are minor disagreements about the particulars of this shift. Tom Hickey of OCLC believes that the choice of typeface, type size, and so on, will remain the province of the publisher and author; others believe these choices will be made by the end user.

The Jobber's Role

Jobbers' roles are basically three-fold. First, they organize bibliographic information, verify and locate titles, and provide selection guidance to help librarians deal with the output of thousands of publishers. Second, they consolidate distribution so that the library does not need to open hundreds of small boxes each week. Finally, they consolidate invoicing and handle prepayments and deposits to simplify the accounting and check-writing functions of the library.

The jobber's organization, verification, and selection functions will rise in importance as the volume and variety of publication increase. We may see some unbundling; *Choice* magazine can be viewed as an unbundled approval plan; the *Virginia Kirkus* model may be useful.

The jobber's distribution function will migrate to on-demand publication networks along with the publisher's distribution function. In effect, information will be jobbed directly instead of matter containing information. The DIALOG model may be the pattern for the future.

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Invoice consolidation will still be necessary. Big corporations such as banks and other financial institutions are already jockeying for position to consolidate all fund transfer activities world-wide. Long-distance calls can be charged with an American Express card, for example. In the long term, we will see a move to a general society-wide electronic fund transfer system, backing eventually into a complete electronic debit system that will change our entire bookkeeping process. This may be available as early as 5-10 years, although many institutions will take some time to shift to the new mode.

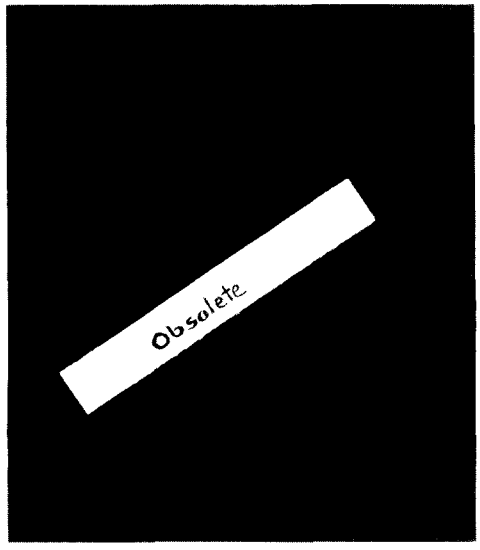
The librarian's selection function will become paramount in an electronic environment, but it will not be selection for acquisition and then storage; it will be selection on-demand for an individual user. Collection-oriented academic librarians will have more difficulty making the adjustment than service-oriented corporate librarians.

The acquisition function will largely disappear. Why keep on-order files and build claiming cycles for material delivered in minutes rather than weeks or months?

The organization function will still be important. Librarians will increasingly be users and interpreters of catalogs and indexes rather than creators. This shift is already largely completed for journal articles and government documents. Local monograph cataloging will diminish dramatically once the on-demand networks are established. Some libraries may continue to perform cataloging and indexing for a specialized clientele.

Technologies often reach their fullest development shortly before they are replaced—a kind of "last hurrah" phenomenon. Microform technology seems prey to this syndrome today; print may follow suit in the next few decades.

Shelf classification will disappear once it becomes cheaper to order and print on demand than to process, store, preserve, and access physical containers. It is possible that libraries may store documents once accessed on local databases. This is a memory/telecommunications cost trade-off question and will not fundamentally affect the librarian's role. Libraries will no longer consider it reasonable to restrict a bibliographic search to items held locally. Again, this is consistent with current practices of many special libraries but few academic ones. Circulation will disappear as a function in the publication on demand environment as the book or article is increasingly seen as a disposable package.



Larry Auld has suggested that a useful model for future librarians is the lawyer (5). Similar to previous traditional librarian functions, this would entail working independently to help a client negotiate a complex maze; the reference interview; the reader's advisor; offering opinions on the relative quality of materials. Again, special libraries are closer to the model of all future libraries.

Library users read for pleasure, to gain information, to inform action, or to reprocess information into new documents—thereby completing the information transfer cycle. As we move closer toward an information-based economy, the demand for information will increase. The most important change affecting users is that there will be more of them; they will want more, and their service expectations will rise in proportion to the importance of the information to their livelihood.

Conclusion

Dick DeGennaro has noted that the information revolution will affect all of society's institutions, and that it is neither reasonable nor possible to plan to meet the, as yet, undefined challenges (*6*). Still, the only thing riskier than predicting the future is *not* predicting the future.

Peter Drucker, in his collection of essays, *Towards the Next Economics*, observed:

> Within five years after Edison had shown his light bulb to the invited journalists, every one of the major electrical manufacturing companies in existence today in the Western world (excepting only Phillips in Holland) was established, in business, and a leader in its respective market. And the same held true for the telephone and for telephone equipment (*7*).

There is a message there for all of us involved in the information transfer process: If we don't do the job, others will.

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Whatever Happened to that Kid Who Got the Scholarship?

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■ **The authors conducted a survey of the 113 SLA scholarship recipients from 1955 through 1978. Of the 48 responses received, tabulations were made covering four areas: personal data; the scholarship; scholastic activities; professional activities. Results of the survey should be useful to future Scholarship Committees and to the Association itself. The consensus of the authors, five past Scholarship Chairpersons and the special Scholarship Program Study Committee is that awarding scholarships is an appropriate SLA activity and should be continued. Recommendations as to changes in award procedures and follow-up on scholarships are offered by the authors.**

AS PART OF AN EXPANDING range of services to its membership and of its commitment to the education and training of librarians, particularly special librarians, the scholarship program of SLA was inaugurated in 1955.

During the twenty-four years covered by this survey, the SLA Scholarship Program has given awards to 113 individuals (Appendix I)—99 women (80.5%) and 22 men (19.5%)—totaling $174,000 (Appendix II). This substantial amount amply demonstrates SLA's firm commitment to people aspiring to enter the ranks of professionally trained librarians. It represents an investment in which members of the Scholarship Committees, members of the Board of Directors and members of the organization can rightfully take pride.

Previous Survey

A survey of scholarship recipients was undertaken in 1975 by Robert Krupp, then Chairman of the Scholarship Committee. He surveyed all past recipients to "determine their SLA activity since graduation." Even then 36% of the winners could not be located. The Scholarship Committee Chairman's report in the September 1977 issue of *Special Libraries* revealed some of the problems of a survey when he wrote: "Last year the committee suggested that a new survey of past scholarship winners should be attempted but, as we discussed this project, we decided to drop it because we could not justify the probable results with the time and organization necessary to perform the survey."

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New Survey

Nevertheless, undaunted by these and any other misgivings, we decided to conduct an updated survey of all scholarship recipients from the program's inception, 1955, through 1978, the last year recipients could be expected to have received their award and completed their studies. Many SLAers had expressed a need for such a survey, the results of which would be useful to the Association as well as to future Scholarship Committees. We asked for, and received, the endorsement and approval for the project of the Board of Directors at its Fall 1980 meeting.

LJ Hotline's editor, Karl Nyren, reworded our rather staid announcement of the survey succinctly when he said in the December 1980 issue:

> WHATEVER HAPPENED TO THAT KID WHO GOT THE SCHOLARSHIP? This must be a question that emerges frequently as each year a brace or covey of (usually) young 'uns trot off the stage with their scholarship awards. These awards presumably are based on their elders' perceptions of unusual merit, and somehow, in later years, the donors should be able to calculate the returns on their investment. What may be a first attempt to do this is announced by Special Libraries Association. . .

In our attempt to answer just such questions, we tried to contact the 113 scholarship awardees (Appendix III). We found 43 of the 113 (38%) could not be located. Two of the 43 were discovered to be deceased. The other 41 (36%) were either not listed in standard directories (SLA, ALA, MLA, or ASIS) or did not have current addresses listed with the library schools we contacted. Even notices about the survey, published in *LJ Hotline* and *Wilson Library Bulletin*, did not bring forth any new information about the 41.

Current addresses were available for 70 of the 113 (62%). A questionnaire and covering letter (Appendix IV) were mailed to each of the 70.

Responses to the initial mailing or a series of two follow-ups were received from 48 of the 70 mailed (68.6%), from 38 women (79.2%) and 10 men (20.8%). Two additional responses were received too late to be included in the tabulations. The 48 responses were tabulated in four categories: Personal Data: The Scholarship; Scholastic Activities; and Professional Activities. The significant findings in each of these categories follow (Appendix V).

Personal Data

The great majority (81.2%) of the respondents now work in special or other libraries; only 9 (18.8%) have changed to other fields. Most (54.2%) now reside in Northeastern or Midwestern states. Although a sizeable number (68.8%) were SLA members at one time, less than half (43.7%) maintain current SLA membership.

The Scholarship

Most (75.0%) learned about the SLA scholarship program from SLA members, from announcements in *Special Libraries*, or from librarians or library school faculty members. Almost all (91.7%) think the procedures in awarding their scholarships were "carried out efficiently." A substantial majority (72.9%) consider that the SLA scholarship amounts were adequate at the time awarded; however, more than half (60.4%) received other financial assistance while attending library school.

Nearly 65% reported that the SLA scholarship was of great personal value. About a quarter (22.9%) said they could not have attended library school without it; only 1 (2.1%) would have become a special librarian anyway.

Somewhat more than a majority (60.4%) had no suggestions to make regarding the scholarship program, except to say that it should be continued. A goodly number (27.1%) felt that the amount should be increased to keep pace with inflation and that the scholarship program should be publicized more widely. Some suggested that SLA

set up an internship program as well, that six-month or partial scholarships be given also, and that funds be provided for scholarship winners to attend SLA conferences.

Scholastic Activities

A majority (56.4%) would have attended library school anyway, even if the SLA award had not been received. Nearly half (41.7%) went right into library school after receiving their undergraduate degrees; an equal percentage waited from one to nine years, 10.4% waited ten to fifteen years, and the rest (6.2%) held off for 16 or more years.

While in library school more than three-quarters (79.2%) of the respondents did take courses in special librarianship; more than half (52.1%) received other scholarships or honors (e.g., Dean's List, August Alpers Award), were elected to Greek-letter organizations (e.g., Beta Phi Mu, Phi Kappa Phi), or were president of their library school classes. Also, while attending library school 60.4% were employed, 54.2% were members of a SLA student group, and 62.5% attended SLA meetings or conferences.

All 48 of the respondents (100%) completed library school and obtained degrees. Equal numbers (5 each) received degrees from Rutgers and the University of Michigan; 4 from Case Western Reserve: 3 from Columbia; 2 each from the University of Southern California, University of Illinois, University of Chicago, Pratt, University of Texas at Austin, Florida State University, Texas Women's University, University of Pittsburgh, and the University of Denver; one each from Carnegie Tech, Peabody, Villanova, University of Minnesota, North Texas University, Long Island University, McGill, and SUNY.

Several have pursued further postgraduate studies and already received MBAs (6.3%), PhDs (4.2%), or advanced certificates (4.2%). Four (8.6%) are now enrolled in law schools, and three (6.3%) are pursuing MA degrees in unspecified fields.

Professional Activities

Since earning their library school degrees, the respondents have worked in a wide variety of corporate special (45.8%), not-for-profit special (39.6%) and medical (14.6%) libraries. A substantial number have also been employed in public and university departmental libraries. Those who have *never* worked in the field of special librarianship since receiving their degrees from library school (29.2%) cited the following as important reasons: no job opportunities in special libraries were available in the areas where they were living (12.5%); job opportunities were better in other library fields (8.3%); the part-time jobs they wanted were available only in public libraries (2.1%); nonlibrary fields seemed either more interesting or exciting (4.2%); or career goals changed completely (2.1%).

Significantly, when asked why they dropped their membership in SLA, 20.8% said they could no longer afford it, and 10.4% said they "didn't get anything out of membership."

On the whole, however, the respondents are fairly active in library or information service: 33.3% belong to SLA chapters and 18.7% to SLA divisions. Some (8.3%) have contributed to, or served as editors of, SLA newsletters or bulletins. Some (8.3%) serve on Association committees.

One scholarship recipient has been a member of the Board of Directors. Others have held offices in specialized subject library associations, state and local organizations, and ALA. One was a delegate to the White House Conference on Library and Information Services.

Among our 48 respondents are 26 (54.2%) who have published fifteen articles, seven books, and four reviews. This remarkable group also includes people who have compiled three bibliographies, and conducted three continuing education courses. In addition, seven have published on nonlibrary subjects. And finally, besides winning many honors and awards while in

library school, 10 (20.8%) have been honored for outstanding service to the profession since receiving their library degrees.

The awardees who responded generally felt that the scholarship had been crucial to their entry into the library profession. Many expressed gratitude to SLA. Several have made outstanding contributions to special librarianship based on a record of publication, honors, and Association offices held. One respondent even included a $500 check with her returned questionnaire.

Observations

Based on the findings of our survey, we felt we could make the following critical observations:

1) Follow-up of the scholarship recipients is lacking.

2) A large percentage of the awardees seemed unaware of the nature of special librarianship as a profession.

3) Too many of the awardees seemed ill-informed about the realities of the job market and geographical distribution of special libraries, which hindered them in their careers.

4) The large percentage of awardees who did not remain in special librarianship or who are not now active in Special Libraries Association is disturbing.

No investment, however well-intentioned, well-advised, or sound, should be made and then forgotten. The fact that we could not determine what had happened in the lives of 65 individuals who received $97,600, more than half (56.0%) of the $174,000 of scholarship funds awarded, strongly suggested that SLA needs to take a closer look at this investment periodically to see how it is doing. What, if any, mistakes did we make? Equally important as a guide to the future, what did we do right?

Accordingly, the following recommendations were submitted to the Special Libraries Association Board of Directors at its June 1982 meeting:

1) that the Board establish an Ad Hoc Committee to study the SLA Scholarship Program with particular attention to publicity, the amount of the award, the method of awarding scholarships, monitoring and follow-up procedures, and suggestions for increasing the percentage of scholarship awardees who become and remain special librarians and active SLA members.

2) That the Ad Hoc Committee investigate alternatives to awards for the MLS degree such as the advanced sixth-year certificate for practicing special librarians, or an award to those already in library school to complete their MLS, and that the findings of the Committee and its resolutions be reported to the Board of Directors in June 1983.

A special Scholarship Program Study Committee, consisting of Joseph Dagnese, chair, Julie Bichteler, and David King, deliberated and reported to the Board as charged. The Committee's recommendations altering the method of selecting scholarship recipients by allowing library schools to award the scholarships based on recommendations of their faculty for a trial period of three years failed to win Board approval. The Board did vote to approve the Committee's second recommendation to establish a Mid-Career Grant Program for a trial three-year period. Recipients will be SLA members and hold a masters degree in library or information science.

The members of this special committee, the five past chairpersons of the Scholarship Committee who submitted opinions, and we, on the basis of our survey, concur that the awarding of scholarships is an appropriate activity for SLA and should be continued. Concern over the mechanisms presently in place, especially the lack of accountability, is also felt by all of us; this concern remains to be resolved.

