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## Special Libraries, January 1984

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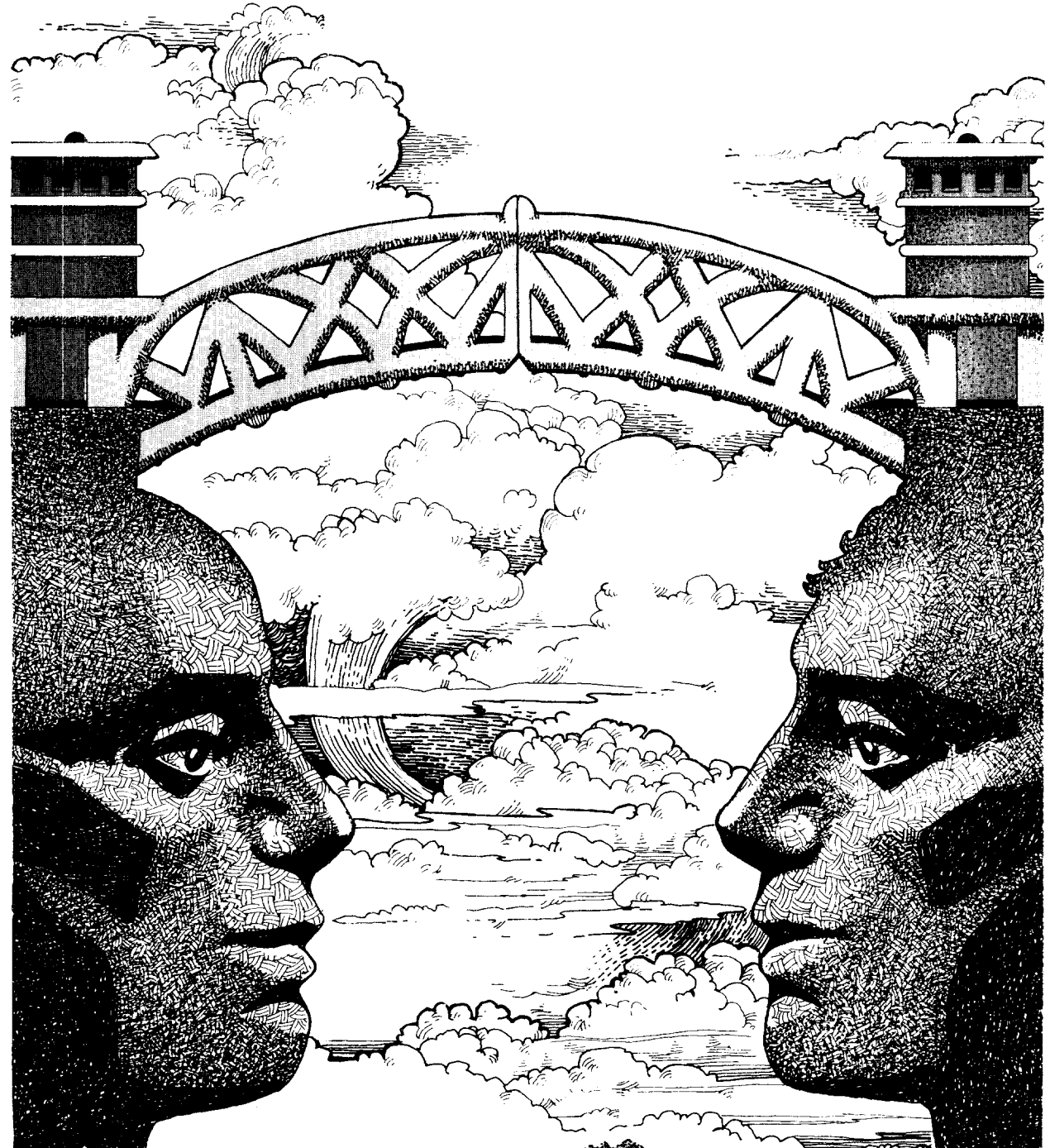
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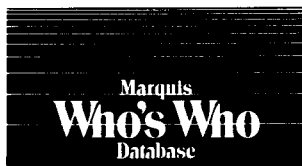
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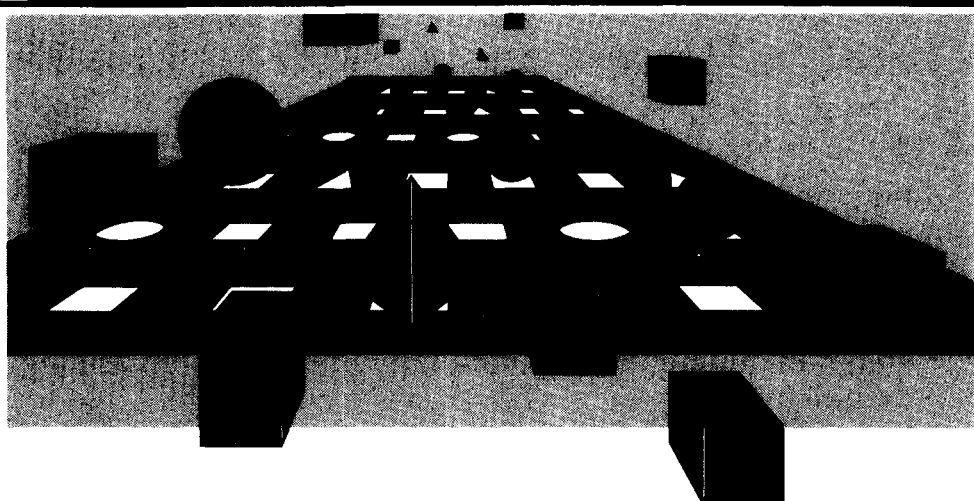
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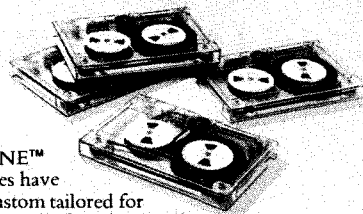
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# LETTERS