Appendix I—Scholarship Recipients 1955–1978

1955	Maria Kochanowsky
1956	Floyd M. Cammack* Mary Louise Will
1957	Sarah N. Helliwell Audrey Johnson (Adams)** Ann T. Ratcliff
1958	Elizabeth B. Burch Joanne Emidy (Greenlee)* Gloria Pagan Johanna von Koppenfels (Holzbauer)*
1959	Marcella Ahner (Lucas)* Lois Anderson William O. Baum Nadine Harkins Ruth Ruzicka Marjorie Schall Stephen Torok*
1960	Martha Bucher (Overwein)* Valerie Hunter Burnham Geri Lynne Grayne Prudence Jeanne Schmidt
1961	Emergy Baldi-Becht Marlene A. Barrett (Rossing)* Jacqueline K. Johnson (Desoer)* Florence E. Morris (Johnson)* Mary F. Riley* Irene G. Wallace
1962	Barbara J. Biebrich* Almuzaffar A. G. Khan Dorothy Lundeen Arlee May Ellida Milton Ellida Milton Mary L. Woehlk (Hall)
1963	Michael Borowyk Robert W. Culp* Patricia Ann Hugghins (Morrow)* Louise May Orr Anita Louise Pope Judith Scull (Atkinson)* Richard Edmund Wallace*
1964	Nada R. Cail* Sherrill R. Cartt David H. Elazar* Kenneth L. Ferstl Jo anne W. Hawkins* Joyce P. Hill Grazina A. Juodelis** Marian W. Merrill (Pink)* Bonnie M. Seesland Martha Zelle
1965	Eileen E. Hanle (Hitchingham) Saralyn Ingram* Judith L. McEntyre Patricia J. Pannier Victoria S. Potts (Milam) Hannah R. Rotman Mary C. Walsh
1966	Susan O. Barrick* Janet K. Boles* Renee C. Evans Pamela S. Palm Charles E. Snell*
1967	Norman Peter Cummins Laura Nell Gasaway* Joanne M. Mann (Spiessback)* Frieda S. Noell (McCoy)* Janet S. Reed* Libby P. Soifer
1968	Adepu Bikshapathi Susan Helen Ike (Lindenmuth) Barbara Jean Ingram Bernice Ray (Jones)* William Karl Sipfle* Sarah Kirsten Wiant* Barbara A. Wolfson (Porte)*
1969	Wesley Allan Cassan Jane Ann Jacober Dency Cornelia Kaiser (Sargent) Eleanor Cecelia Nuttycombe Patricia Lotze Symes
1970	Stephanie Lynn Mallory Martha Jean Stark Josephine Theresa Zoretich
1971	Silva Barsumyan* Anita Grace Bayles* Frank Gagne
1972	Masha Zipper Pamela Ann Sexton* Peggy Jones Beavers*
1973	Carolyn Niles Davis Elleni Kuliopulos (Koch) Janet Suzanne Kontje (Conner) Dennis Ray Petticoffer
1974	Linda Lee Stevens James Walz* Helen Elizabeth Madden Richard Eugene Waddell*
1975	Susan Lynn Cisco* Mary Elizabeth Hansen* Rosemary Kay Lopiana* Darla Anna Hood Rushing Kathryn A. Young
1976	Reta D. Burroughs* Clifford Haka* Suzanne L. Sager
1977	Sari Bercovitch* Anita Inez Cook* Karen Sue Negoro* Michael David Reed
1978	Cynthia Margaret Bell* Mary Ann Burritt (Sumner)* Margaret M. Meehan* Martha L. Ritter*

Married names appear in parentheses
* responded to survey
** denotes deceased

Appendix II—Scholarships with Amounts by Year with Number of Survey Responses

Year	Number Of Scholar-Ships	Amount Each	Total Distributed	Number Of Responses	Untraceable Amount
1955	1	1,000.00	1,000.00	0	1,000.00
1956	2	500.00	1,000.00	1	500.00
1957	3	700.00	2,100.00	0	2,100.00
1958	4	1,000.00	4,000.00	1	3,000.00
1959	7	1,000.00	7,000.00	2	5,000.00
1960	4	1,000.00	4,000.00	1	3,000.00
1961	6	1,000.00	6,000.00	4	2,000.00
1962	6	1,000.00	6,000.00	1	5,000.00
1963	7	1,000.00	7,000.00	4	3,000.00
1964	10	1,000.00	10,000.00	5	5,000.00
1965	7	1,000.00	7,000.00	1	6,000.00
1966	5	1,500.00	7,500.00	3	4,500.00
1967	6	1,500.00	9,000.00	4	3,000.00
1968	7	2,000.00	14,000.00	4	6,000.00
1968	5	2,500.00	12,500.00	0	12,500.00
1970	3	2,500.00	7,500.00	0	7,500.00
1971	3	2,500.00	7,500.00	2	2,500.00
1972	3	2,500.00	7,500.00	2	2,500.00
1973	4	2,000.00	8,000.00	0	8,000.00
1974	4	2,000.00	8,000.00	2	4,000.00
1975	5	2,000.00	10,000.00	3	4,000.00
1976	3	2,500.00	7,500.00	2	2,500.00
1977	4	2,500.00	10,000.00	3	2,500.00
1978	4	2,500.00	10,000.00	3	2,500.00
	113		$174,100.00	48	$97,600.00

Appendix III—Recipients Located or Unlocatable

1955–1978/79			Total
no. awards	113		100%
no. located & mailed	70		62%
no. responses	48*		42.5%
deceased	2		
unlocatable	41	(in SLA directory	36%
		ALA "	
		MLA "	
		ASIS "	
		Librarian's Phone Book	
		by library school attended)	

* 2 additional received after tabulations completed

Appendix IV—Survey Cover Letter and Questionnaire

April 6, 1981

Dear SLA Scholarship Award Recipient:

We are beginning an ambitious project with the endorsement of the Scholarship Committee and the Board of Directors to embark on this important task.

We are conducting a survey of the recipients of SLA scholarship awards from their inception, 1955, through 1978.

Many SLAers have expressed a need for such a survey, the results of which will be useful to the Association as well as to future Scholarship Committees.

We hope you will cooperate in this endeavor by completing the attached questionnaire and returning the form to Mrs. Vivian D. Hewitt WITHIN TWO WEEKS. Please feel free to add any comments or questions you believe helpful. For your convenience a pre-paid envelope is enclosed.

We want to assure you that all information provided on the questionnaire will be strictly confidential. There will be no way your responses can be associated with your name since the data will be analyzed in the aggregate.

We hope you will take the small amount of time necessary to assist us in this important project and look upon it as a contribution to the Association and its membership.

Our expectation is to present the findings of this survey as an article to appear in an issue of *Special Libraries* later this year.

We want to thank you in advance for your cooperation.

Sincerely,

(Mrs.) Vivian D. Hewitt, Librarian
Carnegie Endowment for International Peace
Past President, SLA

(Mrs.) Muriel B. Regan, Librarian
Rockefeller Foundation
Past President, SLA, NY Chapter

SLA SCHOLARSHIP AWARD RECIPIENT SURVEY

Name _____
Business Address/Job Title _____
_____
Home Address _____
_____
Year of award _____
SLA member? _____

If you need more space to answer any question(s), please attach additional page(s).

I. *Scholarship*

1) How did you learn of SLA scholarship? _____
2) Do you think the procedures of awarding the scholarship were carried out efficiently? _____
3) Was the SLA Scholarship Award an adequate amount? _____
4) Did you receive any other financial assistance while attending library school? _____
5) Please comment on the value of the SLA Scholarship Award:
   (a) to you personally
   (b) to the field of special librarianship
6) What suggestions for continuation or change of the award would you make? _____

II. *Scholastic Activities*

1) Would you have attended library school anyway, even if the SLA award had not been received? _____
2) How many years elapsed between your undergraduate degree and the date of entering library school? _____
3) Did you take courses in special librarianship in library school? _____
   If not, what was your reason for not doing so? _____
   _____
4) List any honors received while attending library school? _____
   _____
5) Were you employed while attending library school? _____
6) Were you a member of a SLA student group? _____
7) Did you attend SLA meetings, conferences, other activities, while a library school student? _____
8) Did you complete library school and obtain a degree? _____
9) If yes, from which school and in what year? _____
10) What additional degree(s) have you obtained since attending library school? Please list with date(s) received and field(s) of study _____

III. *Professional Activities*

1) Please list the positions (with a brief job description) in special libraries which you held since earning your degree. _____
   _____
   _____
2) Please list positions outside the field of special librarianship which you held since earning your degree. _____
   _____
3) If you have not worked in the field of special librarianship since earning an MLS, please tell us why. _____
   _____
4) What library and information science organization's membership(s) have you dropped and why? _____
   _____
5) Please list all your activities and offices held (with dates) in SLA. _____
   _____
6) Please list all your activities and offices held in other library and information science associations. _____
   _____
7) List your publications. Indicate which are in the field of special librarianship by marking them with a check.
   _____
   _____
8) What honors, awards, additional scholarships in the field of library and information science have you received since obtaining your library degree? _____
   _____

Please return within 2 weeks to: Mrs. Vivian D. Hewitt, Librarian
Carnegie Endowment for International Peace
30 Rockefeller Plaza, rm. 5425
New York, NY 10112

APPENDIX V—Summarized Results of SLA Scholarship Award Recipient Survey

Personal Information	Responses #	%
Personal Information		
Sex		
M	10	20.8
F	38	79.1
Job		
In special library	24	50.0
Other library	15	31.2
Other	9	18.8
Geographical area		
NE	15	31.25
S	3	6.25
Mid-Atlantic	5	10.4
Midwest	11	22.9
SW	2	4.2
W	8	16.7
other	4	8.3
Year of award		
1956, 58, 59	4	8.3
1960, 61, 62/63, 64	14	29.2
1966, 66/67, 67, 68	12	25.0
1971, 72, 74	6	12.5
1975, 76, 77, 78, 79	12	25.0
SLA Member		
Yes	21	43.7
No	27	56.3
No but formerly yes	12	25.0
I. *Scholarship*		
1) How did you learn of SLA scholarship?		
From SLA member	11	22.9
Special Libraries	9	18.7
From librarian(s)	7	14.6
Library School faculty	5	10.4
ALA financial aid info	4	8.3
College bulletin board notice	3	6.2
Belonged to SLA	2	4.2
SLA literature	2	4.2
Don't remember	2	4.2
SLA Chapter	1	2.1
University financial aid office	1	2.1
Financial aid directory	1	2.1
		100 %
2) Do you think the procedures of awarding the scholarship were carried out efficiently?		
Yes	44	91.7
No	0	0
Other (not sure-1, no knowledge-2, no answer-1)	4	8.3
		100 %
3) Was the SLA Scholarship Award an adequate amount?		
Yes	35	72.9
No	9	18.8
Other	4	8.3
		100 %
4) Did you receive any other financial assistance while addtnding library school?		
Yes	29	60.4
No	15	31.25
Worked	10	20.8
No answer	1	2.1

Appendix V—Summarized Results (continued)

Personal Information	Responses #	Responses %
5) Please comment on the value of the SLA Scholarship Award:		
(a) to you personally		
very helpful	13	27.1
no answer	12	25.0
couldn't have attended otherwise	11	22.9
prestige	4	8.3
completed degree faster	4	8.3
gave me a profession	2	4.2
became special librarian instead of other type	1	2.1
		100 %
(b) to the field of special librarianship		
no answer	20	41.7
encourages able candidates to enter field	10	20.7
creates awareness of special librarianship	5	10.4
beneficial	4	8.3
not sure	3	6.3
prestige	2	4.2
allowed me to make contribution to special librarianship	2	4.2
not much	1	2.1
special librarian anyway	1	2.1
		100 %
6) What suggestions for continuation or change of the award would you make?		
no answer or no suggestions	18	37.5
continue	11	22.2
continue and increase relative to inflation	7	14.6
publicize more	6	12.5
keep standards high and selective	1	2.1
fewer number, larger amount	1	2.1
set up internship program	1	2.1
lack of follow-up	1	2.1
funds for winners to attend conferences	1	2.1
scholarship(s) for need and also for merit	1	2.1
six months or *partial scholarship(s) also be given*	1	2.1
II. Scholastic Activities		
1) Would you have attended library school anyway, even if the SLA award had not been received?		
yes	27	56.3
no	7	14.6
probably	4	8.3
doubtful	9	18.7
no answer	1	2.1
		100 %
2) How many years elapsed between your undergraduate degree and the date of entering library school?		
0	20	41.7
1-2	5	10.4
3-4	8	16.6
5-6	6	12.5
7-9	1	2.1
10-15	5	10.4
16-20	1	2.1
21+	2	4.2
		100 %
3) Did you take courses in special librarianship in library school? If not, what was your reason for not doing so?		
yes	38	79.2
no	9	18.7
no answer	1	2.1
		100 %

Appendix V—Summarized Results (continued)

Personal Information		Responses #	%
4) List any honors received while attending library school.			
yes		25	52.1
Beta Phi Mu	13		
Dean's list	5		
President (SLA study group, library school class)	2		
Phi Kappa Phi	1		
Graduated with honors	2		
Internship	1		
Other scholarship	4		
August Alpers award	1		
Alpha Lambda Sigma	1		
none		14	29.2
no answer		9	18.7
			100 %
5) Were you emplyed while attending library school?			
yes		29	60.4
no		18	37.5
no answer		1	2.1
6) Were you a member of a SLA student group?			
yes		26	54.2
no		22	45.8
none available	30		100 %
regular SLA member	3		
7) Did you attend SLA meetings, conferences, other activities, while a library school student?			
yes		30	62.5
no		18	37.5
			100%
8) Did you complete library school and obtain a degree?			
yes		48	100 %
no		0	
9) If yes, from which school and in what year?			
Rutgers		5	
U. Michigan		5	
Case Western		4	
Columbia		3	
U. S. C.		2	
U. Illinois		2	
Chicago		2	
Pratt		2	
U. Texas, Austin		2	
Florida State		2	
Texas Woman's		2	
U. Pittsburgh		2	
Denver		2	
U. N. C.		2	
Carnegie		1	
Peabody		1	
Villanova		1	
U. Minnesota		1	
N. Texas		1	
LIU		1	
McGill		1	
SUNY		1	
Year of degree:			
1955-59		2	4.2
1960-64		11	22.9
1965-69		14	29.2
1970-74		4	8.3
1975-79		12	25.0
1980		1	2.1
no answer		4	8.3

Appendix V—Summarized Results (continued)

Personal Information	Responses #	%
10. What additional degree(s) have you obtained since attending library school?* Please list with date(s) received and field(s) of study.		
None	32	66.7
Courses, no degree	5	10.4
Law (in progress-1)	4	8.35
MBA	3	6.25
MA (*in progress*-1)	3	6.25
Ph. D.	2	4.2
Certificate	2	4.2
III. Professional Activities*		
1) Please list the positions (with a brief job description) in special libraries which you held since earning your degree.		
Medical library	7	14.6
Serials librarian	2	4.2
Circ. lib	1	2.1
Ref. lib	2	4.2
Bibliographic Res. Head	2	4.2
Head	1	2.1
Public Services librarian	1	2.1
Other	1	2.1
Corporate library	22	45.8
Ref. lib 9	Cataloguer 1	2.1
Branch lib 1	On leave 3	6.25
Indexer 1	Research lib 1	2.1
	Lit. analyst 2	4.2
Mgr, Head lib 6		
Asst/Assoc lib 4		
Not-for-Profit Special library	19	39.6
Ref.	6	12.5
Tech. Serv.	2	4.2
Head	9	18.75
Asst. Lib.	3	6.25
Public/Univ. Dept. Lib.	17	35.4
Acquis	2	4.2
Ref.	5	10.4
Asst. lib.	2	4.2
Intern	1	2.1
Catalogue	3	6.25
Tech Serv.	1	2.1
Circ.	1	2.1
Head lib.	2	4.2
None	7	14.6
No answer	2	4.2
2) Please list positions outside the field of special librarianship which you have held since earning your degree.		
College or university library position	21	43.75
None other	21	31.25
Public library position	14	29.2
Non-library position	10	20.8
Researcher	4	8.3
Other library position	3	6.25
Records mgt position	3	6.25
Lib school position	1	2.1
Own business	1	2.1
Motherhood	1	2.1
Indexer	1	2.1
3) If you have not worked in the field of special librarianship since earning an MLS, please tell us why		
Not applicable or no answer	34	70.8
No special library job opportunities where living	6	12.5
Job opportunities better in other lib. field	4	8.3
Other field more exciting or interesting	2	4.2
Part-time needed-opportunities only in public library	1	2.1
Change in career goals	1	2.1

* Sums are more than 48 due to multiple answers

Appendix V—Summarized Results (continued)

Personal Information	Responses #	Responses %

4) What library and information science organization's membership(s) have you dropped?

		%	#
SLA		37.5	18
No answer		20.8	12
None		12.5	6
ALA		10.4	5
All		6.25	3
ASIS		6.25	3
Regional	SW Lib Assoc	2.1	1
	NJ Lib Assoc	2.1	1
	N Eng Lib Assoc	2.1	1
	NYLA	2.1	1
Am. Documentation Soc.		2.1	1

Why?	#	%
moved out of org's field of interest	11	22.9
can't afford	10	20.8
didn't get anything out of membership	5	10.4
changed geograph. area	3	6.25
read org's publ. at work	2	4.2
merged into other org.	1	2.1
can't attend meetings	1	2.1
someone else on staff belongs	1	2.1
org's activities boring	1	2.1
out of country	1	2.1
(sum is more than 48 due to multiple responses)		

5) Please list all your activities and offices held (with dates) in SLA.

Chapter	16	33.3
No answer	9	18.75
Division	9	18.75
Contrib. or editor of newsletter/bulletin	4	8.3
Assoc. Committees	4	8.3
Publication	3	6.25
Conference paper	2	4.2
SLA liaison to other org.	2	4.2
Board of Dir.	1	2.1
None	1	2.1

(Multiple responses)

6) Please list all your activities andoffices held in other library and information Science associations.

Specialized subject library assoc.	11	22.9
State	5	10.4
Local	4	8.3
ALA	4	8.3
White House Conf. delegate	1	2.1
Other	1	2.1

7) List your publications. Indicate which are in the field of special librarianship by marking them with a check.

Yes	26	
Article(s)	15	
Book(s)	7	
Non-library	7	
Reviews	4	
Continuations	3	
Bibliog	3	
Other	2	
None	13	
No answer	9	

8) What honors, awards, additional scholarships in the field of library and information science have you received since obtaining your library degree?

Yes	10	20.8
None	26	54.2
No answer	12	25.0
		100 %

A Guide to Turkish Research in the Earth Sciences

Christine M. Zeidner

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■ **Earth science library collections at Turkish universities and other institutions are described and assessed with emphasis on their possible use by non-Turkish speaking scholars. In-house publications available to foreign institutions by gift or exchange are also discussed. Virtually all such publications are printed in Western European languages or have English abstracts. All facilities described are anxious to expand their exchange programs, both to enlarge their own foreign holdings and to gain exposure abroad for the works of Turkish researchers.**

THE LAND BRIDGE between Europe and Asia, known to many geographers as Asia Minor or Anatolia, consists in the main of a high, arid plateau bearing an amazing resemblance in flora, fauna, climate, and terrain to the intermountain area of the Western United States—so much so that a Turk suddenly dropped into Utah would feel quite at home from the point of view of his physical environment. If a few minarets were distributed about the intermountain landscape, he would scarcely suspect that he had been transported to a distant or foreign locale. Similarly, Americans familiar with our West seldom fail to note this great likeness when seeing the interior of Asia Minor for the first time.

Physical resemblances, moreover, do not stop at the surface of the earth. Given additional and equivalent similarities of geological structure and incidence of mineral wealth in the two areas, one can hardly escape the conclusion that there should be a vast expanse of mutual ground whereupon American and Turkish scholars and library collections in the earth sciences can benefit mutually from one another's research and publications.

The only obvious hurdle to a profitable exchange of ideas and literature looms in the form of a language barrier. Whereas the study of Western languages, especially English, has been mandatory in Turkish schools and universities for at least 20 years, the proba-

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bility of finding anyone conversant in Turkish among American scholars in the earth sciences must surely be low.

Since many Turkish students in geology attend American universities, and most Turkish journals in the earth sciences appear either in English and other Western tongues or contain English abstracts, the author decided to spend two months in Turkey during the fall of 1981 to investigate major collections and native publications in the earth sciences.

The project gained a measure of historical "romance" through the knowledge that mining in Asia Minor dates back to the seventh millenium, and many mines opened in classical times are still productive today despite centuries of war, invasions, and natural disasters. This region gave birth to some great names in the earth sciences among the classical Greeks, such as Thales of Miletus, the "father" of the earth sciences; his student, Anaximander; Anaxagoras of Clazomenae; and Xenophanes of Colophon.

The focus of research fell on the general nature of collections in the earth sciences and their accessibility to non-Turkish scholars; Turkish publications, especially serials; duplication facilities; and the feasibility of exchanges or loans between American and Turkish libraries.

General Observations

The reputation of the Turks for hospitality to foreigners has long been widespread in the West; and one can scarcely hope to find more helpful, forthcoming, and generally delightful hosts than those who represent their earth sciences and libraries. In the course of many hours of interviews and tours of libraries with Turkish scientists and librarians alike, many English speakers appeared among them. These interviews and tours took in nine major university campuses and seven institutions, both public and private, dedicated to research in the earth sciences.

An American researcher need have little fear of the language barrier: the sheer desire to practice one's English brings quick assistance virtually "out of the woodwork" in moments of necessity. Moreover, the many English speakers among Turkish earth scientists are eager to increase exchanges of publications in order to expand the availability of Western literature in their own libraries.

Long years of staggering inflation and restricted credits for imports continue to hamper academic publishing in Turkey; perennial paper shortages limit the number of titles, and even the number of copies approved for printing. Nevertheless, all Turkish institutions visited continue to reserve copies of their own publications for the purpose of exchanges. The presence of many U.S. Geological Society (USGS) materials among the Turkish collections surveyed, suggests that exchanges have long constituted a major source of acquisitions. In many cases, USGS titles form the nuclei of these collections. The continuing devaluation of the Turkish lira promises to promote even greater dependence on exchanges.

Although Asia Minor has played host to continuous human settlement for many millenia, the study of the earth sciences there, in the modern sense of the term, dates back only to the 1930s. Basic research and instruction began in 1933 with the founding of the Institute of Geology within the Faculty of Science at Istanbul University. A modern geological survey, the Mineral Research and Exploration Institute, was launched two years later. Today, all Turkish universities offer instruction in the earth sciences, and seven institutions award graduate degrees in that field. Beyond the gates of pure academia, many governmental organizations sponsor geological and publications, and a growing number of professional associations produce journals and reports, focused largely on seismology, the exploration and extraction of uranium, gold, coal, and the exploitation of other sources of energy.

Research Procedures

All of the collections cited in this article are open to non-Turkish researchers, and all libraries mentioned have photocopying facilities available to researchers. However, non-Turkish scholars usually must obtain a research permit from the Turkish Government to assure access to virtually any public corpus of literature, including public library collections.

Foreign holders of a valid Turkish residence permit can often avoid this requirement. Complete instructions for applying for the research permit, plus forms needed, are available through the Cultural Affairs Attache at any Turkish Embassy.* However, due to inevitable bureaucratic delays, one should submit applications no later than nine months before one's expected date of arrival in Turkey, and under no circumstances should one proceed there in the hope of either avoiding the bother of a permit or obtaining one after arrival. As a result of the recent wave of political unrest in Turkey, officials at public institutions and universities are quite "security conscious." Some form of identification is required—preferably one bearing a personal photograph.

Libraries and Publications

With the exceptions of Hacettepe University and Middle East Technical University of Ankara, all university libraries or collections cited are decentralized and colocated with the individual faculty or the department they serve.† The libraries and publications discussed highlight those of greatest value to non-Turkish researchers in the earth sciences. Emphasis falls on materials printed in English or provided with English abstracts and is restricted to publications available to foreign scholars or libraries, without charge, through gift or exchange arrangements. Addresses and names of directors, when available, are given in Appendix A to facilitate both the establishment of exchange programs and the dispatch of inquiries for additional information.

Government Organizations

As the capital of Turkey, Ankara is also her center for research and publishing in the earth sciences. The finest collection in this field is housed at the Mineral Research and Exploration Institute, the Turkish equivalent of the USGS, located in the city's western outskirts in a new and large multistructure complex. This library contains 100,000 volumes, of which approximately half are printed in English. The chief librarian, who has spent time with the USGS, has fostered the establishment of exchange programs; more than half of the 900 serial titles are received on exchange. The collection also contains more than 700 unpublished reports, compiled by the researchers of the institute and accessible through the card catalog.‡

The Scientific and Technical Council of Turkey promotes and coordinates research activities in the pure and applied sciences throughout Turkey. It has established a documentation center, TÜRDOK, located in downtown Ankara, which "has two main objectives: first, to facilitate the maximum and effective use of world output of scientific and technical information by Turkish scientists, research workers, businessmen, industrialists and managers in

*Americans should write to: Cultural Affairs Attache, Turkish Embassy, 1606 23rd St., N.W., Washington, DC 20008. Telephone: 202 667-6400 or 667-6401.

†For two excellent descriptions of Turkish academic libraries, see: Ilhan Kum and Phyllis Lepon Erdoğan, "Turkish Library Developments," *UNESCO Journal of Information Science, Librarianship and Archives Administration* 2: 252–256 (1980); and Kathleen Kurosman, "The Academic Library in Turkey," *International Library Review* 12: 173–200 (1980). A standard work on the geology of Turkey is: Roland Brinkmann, *Geology of Turkey* (Amsterdam, Oxford, and New York, Elsevier Scientific Publishing Co., 1976).

particular, and the Turkish community in general, and, secondly, to promote, encourage, and co-ordinate library/information activities in the country. Among TÜRDOK's activities, publication of bibliographic tools plays an important part. . . ."** The center publishes in all areas of science, and its research library contains 8,000 volumes and 850 current serial titles (more than one-half in European languages). The library receives 150 scientific index and abstract titles, which comprise the largest collection of these tools in Turkey. Another asset of this library is its collection of over 90% of the scientific dissertations written at Turkish universities.

Turkey has been called a natural laboratory for earthquakes; since 91% of the country lies within one of four earthquake-prone areas, and 40% of it suffers destructive earthquakes. After a very destructive quake at Erzincan in 1939, magnitude of 7.9, which killed 40,000 people and destroyed 140,000 structures, the government accepted an earthquake-resistant design code for buildings, established institutions to deal with earthquake problems, and began to train experts in the fields of seismology and geophysics. The Earthquake Research Institute, in downtown Ankara, is involved in all aspects of earthquake research and has a small research library of 4,500 volumes.

Professional Organizations

The Geological Society of Turkey, in downtown Ankara, maintains a library of 10,000 volumes and 130 current serial titles, from 66 countries. The organization sponsors a large number of conferences and seminars, and publishes the proceedings of most of them.

Another organization of interest is the Union of Chambers of Architects and Engineers of Turkey. This group has members from all areas of engineering, plus metallurgy, meteorology, cartography, city planning, and architecture. The union, in downtown Ankara, has a library of 25,000 volumes and 150 current serial titles.

Two additional professional organizations, which publish their own journals are the Association of Geophysicists of Turkey, and the Association of Geomorphologists of Turkey.

Ankara Universities

Three large universities in Ankara have earth sciences research programs, library collections, and in-house publications. At Middle East Technical University (METU), a few kilometers west of the city, English is the official language of instruction (although in practice, Turkish is more frequently used). The university has 4 faculties and 18 research institutes on campus. The institutes perform applied research in various fields, including: earthquake engineering, mining and petroleum engineering, geology, and geophysics.

Until recently, METU was financially supported by the United States; and, as a result of this outside money, the library is one of the largest in the country, with over one-quarter of a million volumes and 3,000 current serial titles, most of them in English. An American researcher would feel more at home at the METU library than in any other in Turkey, because of its design, western-style administration, open stacks, and English-speaking staff. The director, who received his MLS in Florida, is implementing many new programs, such as mandatory library orientation for all students, and automated circulation and acquisition systems.

Ankara University has a science library located on the Faculty of Science Campus in the western section of the

‡The only map collection noted during my research in Turkey was at the library of the Mineral Research and Exploration Institute. Because that library was then in the process of moving its holdings into a new building, I had no opportunity to assess the map collection.

** Kum and Erdoğan, p. 254.

city. In October 1981, the library staff was in the process of centralizing all departmental science collections into this single facility. The combined collection contains over 100,000 volumes and 350 current serials, over one-half from foreign countries, plus unpublished research reports and Ankara University dissertations.

The final university in Ankara to be considered here, Hacettepe University, has two campuses. The original campus in downtown Ankara, not far from the ancient citadel and several unique museums, now houses only the Faculty of Medicine. The newer campus at Beytepe, 12 kilometers west of the city, encompasses the remainder of the university. The Beytepe campus is served by a central library of 80,000 volumes and 1,300 current periodicals, plus dissertations and unpublished reports. The Institute of Earth Sciences of Hacettepe University, a research organization, also is located on this campus.

Istanbul Universities

Earth science research activity in Istanbul is centered at two universities; both host graduate programs, research libraries, and "in-house" publications. The Technical University of Istanbul has the largest collection at its Mining Faculty Library, located in the Teşvikiye section of the city. The library contains 17,000 monographs and 200 current serial titles.

Istanbul University boasts the oldest program of research and instruction in the earth sciences now active in Turkey, at its Science Faculty, located in the touristic "Stamboul" section of the city. A trip to Turkey, for whatever reason, should include a visit to this area, simply to admire the ornate Ottoman architecture of the university buildings and to visit the nearby Beyazit Mosque area, with its library in a restored *medrese*, and the great Covered Bazaar next door. The university's earth sciences library collection contains 12,000 to 13,000 volumes, including dissertations, and 135 current serial titles.

Other Universities

The last few decades have seen a proliferation of universities in Turkey. Some of these newer and smaller institutions have earth science faculties, collections, and "in-house" publications. One, Black Sea Technical University, is located outside Trabzon (ancient Trebizond of the *Anabasis*), overlooking the Black Sea. The central library and the earth sciences branch thereof are both small, the branch containing 2,200 titles.

Aegean University is located in the colorful suburb of Bornova. Its Earth Science Faculty includes a branch library of 2,300 volumes and 100 current serial titles.

Although Atatürk University, at Erzurum in Eastern Turkey, does not grant degrees in the earth sciences, it has geologists on its faculty; and its science publication includes articles on geology.

Summary

There is much useful research material originating in Turkey, and most of it is available on a basis of exchanges. For the American scholar doing research in Turkey on the earth sciences, there are reference collections and a wealth of published and unpublished research reports available. Turkish librarians usually understand and speak enough English to assist the non-Turkish library user. Moreover, a knowledge of the Turkish language is not essential to the use of Turkish card catalogs, since there are cross references from the American Library of Congress subject headings to the Turkish headings. As the Turkish Government continues to expand the development of natural resources, the volume of scientific literature will continue to grow. The percentage of English language literature can also be expected to increase, due to the growing number of scientists trained in the West—and to their desire to make the results of their work accessible to non-Turkish researchers.

Appendix A. Earth Sciences Libraries in Turkey.

Government Organizations

Mineral Research and Exploration Institute. **Established 1935**

Library director: Ms. Sevim Özertan

Address: Maden Tetkik ve Arama Enstitüsü
Kütüphane Servisi
Ismet Inönü Bulvari
Ankara

Serials:

1. *Bulletin of the Mineral Research and Exploration Institute of Turkey.* 1, 1930-
   Language: English, French, German; English, French summations
   Frequency: Semi-annual
   One of the leading earth science journals of Turkey, with articles on geology, paleontology, mines and mineral resources of the country.
2. *Publications of the Mineral Research and Exploration Institute of Turkey.*
   Language: English
   Frequency: Annual
   List of everything the institute has published since 1936, including maps, series, and monographs.

Scientific and Technical Research Council of Turkey. **Established 1963**

Library director: Ms. Rezan Koçkar

Address: TÜRDOK
Atatürk Bulvari 221
Kavaklidere
Ankara

Serials:

1. *Current Titles in Turkish Science.* 1974-
   Language: English
   Frequency: Monthly
   A bibliography and an index to Turkish literature in the pure and applied sciences, including journals, proceedings, government publications, theses and dissertations, and reprints of articles and other papers by Turkish authors published in foreign journals. Entries are arranged by author within broad subject categories. Author index. Photocopies or microfilms of the documents may be obtained by writing to TÜRDOK.
2. *Turkish Dissertation Index. Pure and Applied Sciences.*
   Language: English
   Frequency: Annual
   Lists dissertations submitted to Turkish universities in the fields of pure and applied science. Items are arranged alphabetically by title in broad subject categories. Author, universities and educational institutions, and subject and/or keyword indexes. TÜRDOK will photocopy dissertations they hold.
3. *TÜBITAK Yayin Listesi.* 1964-
   (Publication list of the Scientific and Technical Research Council of Turkey)
   Language: Turkish
   Frequency: Annual
   List of all the council's publications, including project reports. Author index.

Monographs:

1. *Türkiye Yerbilimleri Bibliyografyasi, 1925-1975.*
   (Geoscience bibliography of Turkey, 1925-1975). Edited by Roland Brinkmann, 1981.
   Part I: *Foreign Geoscience Literature on Turkey.*
   Part II: To be published, will list articles on Turkish geoscience published in Turkey. Arranged alphabetically by author. Titles

in language of article. Subject index.

2. *Türk Toprak Bilimi Açiklamali Bibliygrafyasi.* (Annotated bibliography on Turkish soil science). Edited by Ahmet Mermut et al., 1981. Abstracts in Turkish, with titles in languages of article. Includes non-Turkish publications. Author, subject, and keyword indexes.
3. *Türkiye ve Çevresinin Tarihsel Deprem Katalogu.* (Historical catalog of earthquakes in Turkey and vicinity). Edited by Hüseyin Soysal et al., 1981.

Earthquake Research Institute. Established 1969

Address: Deprem Araştirma Enstitüsü Başkanliği
Yüksel Caddesi 7/B
Yenişehir
Ankara

Serial: *Deprem Araştirma Enstitüsü Bülteni.* 1, 1973-
(Bulletin of the Earthquake Research Institute)
Language: Turkish; English, French summations
Frequency: Quarterly
Contains articles on earthquakes and earthquake engineering, and will be sent free to any organization requesting it.

Map: *Türkiye Deprem Bölgeleri.* 1972-
(Earthquake zones of Turkey)
Scale 1:850,000
Reverse side lists cities and towns, giving zone in which each falls. Sent free upon request.

Professional Organizations

Geological Society of Turkey. Founded 1946

Address: Türkiye Jeoloji Kurumu
P.K. 464 Kizilay
Ankara

Serial: *Türkiye Jeoloji Kurumu Bülteni.* 1947-
(Bulletin of the Geological Society of Turkey)
Language: English, Turkish; English summations
Frequency: Semi-annual
A leading scholarly journal in the field of Turkish geology. A twenty-year index in English and Turkish is available for this title.