"Persons of action and vision are rare. Guy E. Marion was such a person . . ." according to Robert V. Williams and Martha Jane Zachert in their fascinating article in your July issue which I've read with intense interest. In "Crisis and Growth, SLA, 1918-1919" I was particularly impressed to read all about the pioneering activities of Guy E. Marion, for he was one of the first specials I met when I came to California in 1948. Mrs. Kathleen B. Stebbins, SLA's first paid executive secretary, had advised me to be sure to look him up. How could I possibly have missed him for he was then the very special librarian at the Los Angeles Chamber of Commerce! Mr. Marion was also very active in the SLA Southern California Chapter, which he had also help found. In fact, we all kept referring to him as an SLA Founding Father and honored him appropriately both at the grassroots and on the national level at SLA conferences in the early '50s. He was a joy to know, always youthful, and full of vim, vigor and vitality, and his personalized twang was a dead giveaway of his New England origins. I do thank the authors for reviving my fond memories of Guy E. Marion, truly an SLA great.

**Sherry Terzian, Director  
Mental Health Information Service  
Neuropsychiatric Institute  
UCLA**

## Turning Problems into Opportunities

Congratulations [to Anne Mintz] and thank you for the splendid April 1983 *Special Libraries*, the best issue I've ever read of that journal. It should be submitted for an award. "The Information Industry of the Future" is an important and engaging topic; your selection of participants is wise, and each author performs well.

As president of ALA last year, I tried very hard to get our professional colleagues to turn problems into opportunities, to "connect" to the world around us which is increasingly recognizing information as an essential resource. There's much to do constructively, as you and your writers profess.

**Carol A. Nemeyer  
Associate Librarian for  
National Programs  
Library of Congress  
Washington, DC**

# MUMPS

I believe that Howard Fosdick failed to include an important computer language in his article, "Microcomputer Programming in the Information Center," which appears in the July 1983 issue of *Special Libraries*. That language is MUMPS.

MUMPS is an ANSI standard language designed to handle the kind of text processing that libraries require. MUMPS was developed for minicomputers and has its biggest following in the medical community. However, it has been implemented for both 8 and 16 bit microcomputers using either CP/M, MS DOS or CP/M 86 operating systems. A variant of MUMPS, called MIIS, is used in both the Dataphase Systems ALIS and the ILS system developed at the National Library of Medicine. Both are integrated library systems. A recent modification of ALS by On-line Systems has been adopted by OCLC for its local library system. MUMPS therefore has a large and growing community of users within the library field.

An international MUMPS Users Group (MUG) provides a forum for language and software development, delivers inexpensive documentation and training, publishes a quarterly journal and sponsors an annual conference. It also sponsors the MUMPS Development Committee which reviews suggested language modifications and extensions. In conformance with ANSI review procedures, this committee has submitted a 1982 revision of the ANSI standard. The *MUG Quarterly* includes articles on MUMPS software applications and the proceedings of the annual conferences as well.

MUMPS contains most of the string-handling functions described in the Fosdick article. While it does not, intrinsically, provide structured program development, structure can be imposed by an exterior discipline implemented by the programmer. MUMPS was developed at a time when random access memory was expensive; therefore many minicomputer implementations restrict program size. This creates the need for lots of subroutine "calls" and keeps program comments to a minimum.

The microcomputer implementations have reduced this problem, however. While all commands and functions are very "English-like" and many resemble BASIC counterparts, they usually are abbreviated to one or two characters. This characteristic is used to further conserve memory use and speed execu-

tion time; however it makes programs more difficult to follow or modify. MUMPS is an interpreted language like BASIC and therefore shares the same advantages and disadvantages characteristic of interpreted BASIC.