Union of Chambers of Architects and Engineers of Turkey

Address: TMMOB
Konur Sok., No. 4
Kizilay
Ankara

Serials:
1. *Jeoloji Mühendisliği*
(Geological engineering)
Language: Turkish
Frequency: Quarterly
2. *Madencilik*
(Mining)
Language: Turkish
Frequency: Quarterly

Association of Geophysicists of Turkey

Address: Türkiye Jeofizikçiler Derneği
Bayindir Sok., 7/14
Kizilay
Ankara

Serial: *Jeofizik*
(Geophysics)
Language: Turkish; English, Turkish summations
Frequency: Irregular

Association of Geomorphologists of Turkey

Address: Türkiye Jeomorfoloji Derneği
P.K. 652, Kizilay
Ankara

Serial: *Jeomorfoloji Dergisi*
(Bulletin of geomorphology)
Language: Turkish; English summations, titles, captions
Frequency: Irregular

Ankara Universities

Middle East Technical University. Founded 1956

Library director: Dr. Tekin Aybaş

Address: Library
Middle East Technical University
Ankara

Serials:

1. *Journal of Pure and Applied Sciences.* 1, 1968-
Language: English, Turkish; English, Turkish summations
Frequency: Three per year
Scholarly articles on science and engineering subjects.
2. *M.E.T.U. Abstracts of Graduate Theses.* 1956-
Language: English
Frequency: Irregular
Abstracts of all theses done at the university. Subject and author indexes.
3. *M.E.T.U. Publications.*
Language: English, Turkish
Frequency: Annual
Lists all publications of the university.

Ankara University. Founded 1931.

Science library director: Mr. A. Ihsan Karabulut

Address: Kütüphane
Fen Fakültesi
Ankara Üniversitesi, Ankara

Serial: ***Communications de la Faculté des Sciences de l'Université d'Ankara. Série CI: Géologie.*** 19, 1976-
Language: English, French; English, French, Turkish summations
Frequency: Irregular
Scholarly articles on the geology of Turkey.

Hacettepe University. Founded 1967

Library director: Ms. Ayşen Atlioğlu

Address: Kütüphane
Hacettepe Üniversitesi
Beytepe, Ankara

Serial:

1. *Yerbilimleri: Hacettepe Üniversitesi Yerbilimleri Enstitüsü Bülteni.*
(Bulletin of the Institute of Earth Sciences of Hacettepe University)
Language: Turkish, English summations
Frequency: Irregular

Istanbul Universities

Technical University of Istanbul. Founded 1773

Mining library director: Ms. Tomris Ertan

Address: Istanbul Teknik Üniversitesi
Maden Fakültesi Kütüphanesi
Teşvikiye
Istanbul

Serials:

1. *Istanbul Teknik Üniversitesi Bülteni.* 1, 1948-
(Bulletin of the Technical University of Istanbul)
Language: English, French, German; English, French, German, Turkish summations.
Frequency: Semi-annual
Contains original papers in all subjects treated at the university.
2. *Istanbul Teknik Üniversitesi Dergisi.* 1, 1927-
(Journal of the Technical University of Istanbul).
Language: Turkish; English, French summations
Frequency: Irregular
Scholarly articles on technical subjects.

Monograph: *Türkiye ve Civarinin Deprem Katalogu, 11 A.D. to 1964 A.D.*
(A catalog of earthquakes for Turkey and surrounding area, 11 A.D. to 1964 A.D.) by Kazim Ersin et al., 1967
Language: English, Turkish.

Istanbul University. Founded 15th century

Earth sciences library director: Mr. Necdet Aker

Address: Istanbul Üniversitesi
Yerbilimleri Fakültesi
Jeoloji Mühendisliği Bölümü Kitapliği
Fen Fakültesi, Istanbul

Serial: *Istanbul Yerbilimleri.* 1, 1981-
(Istanbul earth sciences review)
Language: Turkish, English; English, Turkish summations
Frequency: Irregular
A new publication with scholarly articles on a variety of earth science subjects.

Other Universities

Black Sea Technical University. Founded 1963

Earth science library supervisor: Dr. Ismet Gedik

Address: Jeoloji Bölümü
Karadeniz Teknik Üniversitesi
Trabzon

Serial: *Karadeniz Teknik Üniversitesi. Yerbilimleri Dergisi. Jeoloji.* 1, 1981-
(Black Sea Technical University. Earth sciences bulletin. Geology)
Language: Turkish; English summations.
Frequency: Semi-annual
A new publication with articles primarily on the geology of the Eastern Pontids.

Aegean University. Founded 1955

Earth sciences library supervisor: Dr. Burhan Erdoğan

Address: Ege Üniversitesi
Yerbilimleri Fakültesi, Bornova, Izmir

Serial: *Fen Fakültesi Dergisi.* 1, 1977-
(Journal of the Faculty of Science of Ege University)
(Series A: mathematics, astronomy, physics, chemistry, geology, and geophysics)
(Series B: botany, zoology, and paleontology)
Language: English, Turkish; English, German, Turkish summations
Frequency: Quarterly

Atatürk University. Founded 1957

Library director: Mr. Mustafa Koca

Address: Atatürk Üniversitesi
Merkez Kütüphane Müdürlüğü
Erzurum

Serial: *Fen Fakültesi Dergisi.* 1, 1981-
(Journal of the Science Faculty of Atatürk Univ)
Language: Turkish; English summations
Frequency: Irregular
A new publication containing articles on mathematics, chemistry, physics, biology and geology.

Acknowledgement

The author wishes to acknowledge the generosity and support of Marriott Library and the University of Utah for granting a sabbatical leave to perform the research upon which this article is based. She is similarly obliged to her husband, Col. Robert F. Zeidner, for his assistance as translator in Turkey.

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Actions of the SLA Board of Directors June 3, 4 and 10, 1983

The SLA Board of Directors met at the New Orleans Hilton Hotel, New Orleans, Louisiana, June 3, 4 and 10, 1983. These meetings were held in conjunction with the Association's 74th Annual Conference, June 4-9, 1983. Meetings of the Chapter and Division Cabinets and the Annual Business Meeting were also held at the Annual Conference. Actions taken by the Board, as well as important reports heard by the Board, are summarized below.

Association Election—The results of the Association election for the Spring of 1983 were announced by the Tellers Committee:

President-Elect	Vivian Arterbery
Chapter Cabinet Chairman-Elect	James M. Matarazzo
Division Cabinet Chairman-Elect	James B. Tchobanoff
Directors	Elizabeth S. Knauff
	JoAn Segal

The newly elected Board members replaced the following retiring Board members at the Annual Business Meeting, June 8, 1983:

Past President	George H. Ginader
Division Cabinet Chairman	Valerie Noble
Directors	Jacqueline Desoer
	Ruth S. Smith

At the June 10 Board Meeting, Edwina "Didi" Pancake was elected by the members of the 1983/84 Board to fill the Board vacancy created by the resignation of Marilyn Johnson, Chapter Cabinet Chairman. Ms. Johnson's resignation was the result of her decision to take an early retirement following a reorganization at her place of employment. Ms. Pancake previously served on the SLA Board of Directors as Chapter Cabinet Chairman-Elect (1979/80) and as Chapter Cabinet Chairman (1980/81).

The 1983/84 Board elected Board member, Mary Lou Stursa, to serve as Secretary to the Board of Directors for the 1983/84 Association year.

Financial Matters—The auditor's report confirmed preliminary reports at the 1983 Winter Meeting of the financial health of the Association at the end of fiscal year 1982. Association staff predicted that the fiscal year 1983 budget will be met with a modest excess of income over expenses, provided that income projections from the 1983 Annual Conference are on target.

Staff reported a slight increase (1.3%) in membership for fiscal year 1982 and announced that the membership projection for fiscal year 1983 (11,500) is expected to be surpassed. The Board approved the staff's conservative projection of 11,675 members for fiscal year 1984. This would produce approximately $630,000 income from dues and fees in 1984.

The Board made adjustments in the Association's Travel and Expense Policy to eliminate ambiguous language and to cover specific expenses of Association officers not previously eligible for reimbursement. The travel allowance for Board members attending Board meetings was increased from $150 to $200 per Board member per meeting.

The Board approved a recommendation of the Publications Committee for continuation on a case-by-case basis of the Association's experimental policy of offering 40% royalty (15% standard royalty plus an additional 25% for production expenses) to authors who submit their manuscripts for publication in camera-ready copy.

A planning document and a budget request form for SLA Committees were ap-

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proved by the Board. Committees will be requested to use these forms at the beginning of each Association year to enable the Board to review and assess their plans and proposed expenditures for the year.

The Board approved financial guidelines for the purchase of a building to assist the staff in evaluating properties for possible relocation of the Association Office. The guidelines bring together in one place previous statements published by the Association concerning the purchase of property.

Long-Range Planning—The Board considered the rankings of Association priorities by the SLA chapters. At the June 10 meeting, the following mission statement was approved for incorporation into the Association's long-range plan: "The mission of the Special Libraries Association is to advance the leadership role of its members in 'putting knowledge to work' in the Information Society."

The Board approved the recommendation of the Special Committee on Long-Range Planning for the establishment of a standing committee of the Board on long-range planning. The members of the Committee were announced at the June 10 meeting: Vivian J. Arterbery, Chairperson; James M. Matarazzo, Valerie Noble; Frank Spaulding; James B. Tchobanoff. The Committee will continue working to develop a long-range plan for SLA. It is anticipated that the first draft of the plan will be reviewed by the Board at the 1984 Winter Meeting.

NCLIS/SLA Task Force Report—The final report of the NCLIS/SLA Task Force on the Role of the Special Library in National Networks and Cooperative Programs was presented to and accepted by the Board. The Board considered the Task Force's 13 recommendation, endorsed 11 of them, and deferred the remaining two for action at a later date. The NCLIS/SLA Task Force Report is being edited for publication by SLA.

Conference Planning—A final report on the 1983 Annual Conference was presented by Didi Pancake, Chairman of the 1983 Conference Program Committee. Fred Roper, Chairman of the 1984 Conference Program Committee brought the Board up to date on plans for next year's conference in New York City. Special plans to commemorate the Association's 75th anniversary at the New York conference were also discussed.

The Board approved a $20 across-the-board increase in registration fees for SLA annual conferences, effective with the 1984 conference.

The Committee on Committees was directed to draft a definition of the Conference Program Committee for presentation at the Board's 1983 Fall Meeting. The Conference Program Committee currently exists without a formal definition.

The Board confirmed the appointment of Jane Dysart as Conference Program Committee Chairman for the 1985 Annual Conference (Winnipeg).

San Francisco was selected by the Board as the site of the Association's 83rd Annual Conference, June 1992.

Chapter and Division Affairs—The Board approved in concept a major rewriting of the *Division Guidelines* to incorporate the recommendations of the Division Cabinet Committee on Division Cooperation and to reflect current practices, policies, and procedures within the Association.

The Board also approved in concept revisions to the sections of the *Chapter Guidelines* concerned with groups within chapters and the formation of provisional chapters.

Association Office Operations—The Executive Director reported that the staff reorganization, approved by the Board in June 1982, was complete and operational. The new organization plan realigns staff according to three major functions or departments: program services, information services, and administrative services; and it establishes an Administrative Cabinet consisting of the Executive Director, the Associate Executive Director, and the directors of each of the three departments. A feature of the reorganization is the inclusion of a full-time staff position for the development and implementation of an ongoing public relations program for the Association.

Association Awards—The Board heard that at the Annual Business Meeting on June 8, 1983, the members elected Andrew A. Aines to Honorary Membership in SLA. This action by the membership followed the Board's endorsement of the Awards Committee's nomination of Mr. Aines at the 1983 Winter Meeting.

In other actions relating to awards, the Board approved in concept the recommendation of the Special Committee to Study the SLA Scholarship Program for the estab-

lishment of a mid-career study grant program. The Board referred the concept to the Scholarship Committee for further study. It is expected that the Committee will report back to the Board at the 1983 Fall Meeting with a plan for implementing the grant program.

The Board did not approve a recommendation of the Special Committee for altering the procedure of selecting recipients for the scholarship the Association awards for graduate study leading to the MLS degree.

Organizational Membership in ANSI—The Standards Committee recommended that SLA join the American National Standards Institute as an Organizational Member in 1984. Dues for Organizational Membership for professional associations are $1,150. The Board approved the recommendation with the stipulation that the Standards Committee review the activities and benefits of participation after two years and that the SLA representative to ANSI be a member of the Standards Committee.

Miscellaneous—The Board approved a staff recommendation requiring the submission of mid-year reports from SLA committees and Association representatives to other organizations and joint committees. It is hoped that these reports will keep the Board and staff more fully informed of the status of activities and projects that are being undertaken by committees and representatives.

The Chapter Cabinet Chairman reported at the June 10 meeting that the Chapter Cabinet defeated a motion at its June 7 meeting for the reinstatement of an annual membership directory as a free membership service. In October 1982, the Board decided to direct available funds to the establishment in 1983 of an aggressive public relations program. There were not funds available in the 1983 budget to fund both the directory and a public relations effort of the magnitude requested by SLA members.

The Board instructed the Bylaws Committee to commence with efforts that will enable a Bylaws revision to be brought to a membership vote in the summer of 1984. The Board hopes that enough interest in amending the Bylaws can be generated among the membership, who failed to vote in sufficient numbers in the two previous Bylaw revision ballots, to ratify the proposed amendments. Forty percent of the members must vote to validate a Bylaws ballot.

The Government Information Services Committee presented the Board with a statement of support for continuation of involvement by the U.S. Government in information dissemination. The statement was approved in concept by the Board.

The Publications Committee was redefined by the Board to clarify its duties and functions as an advisory body to the SLA publications program (specifically, the Serials Publications Section and the Non-Serials Publications Section of the Information Services Department).

The next meeting (1983 Fall Meeting) of the SLA Board of Directors will be held October 26-28, 1983, in New York City at the Vista International Hotel, World Trade Center.

This is the second in a series of our consecutive, specially commissioned papers celebrating the Association's 75th Anniversary. The January 1984 piece will be by Vivian Arterbery.

Robert G. Krupp, Chairman
75th Anniversary Committee

Knowledge Put to Work: SLA at 75

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■ **This sketch of the Association during its 75-year history explores the central trends and themes of these years in two ways: factually, and in an interpretive sense. It is not, by any means, a definitive history of the Association—a task worth undertaking before the year 2009 when SLA turns 100. Rather it is an attempt to capture the *esprit de corps* which is the essential character of SLA.**

ON July 2, 1984, Special Libraries Association will be 75 years old. The history of the Association during those 75 years is a rich one. It parallels and reflects the growth and development of the United States in the 20th century from an industrial to an information society; it embodies the development of the United States in the of book custodianship to one of information management.

Establishment

Late in the evening of July 2, 1909, after a full day of meetings at the American Library Association's Bretton Woods, New Hampshire Conference, a group of 26 persons gathered in room No. 4 of the Mount Washington Hotel for a discussion which was to result in the formation of the Special Libraries Association. They came in response to an invitation by John Cotton Dana, librarian at Newark Public Library, earlier in the evening after he had presented a paper on "Municipal, Legislative Reference, Commercial, Technical and Public Welfare Libraries." In issuing the invitation, Dana noted that the purpose was to discuss the possibility of forming a "tentative" association to exchange information about these types of libraries.

The idea for formalizing this exchange of information, Dana acknowledged, had originated with Sara B. Ball, librarian at the Business Branch of Newark Public, and Anna B. Sears, librarian of the Merchants' Association of New York (*1*).

Earlier in the year, Sears and Ball had discussed the need for the exchange of information about "special libraries and special departments" and decided to form a local association of these

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libraries in the New York area. Ball discussed the proposal with Dana, who insisted that it be a national group. He organized a series of meetings for the three of them with F. B. DeBerard, statitician of the Merchants' Association (2). Dana and DeBerard then sent out a letter and brief questionnaire to 45 libraries to learn their opinions on the formation of such an organization for cooperative work. The response was enthusiastic and resulted in the call for the organizational meeting at Bretton Woods. By the conclusion of the meeting on July 2, a name had been chosen, a purpose declared, a preliminary constitution written, and officers elected.

This organizational meeting has been fondly called the "verandah conference," denoting the wide, sweeping vernadah of the Mount Washington Hotel. More specifically, it should be known as the organizational meeting since the first annual conference of the Association was held Nov 5, 1909, at the Merchants' Association building in New York. Here, 33 persons met, listened to papers on a variety of topics related to special libraries, and formed ten committees for carrying out the work of the new Association. Those attending the meeting at Bretton Woods and in New York constituted the original 56 charter members of the Association.*

The Association was off to an enthusiastic beginning. Committees representing specific subject interests were formed: agriculture, commerce, legislative and municipal reference, public utilities, sociology, technology and insurance. Committees also were formed for publications, membership and publicity; and a journal was established for carrying out the purpose of "furthering effective cooperation..." and "...as a medium of intercommunication...." The purpose of the new association was stated on the first page of *Special Libraries,* issued January, 1910:

> The Special Libraries Association... hopes to unite in cooperation all small special libraries throughout the country; financial, commercial, scientific, industrial, and special departments of state, college and general libraries; and, in fact, all libraries devoted to special purposes and serving a limited clientage (3).

The members of SLA were dedicated to the idea of cooperative endeavors and resources sharing. Since many were in small libraries without the support of large collections or skilled staff, they knew they had to depend on each other. *Special Libraries* was to be their primary vehicle for cooperation.

The issues of the new journal featured bibliographies of hard-to-find technical materials on a large variety of subjects. A directory of members and other special libraries was published, as well as descriptions of various kinds of libraries and the ways they handled specific problems. In essence, *Special Libraries* became a state-of-the-art bibliography and news medium for the latest developments affecting libraries in U.S. scientific, industrial, and business communities.

Purpose and Structure

The theme of cooperation and sharing would become the hallmark of SLA in all its activities and publications. Despite the lack of an organizational model in the library or business world at that time, the early members seemed to sense intuitively their need for mutual support.

Sharing and cooperation took place not only through the pages of the many bibliographies, newsletters, directories, manuals, and guides but also in how SLA formed itself as an association. Two aspects dominated the organizational scheme: geographically based units of all local special librarians met and worked together; and subject based units of librarians who kept each other informed of developments in their fields.

The geographic units, later called chapters, were an early development

*For the complete list, see *Who's Who in Special Libraries, 1982-83*, SLA, 1982.

that proved to be an effective means to carry out cooperative activities, as well as to expand the membership of SLA. These smaller units formed quickly, sometimes as "branches" of SLA or as loosely affiliated independent groups. The "Boston Branch" was formed in March, 1910; the New York Special Libraries Association in 1915; and others in major cities followed. By 1924, there were eight such local associations.

The history of SLA's leadership in the information profession is the history of the work of the divisions. From the earliest days to the present, the divisions have created innovative products that brought about great changes in the way all information professionals do their work.

The local groups were aided in this process by SLA's official recognition and encouragement. "Responsibility Districts" were proposed in 1912, and the district heads formed an unofficial advisory council to the Executive Board. During the period 1913 to 1918, the idea of local groups lay dormant, but in 1919 it was revived and expanded into an enlarged decision-making role. Revisions of the constitution in 1923 and 1924 clarified the role of the local groups as affiliates of SLA. The San Francisco Branch was the first to officially affiliate, followed by Boston and New York.

Over the next few years more local groups were formed, either at their own initiative or with the help of SLA. The local chapters would become the hallmark of SLA, making it distinctive among the national library associations. More importantly, the chapters would become the arena where the central purpose of SLA—cooperation—would be carried out on a day-by-day basis. The chapters were to gain an ever greater voice in the affairs of SLA—initially through the formation of an Advisory Committee in 1924, then through the Advisory Council, and finally, in 1974, as a separate Chapter Cabinet with an elected chairman serving on the Executive Board.*

If the chapters were the foundation of SLA, then the subject-based divisions were the structural framework around which the Association was built. The divisions became, in fact, the national level *raison d'etre*. That this would happen was obvious at the first annual conference, when seven different subject committees were established.

These early committees carried the work of SLA and were responsible for the reputation the Association quickly established within the library profession and in the world of business and industry. The annual conferences were organized around these subject interest groups, and the pages of *Special Libraries* reflected their diligent work to carry out the cooperation theme by keeping each other informed of the latest developments—topical and bibliographic—in their fields. The hundreds of publications by these groups and the thousands of bibliographies they produced are ample testimony to their work.

The subject groups did not hesitate to assert themselves in determining the policies of SLA. In 1919, during the first major reorganiztion of SLA, the Advisory Council was formed, consisting entirely of representatives of subject groups. The revised constitution of 1924 gave groups official status and, in 1929, the chairs of the groups comprised the Advisory Council. In 1950 the groups were renamed divisions. The 1974 revision of the constitution gave divisions a role in governance of SLA through the Division Cabinet.

The history of SLA's leadership in the information profession is the history of the work of the divisions. From the earliest days to the present, the divisions

*The Executive Board was later renamed the Board of Directors.

have created innovative products that brought about great changes in the way all information professionals do their work.

Work by the Technology Committee in 1910 to create a "Trade Names Index," for example, led directly to the *Industrial Arts Index* (now *Applied Science and Technology Index*). The *Public Affairs Information Service* was first issued as a result of the work of an SLA committee in 1913. The Financial Group organized a model banking library in 1924 and displayed it at a conference of the American Bankers Association.

Other groups soon followed this example and organized similar exhibits at meetings of national associations. The *Technical Book Review Index* (originally developed at the Pittsburgh Carnegie Library) was revived by the Technology Group in 1935 and continues to be an outstanding resource in the field. In 1946, the Science-Technology Group formed the SLA Translations Center, beginning what proved to be an invaluable aid to the scientific community. Several subject divisions gave leadership in the development of the documentation movement and in the use of computers in libraries.

In many cases, ideas originated simultaneously within several divisions; in others, divisions whose members encountered similar problems in their work cooperated closely in developing an idea and making it useful. Division activities were animated by the development of indexes and bibliographies of specialized materials, by experimenting with microfilm, punched cards and computers, and by exploring new means of retrieving information such as descriptors, uniterms, and thesauri. The divisions were where the SLA motto, "Putting Knowledge to Work," was put to work.

During the same period of time in which the divisions were making major contributions to information analysis and bibliographic control of subject literatures, the chapters were making a role for themselves, both locally and at the Association level. Local union catalogs and directories which crossed subject lines were produced by nearly every chapter. They emphasized resources and expertise close at hand and provided impetus for development of ways to bring the concepts of sharing and cooperation into the daily workplace of virtually every SLA member.

Regular, frequent meetings provided another dimension of sharing; peer identification and role-modeling were available for the first time to many who worked in one-person libraries. This constant demonstration of the value of membership was a potent factor in the growth of the Association. The practical need to make the ideals work at home, every day—not just at annual conferences—provided the training ground for later generations of officers and workers of the Association, a value of the chapters not fully anticipated or realized until the initial generation's impetus ran down and difficult days loomed.

Despite the many "tinkerings" with SLA's two-pronged organizational structure—chapters and divisions—it has not undergone radical change since its original establishment. An ad hoc committee appointed in 1955 to study this structure reported that it was "sound and flexible." It seems to have served the Association well. Grieg Aspnes, SLA President, 1951-52, expressed this philosophy succinctly when he said that SLA was "designed from the bottom up" (4). In his view, the two keys to the success and uniqueness of SLA were that each local chapter was a place where a member could go

The survival of SLA as an independent and vital organization has been in doubt several times—even at the moment of organization on July 2, 1909.

for help, advice, and social interaction, while the divisions enabled the member to know and work with colleagues in the same subject field.

Cycles of Crisis and Growth

Though the membership chart (Figure 1) makes it appear that these 75 years have been a period of constant growth and expansion, the detailed records of SLA tell a different story. The survival of SLA as an independent and vital organization has been in doubt several times—even at the moment of organization on July 2, 1909. In issuing his call for the meeting in Room 4, Dana used the term "tentative" to describe the formation of SLA; once it had "proved itself worthy" it might be affiliated or merged in some way with ALA.

This tenuous state of existence continued to plague SLA long after it "proved itself worthy." Affiliation with ALA did take place in 1911 and proved beneficial to the fledgling Association for a number of years. Annual meetings were held in conjunction with ALA conferences, and attendance and support were undoubtedly higher than would have been possible without ALA. Leaders in ALA, such as Dana, Joseph L. Wheeler, and Charles C. Williamson, were also leaders in SLA. Cooperative ventures between the two associations took place to the benefit of the profession at large.

The first concern of SLA, as of any organization, was survival. The first few years were not troublesome. Leadership quickly passed from Dana to other equally capable hands. Finances of the Association were limited but solidly in the black. These positive aspects abruptly changed in the period 1916 to 1918. Deficits began to appear, and leadership was lacking. This was SLA's first grave crisis. It was weathered by the same forces that have reversed other crises in later years: the assertion of strong leadership and the involvement of members (5).

The next crisis was one that threatened the independence of the Association as a separate organization with specific goals. During 1923 and 1924, a small group of members actively campaigned for the disbanding of SLA and the formation of a "business section" within ALA. The crisis reached the confrontation stage at the general business meeting of 1924. Former President Rebecca Rankin laid two proposals before the membership: to completely disband and affiliate as one or more sections of ALA; or, to expand on the success of SLA by integrating the local associations (i.e., the chapters), hiring a paid secretary, and establishing a permanent headquarters. A lively discussion of these two proposals ensued. The record (6) indicates that those who spoke for continuing as an independent organization were greeted by applause, wheras the proposal to disband was a minority one and easily defeated. After this meeting, the proposal to disband occasionally arose in brief "mutterings" in letters to the editors of *Library Journal* and *Special Libraries*, but it never again received serious consideration by the membership of SLA.

Despite the decision to remain independent of ALA, cooperation between the two associations continued in the form of joint meetings and work on unemployment problems in the 1930s and during World War II for the relief of devastated libraries in Europe.

The 1924 decision to remain independent of ALA was reached without feelings of bitterness or distrust but, instead, out of a desire to continue the independent progress that had been made in the years since 1909. Nevertheless, some members undoubtedly did distrust ALA and feared that if they

affiliated as a section, they would lose control over their own affairs, particularly when it came to designing programs and publications for specific groups of special librarians. Some of the leadership in 1924 recalled all too well how SLA had been ignored and rebuffed by ALA during World War I when it had attempted to cooperate in the design of special library programs in the War Service work (5). Other SLA members felt that the Association would be divided among several units of ALA, making it impossible to focus attention specifically on the needs of the small special library

Despite the decision to remain independent of ALA, cooperation between the two associations continued in the form of joint meetings and work on unemployment problems in the 1930s and during World II for the relief of devastated libraries in Europe. This cooperation, however, was more appropriately performed as between peers, rather than as between mother and child. SLA then worked for the establishment of what has become the Council of National Library and Information Associations (CNLIA), a forum in which special interest and general library associations have an equal voice to speak on issues that concern the entire profession (7).

A tenuous "affiliation" with ALA continued until 1950 when the SLA Board of Directors voted to sever it completely. The ALA tie was, apparently, broken because the Board wanted to strengthen the role of CNLIA as a federation of library associations.

The Association managed to survive the Great Depression without a great deal of difficulty even though there was little money to carry out needed projects. Much of the credit for financial stability and progress in this difficult time was due to the husband and wife team of Herbert and Mary Brigham, the editor of *Special Libraries* and the Association's part-time paid executive secretary, respectively. SLA worked vigorously on employment problems, and the business and finance groups were especially active in promoting the economic advantages inherent in special libraries.

The next major crisis was of an entirely different nature than the previous ones. Occurring in the late 1940s, it was perceived by the leadership as one of morale. The war years had been a time of growth and renewed vigor as special librarians were called to organize and retrieve the massive amounts of information created by the war effort. The response within SLA came primarily from the divisions whose subject literatures were expanding most rapidly. These divisions worked to draw in all who were affected and who could help find solutions to the new and disturbing library problems. The effort, though well-intentioned, might in the final analysis be called a classic failure to see the forest for the trees.

The fervor of these newly oriented divisions, and their accomplishments, attracted large numbers of new members and sold edition after edition of their bibliographic tools. As they disproportionally gained in size and in human and financial resources, as compared with their less-affected fellows, the emphasis on divisions and their work became pervasive throughout the Association and seemed to eclipse the former emphasis on *sharing without regard for individual division affiliation.* Common goals for all SLA members appeared to be lost in a scramble for what looked more like political clout than professional acumen.

An apparent cycle of division (and in some cases chapter) open competition for members followed by financial stockpiling and political one-upmanship struck some members as unhealthy in its disregard for the Association and the common problems of all members. To other members, not to give prominence and power to the divisions (or chapters) was simply not moving with the times.

Tension permeated Association-division-chapter relationships. In 1948 one writer referred to a "moral decline,"and went on to catalog the

problems facing SLA (*8*). It is difficult for the historian in the 1980s to know whether this was an instance of legitimately changed priorities, or a myopic suspension of the sense of proportion between the Association and its subunits; the latter seems most likely. Much of the evidence supports the view that division affairs became uppermost to many members, leaving the Association's survival a poor second.

When Irene M. Strieby assumed the presidency in 1947, she called attention to this malaise in her presidential address, calling it a "year of self-analysis" (*9*). She recognized that if progress were to be made, changes were necessary. Her presidential address, appropriately titled "Now Is Yesterday's Tomorrow," called for 10 specific changes that would revitalize the Association. Between 1948 and 1950 these recommendations were heatedly debated. They passed, virtually intact, thanks in large part to the tireless and brilliant work of Ruth Savord, former president and chairman of the Constitution Committee.

The 1950s were an exciting time for the library profession in general and particularly for SLA. Numerous developments that we now take for granted were initiated in libraries during this period. Many, perhaps the majority, were designed specificially to deal with the problems of handling scientific and technical information. Early uses of punched cards, microfilm scanning equipment, optical coincidence systems, and other machines for handling scientific and technical reports were described in papers in *Special Libraries* (*10*).

Special librarians were leaders in these developments because so many of them evolved in the governmental agencies and the commercial organizations where they worked. The term "documentation" had appeared occasionally in the special libraries literature as early as the 1930s; now it appeared frequently. In 1955, SLA hosted a Post-Convention Documentation Institute attended by members as well as leaders in the field of documentation in the United States and Europe.

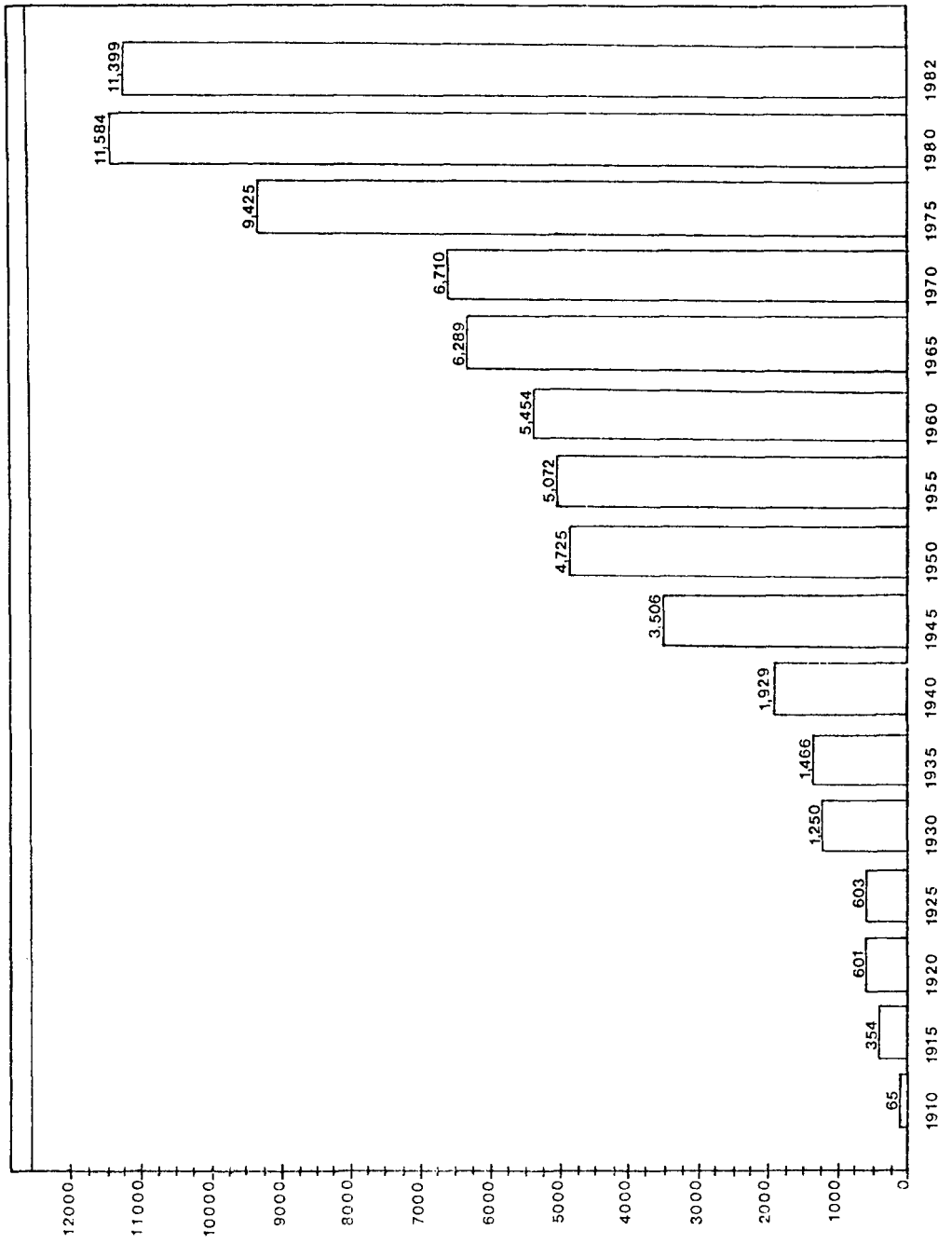
SLA/ASIS merger plan touched the most sensitive nerve of special librarians—their identity. The merger discussions confronted this problem immediately in debates about the name of the new organization. There was a feeling on the part of some SLA members that ASIS discredited the terms "special librarianship" and "special librarian" by considering them subsumed in "information science" and "information scientist."