I do not have the necessary background to make an adequate comparison between PL/I and MUMPS; therefore I can't say that MUMPS is better for library applications. I do believe, however, that MUMPS deserves more attention in libraries and information center.

**Marvin Bond**  
Middletown, MD

### Author's Reply

Thank you for your informative letter concerning MUMPS. I agree with you that it is an increasingly important programming language for library and information science applications and, indeed, I regret that the scope of my article precluded its mention. My own (unfortunately meager) experience with MUMPS derives from the German-vented version available for the Perkin-Elmer 8/32 and 3200 series of minicomputers.

**Howard Fosdick**

### Getting over the Rough Spots

It's no secret that taking the "comps" can be one horrendous experience. What's amazing to me is that I got through the thing despite being burdened with test anxiety and a less than cheerfully optimistic outlook on information technology. But Marydee Ojala's "Public Library Business Collections and New Reference Technologies," in your April issue, made even taking the "comps" bearable. She answered some rather significant questions for me—not the least of which was, "Is there life after DIALOG?"

Her wry sense of humor showed through the writing and let me know that I've come to the right place. Libraries aren't places where people are less than skeptical; there's always cause for gently derisive laughter. Yet more. She managed to let me know that librarians tend to be "survivors." They're the kinds of people we can often call upon to get us over the rough spots.

**Tom Suddick**  
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## Correction

I was pleased to see in the April issue a review of my book, *Ahead of Its Time: The Engineering Societies Library, 1913-80*. I felt that John Moore's review was fair, and I appreciated the general tone of approval he gave the book. However, there were two factual errors in the review which I am sure he would not want to go uncorrected.

1) He stated that the book updated the dissertation upon which it was based "for a period of about one year." Perhaps he assumed that the dissertation, having been accepted in 1979, covered events up to that year. However, as the title of the dissertation shows, it went no further than 1973. Therefore, the book version covered seven more years, not one year.

2) He stated that the last chapter was the only one to mention costs of library operations and those referring to projects undertaken some years ago. This is also not the fact because costs are considered throughout the book. For example, Chapters 5 and 6, which discuss the experiences of the various library directors, do include a description of the role of costs in their terms. This includes Cabeen's efforts as late as 1980 to improve the library's

financial status—hardly events in the distant past, as Moore states.

Ellis Mount  
Columbia University  
School of Library Service  
New York, NY

## Scholarship Winners

The article entitled "Whatever Happened to the Kid Who Got the Scholarship?" (*SL* 74:345-357, Oct 1983) while well done as regards intention and research documentation, neglected, in my opinion, to address a key variable underlying this issue.

A postscript should have been appended emphasizing the need to improve the calibre of all SLA Scholarship applicants. To accomplish this goal, additional applicants are needed who have improved educational backgrounds, relevant work experience and a firm commitment to the *profession* of special librarianship. As the Chairperson of the 1983-1984 SLA Scholarship Committee I am, indeed, examining all applicants with these concepts in mind.