The changes, while not a drastic restructuring, did open up the Association to wider participation and representation. Board meetings were opened to members, and its decisions were communicated to the membership through a newsletter. The Association offices were modernized and expanded, and *Special Libraries* was improved by the addition of a paid editor. SLA was on the move again.

The interest in documentation among a large number of SLA members led indirectly to another major decision regarding the future of the Association. Serious consideration had to be given by the Board to a merger with the American Society for Information Science (ASIS).

Founded in 1937 as the American Documentation Institute, ASIS was an organization of representatives of vari-

Figure 1. Membership in SLA, 1910–1982, at Five-Year Intervals.



Source: SLA Archives: *Special Libraries*.
Note: Data for early periods are not completely reliable because of different counting practices regarding membership categories. Membership reported at the business meeting at the annual conference have generally been used.

ous affiliated societies and institutions with an interest in scientific documentation activities. In 1952 it became a national professional society comprised of individuals, as well as representatives of institutions and other associations. During the 1950s and 1960s, membership expanded and interests were broadened to include a wide variety of areas related to information processing and research. The adoption of its present name in 1968 (*11*) reflected this change in emphasis.

The considered merger of SLA and ASIS appears to have been a natural outgrowth of the similarity of interests and overlapping memberships of persons in both organizations. Both ASIS and SLA had strong sections whose members led the profession in the development and use of modern techniques in computer-based information processing systems, particularly in relation to scientific and technical information and its management. These common interests, in addition to the practical aspect of operating one headquarters and one publications program, seem to have led to the discussions of a merger in 1968.

Early discussions, carried out by a committee consisting of past, present, and future SLA presidents and special appointees from ASIS, appear to have been fruitful. It was not long, however, before serious reservations were raised by the SLA membership and the Board of Directors. The location of a headquarters, the potential involvement of a merged association in federal government contract work, the fate of the nontechnical divisions of SLA, the apparently unequal financial resources of the two organizations—all raised difficult questions. Agreeing on an appropriate name for the new association proved to be particularly troublesome to members of both organizations since it involved serious philosophical differences of self-identification.

Discussions continued through 1970 and part of 1971, and a proposed merger implementation plan was published in 1970 (*12*). In January 1971, the SLA Board of Directors requested that the Joint Merger Committee take a straw poll of members in both organizations to determine their attitudes toward the agreement. The Joint Committee reported its results at the June 1971 SLA Board meeting. Simultaneously, the SLA members of the Joint Committee recommended that merger discussions be discontinued. The Board of Directors accepted this recommendation, terminating the discussions.

The decision of the Board seems to have been based on the results of the straw poll, which showed that 53.7% of the respondents were in favor of merger, 37.6% were against merger, and 7% were undecided. In its statement to the membership the Board said: "The total of those against or undecided is 45%, which is the most significant fact in the results of the tally because it shows that there is no clear mandate to continue merger discussions" (*13*). However, in choosing to base its decision on this percentage, the Board ignored the fact that only 29% of the membership had responded to the poll. It also chose to ignore, as was pointed out by critics of the decision in letters to the editor of *Special Libraries*, that 53.7% were in favor of the published merger agreement and 62% had responded affirmatively to a related question on continuation of planning for a merger (*14*).

For some members of SLA, the decision brought angry outcries and attempts at reversal; for others it was a relief to have the issue settled so that other work could continue. Relationships between SLA and ASIS would continue to be cordial and cooperative, but the merger issue has not been seriously considered again. Both associations continue to maintain satisfactory rates of growth and engage in a number of joint ventures of service to the profession.

In a very real sense, though difficult to define precisely, the SLA/ASIS merger plan touched the most sensitive nerve of special librarians—their identity. The merger discussions con-

fronted this problem immediately in debates about the name of the new organization. There was a feeling on the part of some SLA members that ASIS discredited the terms "special librarianship" and "special librarian" by considering them subsumed in "information science" and "information scientist" (*15*). Although this issue was a minor part of the official proceedings, it seems to have been a major part of the unofficial discussions and attitudes of SLA members, especially those in the humanities and social science divisions.

Definition and Identification

Perplexity over identity is not new to SLA, the dilemma has been with the Association since its founding. While it has been a source of irritation at times, particularly in attempting to set guidelines for membership requirements, it is also the spark that ignites the dynamic life of the Association. Special library advocates repeatedly find it necessary to defend their use of the term and to demonstrate precisely what is "special" about themselves. The arguments and the demonstrations have enriched and extended our perception of the information profession.

At the first annual meeting of SLA, John Cotton Dana offered a tentative—and admittedly incomplete—definition of a special library as "the library of a modern man of affairs" (*16*). He noted that the traditional library has been viewed as one for the "reader of polite literature" in contrast to the special library which is for the person involved in business, industry, and commerce.

While Dana emphasized the nature of the collection and its users, his successors in SLA preferred a definition that centered on the librarian and how the work was done. John A. Lapp, editor of *Special Libraries* from 1910–1915, recognized this trend when he stated in 1916 that the purpose of the special library was ". . . to put knowledge to work" (*17*). SLA President Richard H. Johnston (1914/1915) extended the definition of the special library and pinpointed how it is different when he responded to critics of SLA. The real key to special librarianship, he claimed, was anticipation of the needs of users, getting information in advance of actual need, and sending it immediately to decision-makers. "The public library, or the special collection, stands ready," said Johnston. "It answers him who comes to it. Such an attitude is the death of the special library" (*18*). Johnston maintained that there was a major difference between the collection of specialized materials and the special library idea. The true special library, he insisted, one is "that is applied, rather than applied to" (*19*).

Throughout the early decades, members of SLA found it necessary to defend both their Association and their use of the term "special librarian." They did so unhesitatingly in the library press and in their daily innovations of information products and services. During the 1920s every president seemed to find it necessary to grope for new words of explanation. Despite the existence of many definitions, the membership has found it necessary to continue its collective search for the definition of "special library" and "special librarian." Former SLA Executive Director Frank McKenna compiled more than 30 definitions which had been suggested from the years 1909 to 1976 (*1*). Though they vary in detail and emphasis, in the aggregate, they accurately reflect the changes SLA has undergone during this time. Some are responses to changes within SLA; others mirror social changes in our environment. Some are attempts to formulate membership qualifications; others are more concerned with new information products and methods for delivering them.

There is a sound of defensiveness in the definitions on McKenna's list. Perhaps because special librarians have so frequently found it necessary to assert their "specialness," their right to that

phrase, while at the same time recognizing that every library is unique in some way, and thus "special." There is also a sound of frustration in the early formulations of definition. Perhaps because the term lacks the clarity of specificity and has to be stretched to account for both the nature of our collections and the nature of our services. All definitions reflect some part of the totality. Special libraries and special librarians are a diverse lot, ranging from archivists to information theorists, from small, narrow collections to large ones embracing many interrelated subjects.

not been the only contenders. Guy E. Marion, SLA President during 1918–1919, used "information center" to refer to the work he was doing at the American Brass Company in 1905 (*21*). This term, along with "documentation center" and "documentalist," enjoyed a vogue in the 1950s and 1960s but caused much of the tension in the SLA/ASIS merger consideration.

Despite these differences—perhaps because of them—SLA has survived and prospered. It has undergone significant changes in terms of the groups within the membership that were predominant over the years. From 1910 to

Diversity and homogeneity each have left their marks on SLA as strengths and weaknesses. The strength of our diversity has resulted in cross-fertilization based on the sharing of information access and management methodologies through SLA's programs and publications at every level of the organization. Is it a weakness inherent in this diversity that has precluded SLA from leadership in the development of those pre-eminent 20th century devices for resource-sharing—networks?

The Association, perhaps recognizing the impossibility of arriving at a satisfactory resolution of the definition problem, has continued to use its preferred terms somewhat loosely. As Elin Christianson points out in her historical review of the special libraries movement, the term "special library" exists in at least two senses: the general, denoting the nature of the collection; and the specific, referring to the nature of the service (*20*). The latter definition is the one that early leaders, like Johnston, had in mind. The more general usage is a reflection of the reality SLA had to accept in building a viable association.

The terms "special library" and "special librarian," even though they have been the primary ones used during the 75 year history of SLA, have

about 1930, librarians serving a business clientele were dominant in membership, program structure at annual conferences, and overall leadership of the Association. This focus gradually shifted in the 1930s and early 1940s when the social science groups began to dominate, taking the lead in the development of bibliographies, manuals, and guides to deal with social and economic aspects of the national scene.

The late 1940s and the 1950s marked the ascendency of the scientific and technical librarians, a group that grew and expanded at a faster rate than any previous group within SLA. During this time, government librarians rapidly increased their ranks in SLA. The 1960s and 1970s have been periods of consolidation in which no one group has provided dominant leadership. The

emphasis on business, social sciences, government and science/technology in SLA has thus paralleled aspects of the history of the United States for the past 75 years.

L'Envoi

Diversity and homogeneity each have left their marks on SLA as strengths and weaknesses. The strengths of our diversity has resulted in a rich cross-fertilization of ideas based on shared information access and management methodologies through SLA's programs and publications at every level of the organization. Is it a weakness inherent in such diversity that has precluded SLA from leadership in the development of those preeminent 20th century devices for resource sharing—networks?

The historian looks in vain for Association-sponsored networks. Certainly, special librarians have involved their libraries in networks, both single and multitype; some 8000, representing 25% of the total U.S. network participants, are special libraries according to the most recently reported survey (22). Yet, in the 75 years of SLA history, mention of Association sponsorship of a network, or even of parallel networks (to reflect the diversity), is not readily discernible. The historian might choose to interpret this as indicative of the strength of local cooperative schemes among chapters and of the success of training many individual special librarians in techniques for sharing through these local arrangements so that now opportunity and individuals have come together without the need for involvement at the Association level.

The homogeneity of SLA's broad membership lies in its commitment to technical excellence in daily work. It shines through SLA conference programs, continuing education reports, publication title pages, and tables of contents. Is it this singlemindedness that leaves little energy for the seemingly more distant issues of professional education and theoretical

research? True, SLA has had committees and programs related to these concerns; it has provided a forum and invested small amounts of money. But again, the historian looks in vain for the big commitment, the compelling leadership.

Organizational survival depends on constant monitoring of the relationship between available resources and changing priorities. SLA's resources have had their ups and downs; its priorities have remained responsive to the central focus of the membership—their special libraries. Successes have been significant, and the future provides opportunities to once again reassess priorities. Special librarians have reason to be proud of their past. They have indeed put knowledge to work. In doing so, they have enriched and expanded the horizons of the entire information profession by their methodologies and their service-oriented philosophy.

The ideas and principles of the founders have guided SLA well. Dana's final words to the Association seem as appropriate now as in 1925: "The special library, with its real achievements in the immediate past, and its immense possibilities for the future, is the result of the invasion of the library by new people . . . " (23). Had he foreseen the library/information world of the 1980s, Dana might have noted that the invasion will include new techniques, new technologies, new subject disciplines, possibilities, new principles—perhaps even a new name for the Association.

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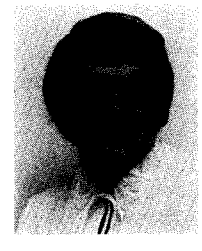

Making the Move

Wanda Kemp, Manager of Information Resources, SLA

What induces a professional librarian to leave the secure surroundings of a library position and seek an alternative career? The reasons are various and often surprising as is evidenced by the experiences of six men and women who have made radical moves.

Margaret Bennett, president of Pro Libra; Congressman Major Owens; Shirlee Schwarz of Library Consulting Services; Wayne Gossage and Muriel Regan of Gossage Regan Associates, Inc; and Carl Whisenton, head of the Office of Equal Employment Opportunity, represent individuals who have successfully adapted the skills acquired from a background in librarianship to find professional satisfaction in an alternative career.

Judging from the histories of these former librarians, the decision to make a change may be based on such factors as "burn-out" in a frustrating job, family obligations, community involvement, or simply getting a lucky break by being at the right place at the right time. Yet, the most common factor is a desire for change and the willingness to take a chance. Some have paid, and a few are still paying, a financial penalty for their decisions, but all report that the risk was worth it. They are personally and professionally better off for having made the change.

* * * * * *

From Top Management Librarians to Partners in a Library Personnel Firm

Muriel Regan and Wayne Gossage met when Mr. Gossage was serving as the incoming chairman of the SLA New York Chapter's Social Science Group and Ms. Regan was on the group's planning committee. A few years later, Wayne Gossage was incoming chairman of SLA's Social Science Division and needed an editor for the division bulletin. It was suggested that he contact Muriel Regan as the best person for the job. This marked the beginning of a close working relationship and, though neither realized it then, it would eventually lead to the formation of what is now considered a pioneer firm in the provision of temporary and other personnel services for libraries and information handling organizations—Gossage Regan Associates, Inc.

What sparked this venture into the world of entrepreneurship? Mr. Gossage recalls that the idea developed gradually. As President of Columbia University's School of Library Service Alumni Association in 1978, he was active in organizing a program on alternative careers for the annual Alumni-Student Day. Muriel Regan was also involved as a member of the association board. Sixty librarians who had chosen careers outside the traditional library setting were invited to discuss how the skills of librarianship could be useful in other occupations.

In retrospect, Mr. Gossage feels that Alice Sizer Warner, cofounder of Warner-Eddison Associates in Massachusetts and one of the speakers invited to be present at the alumni program,

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was influencial in pointing out the possibilities of library entrepreneurship. Ms. Regan called his attention to what Susan Klement and others had done in the Toronto area along similar lines. About a year later he met Margaret Bennett of Pro Libra Associates in New Jersey and was impressed by what she had accomplished.

Late in 1979, Wayne Gossage came to the conclusion that he had had enough of "the management of decline" prevalent in the academic world. The time was now or never to risk the entirely different life style of an entrepreneur. The firm came into being on June 20, 1980, with Mr. Gossage participating full time and Ms. Regan part time.

Of the many ideas considered, they decided initially to emphasize two services: consulting and temporary services. Mr. Gossage had served as chairman of the SLA New York Chapter's Consultation Committee and previously had acted as a paid consultant for several academic and special libraries. But with so many library and information management consultants around, consultation service alone was not the way to a dependable business.

It was Muriel Regan's idea to specialize in temporary services for New York metropolitan area libraries, since no one was doing that. She had become aware over years of informal networking with her special library colleagues, reinforced by her presidency of the New York Chapter in 1979, that there was a market for temporary librarians and library assistants. She recognized that fellow librarians often need substitutes for numerous occasions: vacations, jury duty, maternity leave, special projects, and so on. Regan and Gossage therefore, decided to wager their initial capital investment on getting the word out to the approximately 1,500 identifiable special, academic and public libraries, and to some school libraries in the tri-state New York/New Jersey/Connecticut metropolitan area.

Wayne Gossage worked without a salary the first year. By July of 1981, the partners felt secure enough to incorporate a going concern and start paying salaries to themselves rather than just to their temporary employees and consulting associates. Ten months later, Muriel Regan left a secure, full-time job to join her company full time; the business now seemed able to support both partners.

Each brought distinctive background and skills to the business. His background was in public library and academic and research library management, with some school and special library experience as well. Her background emphasized special libraries management in the foundation and business sectors, in addition to some academic and research library experience. Their combined backgrounds cover much of the field of libraries/information management. Muriel Regan has completed her MBA, and Wayne Gassage has a master's degree in higher education administration; both have been involved in continuing education programs.

One role Regan and Gossage have experienced as consultants is that of a neutral, third party to subtly help in the communication processes between top management and library managers.

In addition to managing the placement of about 30 temporary librarians and library assistants in a variety of information handling settings each week, the firm also handles larger, supervised projects involving as many as 10 to 40 people working on a specific task, usually in library technical services.

The firm is asked to do 15 to 30 consulting jobs annually. Sometimes the partners act as consultants; sometimes they assign associates with particular expertise to do the work; or they may team up with other library/information specialists. Special and academic libraries have made up the bulk of their clien-

tele, but the firm is geared to handle almost any information management demand.

One role Regan and Gossage have experienced as consultants is that of a neutral, third party to subtly help in the communication processes between top management and library managers. In one instance, they were brought in by an information center manager to assist in space planning. She had been told by management that a certain amount of space was to be allotted and that was it. The two consultants immediately saw that the space would be a tight fit, even if limited to top priority facilities and services; nevertheless, they provided the plans in consultation with the library manager, key staff, and a sample of users. The hidden agenda was that the consultation encouraged management to realize how overcrowded the small space really was. The company has since decided to draw plans for twice the space initially provided.

Now that Gossage Regan Associates has established a beachhead and shown that services for libraries is a going concern, the firm expects to enter other areas, such as executive recruitment for libraries, preparation of job descriptions and job résumés, research information brokerage, and document delivery. The partners have a lot of ideas, and they intend to try many of them.

From Public Librarian to Congressman

Major Owens, once a community coordinator for the Brooklyn Public Library, now plays an important leadership role in U.S. government—he is the first graduate librarian ever elected to Congress. A life-long committment to social concerns and community service provided the impetus that led this former librarian to enter the world of politics.

Cong. Owens was born in 1936 in Memphis, Tennessee. He received his bachelor's degree with honors from Moorehouse College, Martin Luther King's alma mater. At that time, Owen's ambition was to become a writer, but after many rejections from publishing houses he put that dream on the back burner. Instead, he entered Atlanta University and earned a master's in library science and membership in the honor society, Beta Phi Mu.

After completing his studies and while working as public librarian in the Brooklyn Public Library's Outreach Program, Owens served as chairman of the Brooklyn branch of the Congress of Racial Equality (CORE), and was active in other community organizations, as well. In the fall of 1967, he, along with 25 busloads of poor people from New York City, went to Washington to protest and demand that Congress continue funding the Community Action Program. A hearing was held at a Baptist church not far from the Capital. Members of Congress were asked to come to the church to listen to testimonies, yet Owens still recalls his bitter disappointment when not one Congressman appeared at the meeting. Then and there he decided, "Because Congress will not come to us, we must go to the Congress."

In 1968, Owens' outstanding community involvement led to his appointment by New York City's mayor, John Lindsay, as Commissioner of the Community Development Agency. He served in this position for six years, later resigning to become Director of Columbia University's Community Media Librarian Program.

The "itch" for politics induced him to run as an independent Democrat for the New York State Legislature, and in 1974 he was elected to the State Senate. During his term as State Senator, Owens continued to remain involved in the library community. He was a faculty

member of Columbia University's School of Library Science, served on the New York State Governor's Commission on Library and Information Services, authored numerous articles for professional library journals, and appeared as keynote speaker at many library conferences. Perhaps his most memorable speech was delivered at the historic White House Conference on Libraries and Information Services in 1979—a speech which earned him a standing ovation.

In 1982, Owens fought and won a tough battle to succeed Shirley Chisholm in Brooklyn's 12th Congressional district, to become the voice of one of America's largest black communities.

As Congressman, he promises to fight, as he has in the past, for the survival of the library institution. Most recently, Owens spoke out in Congress against the contracting out of federal library services, an issue that could affect the jobs of many federal librarians. Stating that "budget cuts are destroying public libraries all across America," he cautioned that "block grants and the new federalism are accelerating a process already begun by local tax cuts. Too many libraries and librarians are being neglected and shortchanged in the public fund allocation process."

Cong. Owens has also taken strong positions in opposition to the Reagan administration's moratorium on the production and procurement of new audiovisual aids and government publications; unreasonable new fees and royalties for government research studies and reports; the closing of Government Printing Office bookstores; the replacement of the National Technical Information Service with contracts to private firms; and against the discontinuance of the interlibrary loan of microfilm publications from the Fort Worth Federal Archives and Records Center.

Owens believes professional librarians should play a more active political role. Many, he feels, hold back because they believe that cutbacks in academic, public and government libraries will not affect them. Unfortunately, they ignore the ripple effect that budgetary cuts and the down-grading of library standards can have on the entire profession.

Cong. Owens is a public example of the good to which an understanding of information resources and their importance to society can be applied. As Vivian Hewitt, a past president of SLA, so aptly stated: "He is a forthright advocate on those matters of most concern to librarians, publishers and educators. He is intelligent, articulate and committed to social concerns. How fortunate we are that he is in Congress to represent our professional interests with his acknowledged expertise."

From Children's Librarian to President of a Library Personnel Agency

Today, Margaret Bennett is the president of an organization that screens and selects knowledge workers for some of the nation's largest corporations. Pro Libra Associates, considered by many to be the "Kelly Girl" of library service agencies, serves the special needs of library professionals and clerical workers who cannot manage a 9-to-5 job and seek temporary assignments.

How did this unique operation get started? Ms. Bennett traces the origin to her own personal needs and to the frustrations she experienced working in a traditional 9-to-5 library job.

Following graduation from library school, she found a position as a children's librarian—a job which afforded her a great deal of satisfaction for it involved helping poor readers to improve

their reading skills. However, the start of a family of her own made her realize that she would be unable to meet the time requirements of a full-time job. To accommodate her family, she accepted a part-time position in the adult services department of the library, yet this arrangement was not entirely satisfactory, either. It still did not allow her to spend enough time with her children during the hours when they needed her most.

She stumbled on a solution to her problem when she noticed that the library had accumulated a great many shelf list cards which were left unfiled because the staff could never find the time to do the job. She thereupon submitted a proposal to the library director for funds to pay six staff members to come in after hours to file the cards. The proposal was accepted, and in short order Margaret and her team had completed this massive task.

This experience sparked the realization that others, like herself, might benefit from irregularly scheduled or temporary work arrangements. Thus, in 1978 Pro Libra (meaning "balance" in Latin) was formed. As the name implies, it is aimed at balancing the information needs of the business community with the personal needs of library workers who require flexible hours in order to remain active in the profession.

Clients much as AT&T, American Cyanamid, and First Boston Corporation, along with other major firms, rely on Margaret Bennett's agency to supply skilled personnel for special projects and short-term assignments. In addition, Pro Libra now offers an expanded "Search and Screen" service. On request, the staff will review applicants for a position open and select only the best-qualified candidate for the job. Those who fail to meet the requirements are sent prompt rejection notices so that they can renew their job search and be spared the agony of uncertainty.

Through its services, Pro Libra has encouraged businesses to recognize the value of information professionals, and has enabled library workers to restore balance to their lives.

From Special Librarian to Head of EEOC

The new head of the Department of Labor, Office of Equal Employment Opportunity, has a special understanding of the economic discrimination many workers face. As a former special librarian, Carl Whisenton is sensitive to the struggles of female librarians and other working women to gain pay parity with their male counterparts. He is also sympathetic to the need to maintain standards and upgrade the professional image of librarianship, and believes that his new position may benefit the profession as a whole.

In his role as head of EEOC, Mr. Whisenton is expected to provide direction and guidance to the national and the ten regional offices of the Department of Labor on matters pertaining to equal employment opportunity and affirmative action programs. What act of fate or will propelled this young man onto such a successful career path?

He explains that one of the earliest influences was his mother, a former librarian, but the person who finally triggered his decision to enter the field of information science was his wife. She was enrolled in the library program at Atlanta University and convinced her husband that professional librarianship had great career potential.

Upon graduating from Atlanta University's School of Library Services, he accepted a graduate intern position with the U.S. Defense Department Library. Recognizing that he possessed excellent management skills, the director offered him a permanent position as chief of the Cataloging Unit. Whisenton remained at the Defense Library, receiving numerous advances, until 1974

when he was offered the chance to become the director of the U.S. Department of Labor Library.

Whisenton approached this new appointment as a test of his management abilities. He put into practice his belief that library managers should learn to be "effective managers" and not deal solely with petty aspects of the job; as head of an information center, the aim of making it a top-notch facility should be the manager's ultimate goal. He, therefore, developed numerous marketing plans that helped promote and expand the services of the library. He also improved the library's automation capability and started a minority internship program for library students. This program gave students the chance to get on-the-job training in a highly automated government library.

In 1979 Whisenton was selected to be a participant in the Department of Labor's Senior Executive Service Training Program. During this year-long program, he was assigned to key departmental offices as Acting Director, Office of Operating Personnel Services, and as Special Assistant to the Regional Administrator. These assignments helped to further develop his managerial skills and to prepare him for positions of greater responsibility.

His recent appointment as head of EEOC caps a career that has been a success story from the very start. Good fortune had something to do with it, but his dramatic rise is chiefly due to a proven ability to manage both information and people well and to always maximize his professional skills in every assignment.

From Public Librarian to Library Consultant

Well-dressed and articulate, Shirlee Schwarz embodies the successful businesswoman. Once a public librarian, she now serves as consultant on special projects to corporate librarians and top management in New York, including many of the major Wall Street firms. Her educational background in interior design and library science has enabled her to combine a knowledge of space planning and librarianship—skills that have been indispensable in the successful development of her present consulting operation, Library Consulting Services.

Her professional career has always involved work on special projects. Following library school, Ms. Schwarz was engaged in a program to supply books to inner-city schools, disadvantaged youth, senior citizens and the homebound. She ventured for a short period into the world of public relations, using her library experience to do research for several well-known business firms. After moving to New York, she decided to promote her skills as a library consultant full-time by developing a network of clients among large corporations.

Her first assignment entailed setting up a satellite library outside the metropolitan area for a major oil company. She presented a proposal to management that included a budget and staff requirements. With the assistance of a cataloger and a typist, this important job was completed as planned and on schedule. Two other challenging assignments soon followed; weeding out a corporate collection, and converting statistical periodicals to microfiche files. Having added these notches to her belt, she was on the way to a successful consulting career.

Ms. Schwarz believes that library schools do not adequately prepare students for careers in consulting. She, therefore, stresses the need for continued education as the only way to keep step with the fast-changing needs of the information world. To enter the field of consulting, certain skills are needed such as the ability to write a proposal, to ask appropriate questions of manage-

ment concerning budgets, to organize a team to get the job done, and to develop follow-up procedures; for example, providing management with a creative training handbook to pass on to the person who will assume responsibility for maintaining the project once it is underway.

Finally if you see that additional time and financial support are needed, opt for a more secure way of supporting yourself while still keeping the door open for consulting opportunities. To do this, you should develop a local network of information resources, join library and information organizations, and keep in touch with other professionals who are also interested in the consulting field.

If you can meet with people, anticipate their questions, work long hours, evaluate and accurately interpret the needs of your clients, send in appropriate proposals, and develop the patience to wait for a response, you can be successful in a consulting career.

Since consultants are usually hired by either a fellow librarian or by a company's top management, the following pointers should be kept in mind. If hired by a librarian, make it clear that you are there to help, not to take over. Step back once the job is completed and let the librarian get the praise. If hired by management—the usual reason is that no special library exists—suggest that a professional librarian be hired to continue the job.

For library students or mid-career librarians who are first considering the option of starting a consulting career, Ms. Schwarz offers the following practical advice: 1) Estimate how much income you need to support yourself for one year and what funds you have available; 2) Develop a clear business plan, including an assessment of the number of days you will need to work, then market your skills, and educate yourself; 3) Gather the tools of the trade, e.g., resumes, business cards, answering services, and so forth.

Unlike traditional jobs, consulting is not secure. To succeed, Ms. Schwarz feels that you must assess your abilities and concentrate on developing certain specializations such as cataloging, indexing, or space planning. She emphasizes the importance of mastering the language of the business world and of avoiding library jargon. If you can meet with people, anticipate their questions, work long hours, evaluate and accurately interpret the needs of your clients, send in appropriate proposals, and develop the patience to wait for a response, you can be successful in a consulting career. Above all remember to always present yourself as a thorough professional.

SLA 1983 Salary Survey Update

In an effort to assist special librarians in salary negotiations, Special Libraries Association conducts an in-depth salary survey every three years. In the intervening years the Association, using a sampling technique, polls 25% of the membership in an effort to provide current salary information. The results provide an overview of the salaries of special librarians and a measure of annual salary increases since the last survey.

The 1983 data updates the overall national and regional salary data reported in the 1982 in-depth triennial salary survey report. While not as comprehensive as the 1982 survey report, the 1983 report indicates general national salary trends, and in conjunction with the 1982 report provides special librarians with guidelines for salary discussions.

During May 1983, a 25% sample of Members and Associate Members received the survey questionnaire.

Questionnaries Mailed	2,334
Questionnaires Returned	1,245(53.3%)
Invalid for Computation	87
Useable Responses	1,158(49.6%)

Table 1 reports the changes in mean and median salaries from April 1, 1982, to April 1, 1983, within each U.S. census region and Canada. The figures present changes in dollar amounts and in percentages.

The survey indicates an overall median salary increase in the U.S. of $2,000 from $23,000 in 1982 to $25,000 in 1983. This represents an 8.7% increase since last year. The overall mean salary reflects a $2,149 increase from $24,340 in 1982 to $26,489 in 1983—an 8.8% increase.

The survey also indicates an overall median salary increase in Canada of $1,500 from $27,000 in 1982 to $28,500 in 1983. This represents a 5.6% increase since last year. The overall mean salary reflects a $3,440 increase from $28,113 in 1982 to $31,553 in 1983—a 12.2% increase.

A comparison with past surveys indicates an increase of 18.9% in the median salaries in the United States over the last two years from $21,029 in 1981 to $25,000 in 1983. The 1981 figures also reflect a 17.2% increase in mean salaries

Table 1. 1983 Mean & Median Salaries by Census Region in Rank Order of % Change in Median from 1982 to 1983.

Census Region	Median 1982	Median % of increase (or decrease)	Median 1983	Means 1982	Means %	Means 1983
New England	$21,900	16.0%	$25,400	$23,064	11.4%	$25,702
West South Central	$21,200	13.2%	$24,000	$23,432	8.4%	$25,403
West North Central	$22,000	9.8%	$24,150	$22,369	15.6%	$25,861
East North Central	$22,154	9.7%	$24,300	$23,688	10.7%	$26,220
Middle Atlantic	$23,889	7.7%	$25,723	$23,058	20.0%	$27,669
Mountain	$20,700	6.9%	$22,130	$22,128	3.3%	$22,850
Pacific	$24,000	6.2%	$25,488	$25,035	4.9%	$26,272
Canada*	$27,000	5.6%	$28,500	$28,113	12.2%	$31,553
South Atlantic	$24,000	5.4%	$25,300	$25,584	8.4%	$27,725
East South Central	$24,000	(15.6%)	$20,256	$24,911	(13.2%)	$21,636
Overall United States	$23,000	8.7%	$25,000	$24,340	8.8%	$26,489

* Salaries reported in Canadian dollars. The exchange rate on April 1, 1983, was approximately United States $1.00 = $ .81 Canadian. The exchange rate on April 1, 1982, was approximately United States $1.00 = $ .84 Canadian.

Table 2. Salary Distribution by Census Region in Rank Order of 1983 Median.

Census Region	Average Lowest 10%	25th Percentile	Percentile Median	75th Percentile	Average Highest 10%	Mean	No Respondents
Canada*	$19,434	$25,000	$28,500	$38,000	$48,583	$31,553	85
Middle Atlantic	$16,161	$21,000	$25,723	$32,100	$48,057	$27,669	271
Pacific	$15,004	$21,288	$25,488	$30,000	$42,631	$26,272	192
New England	$15,295	$20,000	$25,400	$29,426	$39,117	$25,702	73
South Atlantic	$14,937	$20,460	$25,300	$31,944	$47,721	$27,725	160
East North Central	$15,395	$20,100	$24,300	$30,590	$45,897	$26,220	185
West North Central	$15,676	$19,966	$24,150	$30,000	$43,686	$25,861	52
West South Central	$14,929	$18,000	$24,000	$29,610	$46,443	$25,403	79
Mountain	$13,530	$19,000	$22,130	$25,404	$36,767	$22,850	38
East South Central	$13,701	$15,600	$20,256	$24,500	$40,193	$21,636	23
Overall United States	$15,138	$20,052	$25,000	$30,590	$45,721	$26,489	1,073

* See footnote to Table 1.

for the United States from $22,603 in 1981 to $26,489 in 1983.

Comparison with past surveys indicates an increase of 21.3% in the median salaries in Canada over the last two years from $23,500 in 1981 to $28,500 in 1983. The 1981 figures also reflect a 26.2% increase in mean salaries for Canada from $25,000 in 1981 to $31,553 in 1983.

All regions except the East South Central indicate median salary increases ranging from 16.0% to 5.4%, and mean salary increases ranging from 20.0% to 3.3% above 1982 figures. The East South Central Region has shown a median decrease of 15.6% and a mean decrease of 13.2% from April 1982 to April 1983.