Marie Gadula, Chairperson  
SLA Scholarship Committee 1983/84

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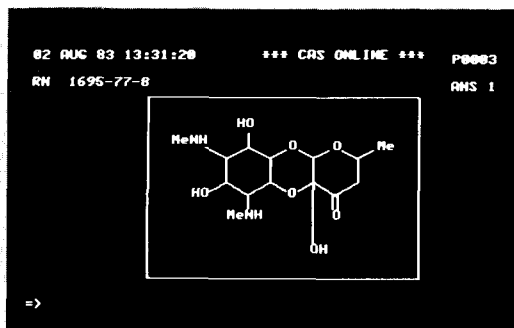
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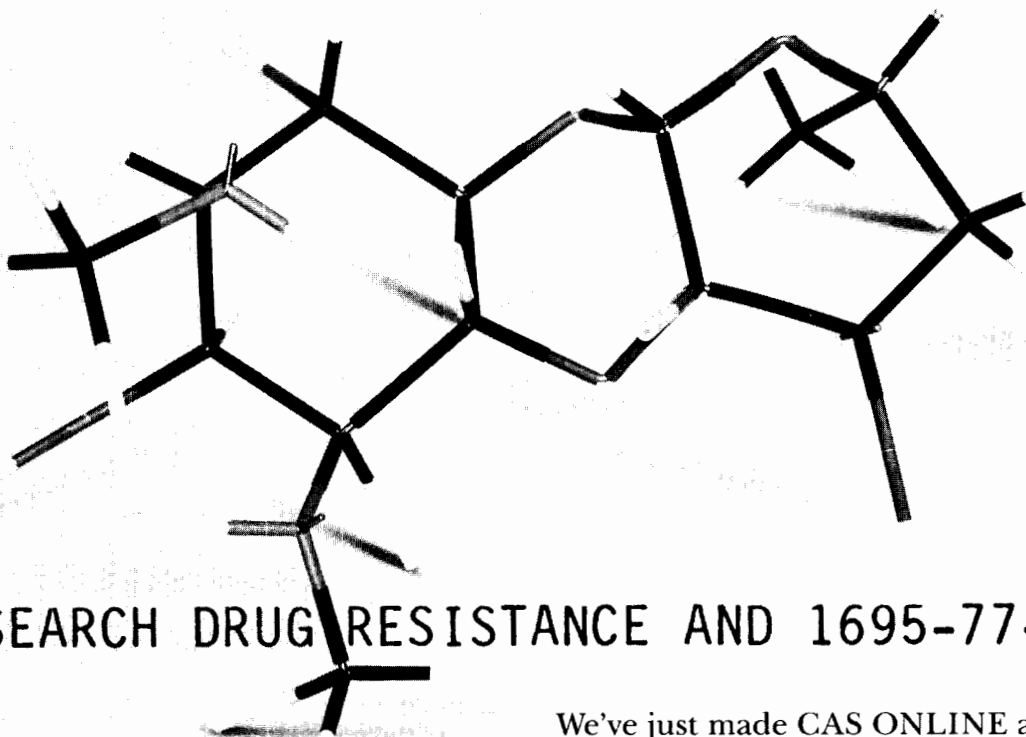
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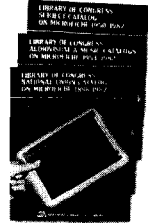
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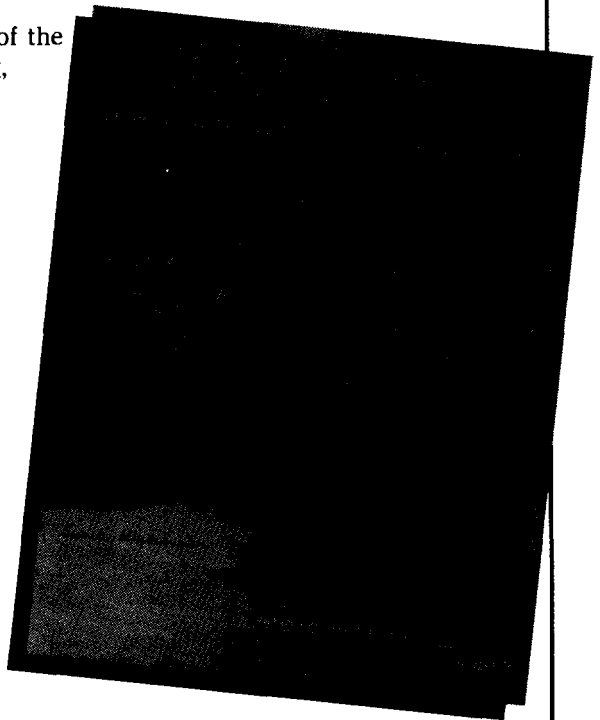
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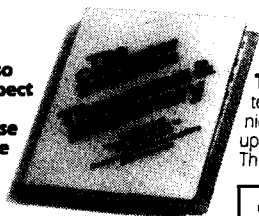
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# Educating Special Librarians

## Toward a Meaningful Practitioner–Educator Dialogue

***M. Evalyn Clough and Thomas J. Galvin***

School of Library and Information Science, University of Pittsburgh, Pittsburgh, Pa.

**I**N CONSIDERING education for special librarianship, we begin with two general statements as a basis for the more specific observations and suggestions that follow. The first general premise is that special libraries (broadly defined as including information centers and the provision of information products and services) are becoming more important to library schools. Michael Koenig, in a recent article in *Special Libraries*, offers a convincing body of data in support of the conclusion that "an increasing proportion of library school graduates is finding employment in the special library sphere" (1). Van House,

Roderer and Cooper, summarizing the results of a predictive study of supply and demand for librarians conducted by King Research, Inc., affirm that the largest increase in professional jobs, at least for the balance of this decade, can be anticipated in special libraries (2).

These observations account, at least in part, for efforts now being made in many schools of librarianship to reorient curricula more toward the special library job market and toward private sector employment opportunities for new graduates. The goal of these schools is not only to enable new graduates to compete more effectively in the special library job mar-



ket, as that has traditionally been defined, but to produce graduates who are viable candidates for new kinds of information-related jobs, especially (although by no means exclusively) in the private sector.

The second general premise follows directly from the first, namely, that a greatly expanded and much more serious dialogue needs to be initiated between library educators and special librarians. In general, neither group seems to be adequately informed about what the other is currently doing or planning to do. If schools of librarianship, either individually or collectively, are to respond successfully to the specific needs of what appear to be the growth sectors of the professional employment market, then special librarians and related information professionals should be asked to play a larger and more meaningful role both in curriculum design and in the conduct of the academic enterprise. One objective of this paper is to suggest an initial agenda for the kind of enhanced practitioner-educator dialogue that we consider both desirable and necessary to achieve the goal of broader participation by special librarians in the educational process.

### **Practitioner-Educator Dialogue**

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It is widely believed, and frequently reported in the professional literature, that a chasm of mutual ignorance and indifference separates special librarians and library educators from one another. Little is to be gained by exploring the merits of this assertion; what is important is that it is generally thought to be true. Assuming that better and more effective communication is needed, we would observe only that the situation is certainly no better and possibly no worse for special librarians than it is for public, academic or school librarians. All sectors of the community of practice regularly and strongly express a desire for more influence over the content and character of professional education.

What can be done to improve the present situation? As Koenig and others have

suggested, an expanded role for practicing special librarians in the accreditation process, both in the formulation of standards and in the application of those standards to the evaluation of individual library education programs, would seem desirable. Such participation by no means has to be limited to service on accreditation committees or on site visiting teams. The accreditation process itself provides explicit opportunities for practitioner involvement in the substantial institutional self-study activity that should precede an accreditation review.

### **Bridging the Gap**

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The current resurgence of interest in practicum, field experience and internship as formal components of first professional degree programs in librarianship could potentially offer genuine opportunity to link the classroom more closely to the reality of practice and to involve practicing special librarians directly in the teaching process as field work site-supervisors. Several considerations do, however, need to be recognized clearly by both educators and practitioners at the outset.

A close working relationship between the faculty and the practitioner site-supervisor, based on mutual respect for one another and for the integrity of the practicum as an integral and valuable part of the total learning experience, is essential. A quality practicum or internship ordinarily requires a non-trivial investment of human and dollar resources by both the school and the host organization. These costs need to be carefully and dispassionately assessed in advance by both parties in terms of immediate and long-term benefits. A poor quality practicum is unquestionably worse than no practicum at all.

Opportunities for educator-practitioner dialogue would also be measurably enhanced if members of each group were more frequently to find themselves in the other's working environment. Many special libraries and information centers exist in organizations that routinely engage

consultants to address operational and planning problems, both large and small. Library educators, who are regularly taken to task as a class by working librarians for being "out of touch" with the current reality of practice, often do possess the expertise needed to help resolve these operational problems, as well as an objectivity in addressing them that is sometimes lacking in consultants who carry the baggage of an overt or covert commercial affiliation.

Conversely, the willingness of practicing special librarians to accept adjunct teaching appointments in library schools offers a potential opportunity to influence directly both the design and the implementation of the curriculum. As a consequence of declining enrollments, many library schools are now obliged to reduce the number of full-time, permanent faculty. The need for part-time and short-term adjunct faculty can be expected to increase. The schools would benefit greatly if the most able and respected members of the special library community could be identified and encouraged to make themselves available for adjunct faculty positions. "Encouragement," in this instance, may require more flexible approaches to class scheduling, especially for those schools not located in urban centers where there is a concentration of special libraries.

In the longer term, both the library education establishment and the profession as a whole would benefit if the distinction between the teaching role and the practitioner role, as well as the distinction between the classroom and the library environment, were less sharply drawn than at present. This year, the University of Michigan Library initiated a Library Residency Program for selected new graduates which could serve as one model for the creation of a number of "teaching libraries," roughly analogous to the "teaching hospital" concept (3). Maurice Line has expressed the belief that "skills specific to library work not only can but must be taught in practical situations, for they are practical skills. . . . Ideally every library of any size should be a teaching

library—just as medicine is learnt in teaching hospitals" (4). If Line is even partially correct in his assertion, then special librarians and public librarians need to emulate academic and school librarians in helping to create clinical learning environments to augment and extend formal classroom instruction. Several special libraries in the same geographic area appropriately could collaborate with a neighboring library school to develop a teaching library environment entirely comparable to what a single, large university can provide.

### Recruitment and Library Education

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A critical area of mutual concern and mutual responsibility for special librarians and library educators is to assure that both the number and the quality of library school students and teachers are adequate for the current and future needs of the profession. Let us consider first the continuing problem of recruiting for the library field.

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To the librarian who has examined the summary data from the recently completed *Library Human Resources* study (2), the suggestion that recruiting for the profession is a problem may seem curious. To the special library manager, overwhelmed by 200 applications in response to the announcement of a single professional vacancy, the notion that any effort is needed in recruiting is likely to appear patently absurd. Yet, it is really not that simple.

Recruitment is not just a matter of numbers of graduates compared with numbers of vacancies. In fact, it is not even a matter of numbers, at least not national numbers. Global supply-demand data are useful, but only up to a point. They do not reflect regional variations, which remain significant in a field in which many job applicants lack geographic mobility, even in a range as relatively modest as 50 miles. Neither do they reveal much about the quality or the qualifications of those who are currently choosing careers in special librarianship.