Table 2 lists the salary distribution in rank order of 1983 median salaries for Canada and the nine United States census regions. In comparing the rankings with the 1982 triennial salary survey, the two regions with the greatest change are the East South Central region, which moved down from four to ten, and New England, which moved up from eight to four. The Middle Atlantic region and the South Atlantic region reversed places in the second and fifth positions with the Middle Atlantic ending up second on the list. Four of the regions—Pacific, East North Central, West North Central, and Canada—remained in the same position between 1982 and 1983. The remaining regions—West South Central and Mountain—both moved up one position.

This survey included questions to attempt to define the number of respondents unemployed and the period of unemployment during a 12-month period. Of the 1,245 valid responses, 108 (8.7%) were unemployed for at least a portion of the period between April 1, 1982, and April 1, 1983. The Canadian responses show a lower unemployment rate of 4.7% while United States responses show a rate of 9.9%. The time of unemployment averaged four months; termination was initiated by the respondent in 59% of the cases and by the employer in 41%.

Reviews

Modern Library Practice, 2nd ed., Sheila Ritchie, ed. Elm Publications, 1982. 342 p. ISBN 0-9505828-5-9.

First published in 1977, this second edition presents a view of the state of current librarianship in the United Kingdom and of the topics considered important by six British librarians who share an interesting mix of library experience and orientation. Intended as a general introduction to library management for students of librarianship and as an educational manual for library trainees, its information is basic and practical, with little that is theoretical or philosophical, although there are numerous references to scholarly works on administration, personnel, statistics, and survey research.

The chapters range across all the standard topics: library aims and objectives, library history, personnel considerations, technical service department procedures, space planning, office administration, and finance. The least traditional chapter is on marketing; it discusses market analysis strategies, market segmentation, and pricing theory and shows how these considerations can be used by managers in any type of library—academic, special, or public.

For special librarians, the most interesting section of the book may be the timeline history of special libraries in the UK, following their development from the second phase of the Industrial Revolution (approximately 1770-1850) to the present. Those interested in comparing organization charts will find numerous examples which, if taken together, provide a good overview of British library departments and areas of responsibility. Online database searchers will be disappointed in the incomplete description of automated services available in the UK. Automation buffs will find, by reading this book, the general practice and interest in the use of computers for various library procedures. The glossary provides a useful sketch of topics considered important to the authors of this book.

Susan Baughman
Gutman Library
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Business Intelligence and Strategic Planning: A Selected, Annotated Bibliography, rev. ed. Lorna M. Daniells, comp. Reference List, no. 32. Boston, Baker Library, Harvard Business School, 1982. 46 p. $5.00 (pbk).

Libraries and information centers that anticipate questions about strategic planning would do well to add this bibliography to their collections. Compiled by the author of *Business Information Sources* (University of California Press, 1976), it is, as stated in the preface, ". . . a substantially revised guide to the recent literature on corporate and strategic planning, corporate strategy, and also business intelligence which is an essential part of successful business planning."

The bibliography is divided into two sections: "Strategic Planning and Corporate Strategy," and "Business Intelligence and Environmental Assessment." Each section begins with a descriptive list of books, most of which were published after 1977. The descriptions contain useful information, such as whether the book has a bibliography, and material about the author's credentials. Following the book lists are annotated lists of articles.

The first section contains a descriptive list of planning periodicals, such as *Managerial Planning* and *Journal of Business Strategy*. Daniells notes that articles can also be identified by using the ABI/INFORM and Management Contents database, or by using a printed index such as *Business Periodicals Index*. For the price, this book would be a worthwhile purchase even for libraries that have these sources.

Short lists of directories of planners and planning associations are given at the end of the first section. An interesting feature of the second section is the list of trend-watching services, largely drawn from the author's bibliography on *Business Forecasting for the 1980s—and Beyond* (Baker Library Reference List, no. 31, 1980).

Any business or economics library would benefit from acquiring this valuable publication.

Emily Trueblood
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The Status of Women in Librarianship: Historical, Sociological, and Economic Issues, Kathleen M. Heim, ed., N.Y., Neal-Schuman Publishers, 1983. 483p. $29.95. ISBN 0-918212-62-6.

Over 80% of librarians are women, yet male librarians earn higher salaries and hold higher positions than women librarians. Internal gender stratification is the theme around which this collection of research articles is organized. Although the depressed status of women in librarianship was noted as early as 1892, it was not until the 1970s, when feminism challenged women librarians to reconsider their roles, that librarians initiated research to explore this issue. Feminism also provided the interdisciplinary methodologies and theories of women's studies as a scholarly base for such research.

Heim's earlier book, *The Role of Women in Librarianship 1876–1976* (coedited with Kathleen Weibel, Oryx Press, 1979), was a milestone in the field of women in librarianship, an anthology of articles tracing the history of women's efforts for professional equality. *The Status of Women in Librarianship* can be considered in many ways its sequel, presenting 14 essays summarizing current research on the subject.

As the subtitle indicates, the essays derive from the social science disciplines of history, sociology, and economics. Much of this research is appearing for the first time. The authors, identified in a "Biographical Notes" section, are all women librarians, many of whom have additional academic credentials. Heim is currently assistant professor at the University of Illinois Graduate School of Library and Information Science. The book is unusually well designed, featuring a very readable typescript, an index, and a single collective bibliography.

Mirroring the diversity of the researchers' academic backgrounds, the subjects of these research articles vary widely. They include a historical analysis of sex-typing in library education by Barbara Elizabeth Brand; a description of assertiveness training as a possible professional development tool by Adelaide Weir Sukiennik; and a biographical study, using oral history techniques, of black women librarians by Lelia Gaston Rhodes. Nancy Patricia O'Brien writes of librarianship's efforts to improve its image by recruiting men (an effort that backfired into the current dual-career structure); Laurel A. Grotzinger stringently analyzes biographical research on women librarians in scholarly and nonscholarly works; Patricia Reeling researches criteria with which to identify possible recruits for the profession: Suzanne Hildenbrand critiques a recent revisionist history of women in librarianship.

Three essays focus on the career paths and positions of women librarians in management-level positions: Janice C. Fennell profiles the careers of women directors of large academic libraries; Betty Jo Irvine reviews research on the advancement of women executives in higher education, business, and academic librarianship; and Jean K. Martin compares the salaries and positions of male and female academic librarians. Mobility, an oft-cited factor in library career advancement, is studied by Marion R. Taylor and Judith Schiek Robinson (interestingly, neither researcher found a significant difference between male and female mobility). As a coda, there are two calls for research: a rather disappointing piece on the reentry librarian by Katherine M. Dickson and an acute analysis by Elizabeth Futas of a fascinating but aborted sociological study of the career paths of Canadian librarians.

Heim's purpose is two-fold: 1) to present solid research on the sex-segregation of women in librarianship that "those in power" cannot simply, as they have too often in the past, flick away, and 2) to inform practitioners in the field. The essays successfully bridge the gap between the academic and the professional, eschewing the jargon that often makes such research inaccessible.

To be sure, this is not bedtime reading—what professional book is?—but many of the articles, particularly the historical and biographical ones, are absorbing enough to be read outside of a professional context. Grotzinger's essay on the "paucity, perils, and pleasures" of biographical research, for example, tantalizes the reader with its brief portraits of early women librarians such as Katharine Sharp and Tessa Kelso. Hildenbrand creatively uses her critique of Dee Garrison's revisionist library history as the jumping-off point for alternative models and persuasively shows how history can provide the foundation for social change.

Indeed, social change can be said to be the subtheme of this collection, and it is here that the unevenness that inevitably characterizes collections of articles surfaces. Each author offers research-based ideas for improving the status of women in librarianship. Application of scholarship to social policy is a necessary component of research,

but the recommendations in this book are made within diverse theoretical contexts that confuse rather than clarify the issue. Recommendations that emphasize the possibility of individual achievement, e.g., careful career planning, education, and mobility, conflict with structurally based research that demonstrates it is institutional barriers—women's lack of access to career resources and opportunities—not women themselves, that must be improved. The merits of both positions cannot be denied. It would have been useful if these social policy implications had been analyzed and synthesized in Heim's introduction.

The Status of Women in Librarianship is, despite this shortcoming, a timely, necessary, and important book. It is highly recommended, not only for those interested in improving the status of women but also for those professionals, managers, and educators interested in improving the status of librarianship.

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Photography. Modern Art Bibliographical Series, v. 2. Oxford, England and Santa Barbara, Ca., CLIO Press, 1982. 284 p. $62.00. ISBN 0-903450-59-3.

Computerization of bibliographic material allows for the recycling and repackaging of information. *Photography* is the second volume of a series which exemplifies this practice. All of the entries have been published previously in *Artbibliographies Modern* (ABM), an index to current books, periodicals, and exhibition catalogs on modern art published under various editors, publishers and titles since 1969. [For a clarification of the bibliographic origin of *Artbibliographies Modern*, see the review by Alexander Ross "True Son of LOMA" in *ARLIS/NA Newsletter* 2, 40–42 (Apr, 1974).] *ABM* now appears semiannually and is also available retrospectively to 1974 on the DIALOG database.

While the scope of this bibliography is international and inclusive, *Photography* only lists entries for the years 1972–1979. Libraries which subscribe to *ABM* or have access to DIALOG will have this material and more up-to-date entries available.

Since a computer was used, one wonders why material more recent than 1979 is not included. Most of the entries listed will presumably be out-of-print, limiting the usefulness of this source for book selection. It encompasses only a short period of time—albeit a period when there was tremendous growth in the literature of photography—and is, therefore, not useful as an overview of the field.

Yet, the material found in this volume is not without value. The annotations are informative, and the wide range of materials covered is admirable. Libraries will certainly want to consider carefully before spending such a large amount of money for a bibliography which covers such a short time period unless the need for photography materials is at the specialist level.

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Financial Planning for Libraries, edited by Murray S. Martin. Haworth Press, New York, 1983. 131p. $20.00. LC 82-23346; ISBN 0-86656-118-8.

This book is definitely more worthwhile than most examples of its genre—the theme issue journal* reissued as separate monograph. There is, in this instance, more than usual cohesiveness to the result, and several of the individual chapters are quite worthwhile. Clearly the issue/book editor, Murray Martin, put some thought into assembling the components. His introduction is a hard-nosed analysis of the problems of academic research libraries, and possible responses to those problems. With few exceptions, the book is, in fact, almost entirely oriented to the academic research library, yet it contains several chapters of use to all library managers, planners, and budgeters.

The first part of the book, "General Finance Principles," contains several chapters that are worth perusing. "Planning and Finance: A Strategic Level Model of the University Library" by Jerome Javarkovsky is a lucid exposition of multi-level program budgeting in the context of an academic research library. It also contains a good dis-

Journal of Library Administrations 3(3/4), Fall/Winter 1982.

cussion of some of the problems of allocating costs to the various programs. The chapter by Michael Bommer and Ronald Chorba is a good brief synthesis of the management literature concerning decision support systems (DSS). It also presents a useful list of the performance and effectiveness measures that one would like to have accessible in a library DSS. Duane Webster's chapter, "Issues in the Financial Management of (Academic) Research Libraries," is a good perceptive review of problems to be faced and of the new emphasis that will have to be pursued. Webster observes that the library is only one of various information units within a university, and that some degree of integration is needed. He also comments on the problems of access to numeric data. One wishes that he had elaborated more on both points. Additional chapters are entitled "Financial Planning Needs of Publicly-Supported Academic Libraries in the 1900's: Politics as Usual" and "Returning to the Unified Theory of Budgeting: An Umbrella Concept for Public Libraries." The former reports on a survey of library directors; the latter primarily discusses the political aspects of public library budgeting.

The second part of the book is composed of chapters on salary, materials, "other", and interlending and resource sharing. The materials chapter, "Financial Planning for Collection Management" by Frederick C. Lynden, is an excellent compendium on sources of information regarding costs and cost trends in library materials, a compendium that will certainly be useful to almost anyone involved in library budgeting or financial planning. In addition the chapter contains useful comments on political and administrative considerations.

The chapter on salary, "Salary Planning" by Paul M. Sherman, provides a useful review of several of the basic constructs of salary and compensation administration such as work measurement, job design, comparable worth, etc. It fails, however, to tie the constructs together; how, for example, to integrate job measurement/job classification with performance evaluation into a multi-dimensional review process that recognizes present salary in comparison to others at the same classification level, as well as performance evaluation per se. In addition it fails to come to grips with problems of market value, that is, the problems inherent in jobs of equal worth, as classified by the organization, but of unequal salary potential externally. This, of course, is the problem that the concept of comparable worth addresses. Given the increasing automation of library and information management and the traditional salary structure of librarianship, heavily female in its composition, versus data processing, heavily male in its composition, this is going to be an increasingly thorny thicket for libraries in this transitional period until the concept of comparable worth prevails in practice. Nonetheless, the chapter is worth reading; for what it does say, it says well.

The other two chapters, "Interlibrary Loan and Reserve Sharing" and "Budgeting for and Controlling the Cost of *Other* in Library Expenditures," are brief and unremarkable. There is a certain irony in that after the emphasis upon program budgeting in the first section of the book, the second section of the book is in effect organized by line item rather than by program. In summary, the book has several chapters that are well worth reading for the financial planner and at least one (Lynden) that is a valuable permanent reference.

Michael E. D. Koenig
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Letters

I read Howard Fosdick's article entitled "Microcomputer Programming in the Information Center" (*SL* 74:211-221, July 1983) with considerable interest, and was pleased to see my own work cited in his list of references. However, I was disappointed to see that among the books on PL/I programming, his alone had the address of the publisher, the telephone number, and the price. This is unfortunate, inappropriate, and even a little bit tacky. Surely these items should have been taken out at some stage in the editorial process.

In spite of this obvious irritant, I agreed with the substance of Mr. Fosdick's article, and was pleased with the concise and useful display of the most widely available languages' string manipulation features. With the proliferation of microcomputers, and with their growing power, this information should prove useful to librarians and information specialists in a wide variety of settings.

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Smith, John and Virginia Dare. "Special Librarianship in Action." *Special Libraries 59* (no. 10): 1241–1243 (Dec 1968).
Smith, John J. "The Library of Tomorrow." In *Proceedings of the 34th Session, International Libraries Institute, city, year.* 2v. city, press, year published.
Featherly, W. "Steps in Preparing a Metrification Program in a Company." ASME Paper 72-DE-12 presented at the Design Engineering Conference and Show, Chicago, Ill., May 8–11, 1972.

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Brown, Able. *Information at Work.* New York, Abracadabra Press, 1909. 248p.
Andrei, M. et al. *The History of Athens.* The History of Ancient Greece, 10v. New York, Harwood Press, 1850.

Samples of references to other types of publications follow.

Chisholm, L. J. "Units of Weights and Measure." National Bureau of Standards. Misc. Publ. 286. C13.10:286. 1967.
Whitney, Eli (to Assignee), U.S. patent number (date).

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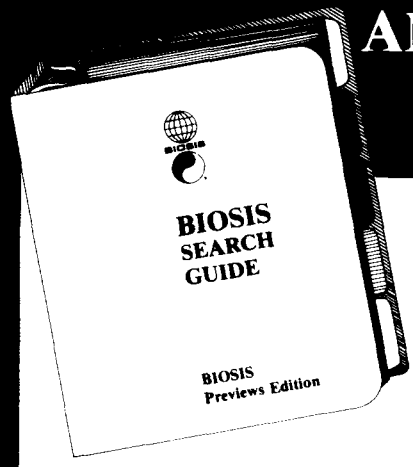

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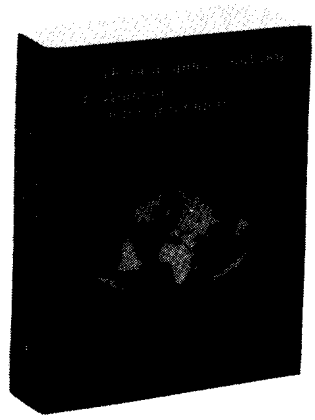

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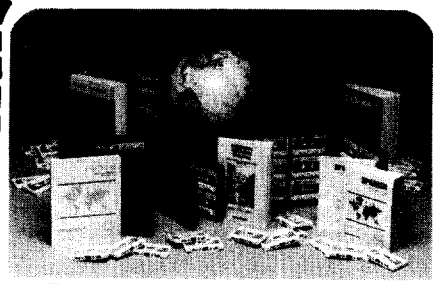

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ERRATUM

Apologies are due to Robert E. Skinner whose descriptions of database vendors were incorporated into the text of "Searchers' Perceptions of Online Database Vendors" by Michael Halperin and Ruth A. Pagell [*SL* 74(no. 2)119–120(Apr 1983)] without proper citation. The article should have cited Skinner's work, "Scientific Research Made Easy" in the March 1982 issue of *ANALOG Science Fiction/Science Fact*. The authors regret this unfortunate omission.

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