The problem of recruiting for librarianship has not been solved by the decline in the number of professional vacancies. Concerns about quality and qualifica-

tion of candidates with even modest credentials in science, technology or the "harder" social sciences remains. The opening of new career fields for women, while eminently desirable from the viewpoint of the society at large, has had the negative side-effect of draining talent away from the traditionally female-dominated professions, like librarianship. Finally, the perception that the library field is overcrowded and that jobs are impossible for new graduates to find, reinforced by the reality of low entry-level salaries, has led many of the able and talented to seek careers elsewhere. Some of the most talented have not had to look far afield, given the phenomenal growth of employment in the new information professions (5).

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tions not only remain but, in the view of many, are growing more serious. During the past two years, both research library directors and administrators of large public libraries have independently initiated formal discussions with the library education community as a consequence of their perceptions of the inadequacies of current and recent graduates.

These concerns are well founded. They are even more significant for the special library community, given the expectation that special libraries will require somewhat larger numbers of well-qualified new entrants over the next decade. The perennial problem of inadequate num-

bers of candidates with even modest credentials in science, technology or the "harder" social sciences remains. The opening of new career fields for women, while eminently desirable from the viewpoint of the society at large, has had the negative side-effect of draining talent away from the traditionally female-dominated professions, like librarianship. Finally, the perception that the library field is overcrowded and that jobs are impossible for new graduates to find, reinforced by the reality of low entry-level salaries, has led many of the able and talented to seek careers elsewhere. Some of the most talented have not had to look far afield, given the phenomenal growth of employment in the new information professions (5).

Librarianship has a continuing recruiting problem—a shortage not of numbers but of talent—that is growing more serious daily. If library educators are suspect when they utter such seemingly self-serving generalizations, they are even more suspect and, consequently, not terribly effective as recruiters to the profession.

When librarians and library educators have engaged in extended collective examination of staffing problems, as in the series of conferences on education for research librarianship held over the past two years under the aegis of the Council on Library Resources' PETREL program,

it has become evident that the issues are complex (6). Some of the common shortcomings of recent library school graduates, as these are enumerated by employers, can be related directly to weaknesses in library education programs, such as inadequate attention to quantitative methods and to the development of analytical problem-solving skills. But to a far greater extent, the complaints of library employers seem to cluster in what educators refer to as the "affective," as opposed to the "cognitive" domain. It is not so much that new graduates are found lacking in technical knowledge; rather, they often appear to their supervisors to lack imagination, enthusiasm for solving operational problems or the depth of personal commitment ordinarily expected of a professional person.

Much as educators would like to claim otherwise, formal education in any field and at any level can achieve only limited penetration of the affective domain. The best schools, the best teachers, the most skillfully designed curricula will effect only marginal changes in the attitudes and the professional behavior of students, and then only in a limited number of students. Neither is it realistic to expect library schools to be able to compensate to any significant extent for lack of subject knowledge in those areas of special librarianship in which extensive subject background is truly essential.

If special library managers are coming to share the concerns of their counterparts in other types of libraries about the credentials and personal qualities of current graduates, then it is necessary to raise the issue of recruiting to a much higher place on the agenda of the special library community. It is already past time to reactivate the individual and organizational recruiting programs that were characteristic of the 1960s. Emphasis should be placed not on larger numbers but on the highest quality. The schools can help, but effective leadership in this area can come only from the community of practice.

## Faculty Recruitment

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At the risk of making an admittedly simple generalization to which many individual exceptions properly could be noted, it seems to be the case that if librarianship has attracted less than its fair share of the most able young people, library education has attracted less than *its* fair share of the most able people who do opt for careers in the library profession. Since it is a well-documented fact that library schools are not the leading centers of innovative research and development in librarianship, one can assume that librarians who possess both the talent and the drive for innovation often do not see library schools as the most promising arena in which to exercise that talent. A situation in which too many library schools continue to follow rather than to lead practice is, in the long term, as damaging to practice as it is to library education.

Like most complex problems, enhancing the quality of library school faculties does not lend itself to simple solution. The first step is to recognize that both practitioners and educators have a mutual, shared concern for addressing the problem of faculty quality. More active recruitment by practitioners of the most promising younger special librarians for careers in library education would be highly desirable, as would the creation of opportunities for joint research and development projects involving working partnerships between library school faculty and special librarians.

## Curriculum Design

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In response to the pressures of declining enrollments, and reductions in constant-dollar financial support and staffing, many schools of librarianship are currently engaged in intensive, far-reaching scrutiny of their educational mission and the program of instruction which supports that mission. A few schools are closing. A number of others are being subjected to penetrating review

by their parent institutions, as universities seek to shed excess programmatic weight in a time of tight institutional budgets.

Many schools are attempting to redefine their educational missions in broader terms, so as to serve new and growing job markets for new careers in the information professions. It is widely recognized that merely adding the words "information science" to the name of the school probably will not suffice to make graduates credible candidates for jobs as database administrators, systems analysts or software design engineers. Substantive restructuring of the curriculum and a major course development effort will be required.

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**The opening of new career fields for women, while eminently desirable from the viewpoint of the society at large, has had the negative side-effect of draining talent away from the traditionally female-dominated professions, like librarianship.**

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Among the central, unresolved issues in curriculum design is one that is of particular importance to practicing special librarians—the issue of specialization in the first professional degree program. The choices for library schools are neither simple nor self-evident.

It is frequently and convincingly argued that librarians entering the field today require both more extensive and more specialized preparation. Again, Koenig has presented the case for the extended curriculum (while acknowledging that there are powerful economic realities that make it an unlikely option for most schools in the near future) and for revised curricula that "encourage more specialization within the existing master's degree programs" (1, p. 189-190). Special librarians are not the only group within the profession to complain of the inadequacies of the "generic li-

brarian" as the typical product of the multiple-purpose ("one size fits all") curricula characteristic of library schools. Most schools do, in fact, attempt to focus on generalized knowledge and skills that are considered applicable to all types of libraries in that portion of the academic program (sometimes as much as half) that is required of all students.

This practice is encouraged by the current *Standards for Accreditation* of the American Library Association which specify that "the programs of the school should provide for the study of principles and procedures common to all types of libraries and library services" (7). But even if this were not the case, the economics of library schools mitigate strongly against the proliferation of specialized courses and curricula. Among the 69 North American schools that reported statistics for 1981-1982 to the Association of American Library Schools, average enrollment was 84.3 full-time-equivalent students; average faculty size, again in full-time-equivalents, was 10.23; and the average annual operating budget was \$500,008 (8).

Library school enrollments and faculty size, which is ordinarily a function of enrollments, have been decreasing for the last several years. The schools generally have neither enough regular faculty nor enough dollars to hire adequate numbers of adjunct faculty to allow them to offer a larger number of specialized elective courses, nor enough students to fill such specialized courses to even minimal size (9). Some schools are already reducing the number of elective courses offered in librarianship and are eliminating courses that focus exclusively on a single type of library.

It seems likely that the current round of curriculum revision could result in a wholesale retreat from traditional kinds of specialized courses and curricula in librarianship. Because technology has become such a pervasive aspect of contemporary library operations, the schools have, perforce, become technology-intensive. The capital costs of acquiring electronic information technology for teaching purposes, as well as

the costs of maintaining it, appear staggering in relation to the current operating budgets of most schools.\* These costs can be justified only if the schools can enlarge their constituencies and increase their enrollments by developing the capacity to prepare students for a broader range of information careers than only those labelled "librarianship."

Strong economic, societal and pedagogical forces are influencing faculties to develop more generalized curricula and to prepare students for a much wider variety of professional jobs in the information field. F. W. Lancaster has issued a persuasive plea for the "deinstitutionalization" of library education.

The substance of the librarians' curriculum, then, can be nothing less than human communication in general, with formal communication receiving most of the emphasis. The librarian must study and be familiar with all aspects of the communication cycle. . . . To the extent that certain of these activities can be performed in or by libraries, the library as an institution should receive more attention, but it should not dominate the entire curriculum. The center of our attention must be the professional information specialist and how this individual can assist the communication process (10).

Lancaster's recommendation that schools of librarianship be converted into schools of information and communications is echoed by Maurice Line, who, while speaking strongly in favor of "the deschooling of librarianship," suggests that "a good case could be made for a much broader and more basic course, which would not 'train' people for any particular profession, but would provide some background suitable for a variety of professions. . . . A course in Communication Studies" (4, p. 34).

A basic question is: If special library employers are not now satisfied with "the generic librarian," are they likely to

be any more enthusiastic about "the generic information/communications specialist?" What problems is this individual likely to present as a potential employee, given the diminished capacity of libraries of all types, including special libraries, to impart specific skills through post-graduate, on-the-job training? Conversely, what advantages might accrue to the special library, which in many corporate settings is becoming increasingly isolated from the mainstream of information services and activities, in having on its professional staff a person who can move knowledgeably among, and command the respect of, the firm's computer and telecommunications specialists?

A host of subsidiary questions of curriculum design follow from this basic issue of specialization vs. generalization. All of these are currently being debated energetically in the library education community. Active participation in these discussions by practicing librarians is vitally important. We urge that Special Libraries Association initiate a formal practitioner-educator dialogue with the Association for Library and Information Science Education, and that individual special librarians take similar initiatives to establish liaison with library school faculties for this purpose.

## The Education of Special Librarians

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A third general premise may be stated which, hopefully, will help to put the preceding discussion into proper perspective: Education for a career in special librarianship is an extended, integrated process of life-long learning, of which library school represents only a small, albeit a very important, part. As our positive comments about the "teaching library" concept, our suggestion that the line between the end of education and the beginning of employment ought to be less sharply and permanently drawn, and our examination of the problem of specialization were intended to imply, we are convinced that the education of the "complete" special library professional, of necessity, extends back to the second-

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\*Association of American Library Schools, *Library Education Statistical Report*, p. FIN-6. According to this report, the average school budgeted only \$47,975 for all non-salary expenses in 1980-81.

ary school and undergraduate years, and forward over the entire length of an active career.

That education will appropriately reflect an amalgam of discrete learning experiences in a wide variety of academic and non-academic settings. It will encompass courses, workshops and seminars, both formal and informal, in skills and competencies, many of which never will and never should be within the active purview of library schools or their faculties. The mix will vary and properly so, with the individual librarian, ranging from graduate courses in traditional academic disciplines in one case, to Berlitz or Dale Carnegie courses in another. It will appropriately include, as well, mentoring and performance evaluation by supervisors and managers and substantial independent, self-directed study.

These concluding comments ought not to be dismissed as merely one more pious and tiresome panegyric on the virtues of continuing education for special librarianship. To do so would misconstrue our purpose and, far more serious, denigrate special librarianship as a profession. A profession is distinguished from other occupations by virtue of the fact that it cannot be learned completely in any finite period of time, even in the totality of a working lifetime.

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# Politics and Publishing in Washington: Are Our Needs Being Met in the 80's?

## A Panel Presentation

**Melvin S. Day**

President, Washington Knowledge Network,  
ITG, Inc., Gaithersburg, Md.

*Robert M. Hayes, Dean of the Graduate School of Library and Information Science, UCLA, was the keynote speaker of the panel presentation sponsored by the SLA Business & Finance and Advertising & Marketing Divisions during the Association's 74th Annual Conference in New Orleans. Dean Hayes' speech appeared in the October 1983 issue of Special Libraries. Remarks by two members of the panel, Melvin S. Day and Thomas Kleis, are presented here.*

**D**EAN Hayes's keynote speech [during the 1983 SLA Annual Conference] set forth the two primary sets of issues explicit in addressing the proper role of the private sector in relation to the publishing of government information: 1) what should be the policies of the government, and 2) what should be the roles of the private sector and the government with respect to the availability and distribution of government information, respectively. He addressed the principle of open access, considered a possible leadership role for the government, and looked at the proper role for government in the marketplace. I am going to try to look at all of that from my private enterprise perspective, and with emphasis on the proper role of the private sector.

First, let me reach a little to the philosophy behind our organizational attempts to pass from an industrial society

to an information society. That philosophy has not changed in two hundred years. Let me state it in Thomas Jefferson's words: "Every government degenerates when trusted to the rulers of the people alone. The people themselves, therefore, are its only safe depositories. And to render even them safe, their minds must be improved to a certain degree."

That fundamental principle—that a free society depends upon an enlightened public—argues that open access is not privilege but an American right. When our "rulers" decide that they know what is best for us, we are in trouble. Rather, the public interest should determine the policies and roles of the government and, by exclusionary definition, the role of the private sector.

We are, by design and practice, a free society. No one group "owns" the public interest, though I think that we can all



agree that the government is, or ought to be, the guardian of the public interest. We are all involved in the continuing search for a definition of the public interest, in the many facets of our national life. We depend upon the people of this nation, in the end, to reach their own conclusions as to what is in the public interest, and they will tell us—through the elective process, through the marketplace, through our social institutions, and as individuals.

The withholding of information does not serve that process well. We face the possibility of public decisions—which, in our system, can be binding—made on the basis of too little information. When we begin to curtail freedom of choice by restricting the availability of information, we have begun to erode our liberty and our ability to do anything about preventing that erosion.

cess. If we don't have it, we'll have to fight for it.

The policies of the government should be aimed toward making information available as openly as possible, and to foster the development of the information profession in the national interest. Dean Hayes noted the "unrealistic belief that the basis of power is having information and keeping others from having it." That belief does exist, but it is a small-minded one. Power comes in two forms: *power over* and *power to*. *Power over* is a negative use of authority; *power to* is the power to *do*—to move, change and grow. That is the sense in which I would ask that the government foster and promote the development and use of our national information resources. It will develop anyway; it is a matter of the government assisting and participating in that development, or being left behind.

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**Care must be taken to ensure that the public cost of government information materials is reasonable. There are effective mechanisms to make that happen. It doesn't really matter whether we call American citizens taxpayers, stockholders or consumers; if we overcharge them, then under each hat they will not be fooled.**

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Except in cases of national security, open access should not even be subject to debate. As Senator Moynihan observed in the *Washington Post*, "Everyone is entitled to his own opinion, but not to his own facts." Those public opinions will be reached, and we must be sure that the facts get out first.

I believe, then, that the policy of the government with respect to the availability of information should be that all government information is public information. When, for reasons of national security or privacy, information access must be circumscribed, it must be done for sound reasons and subject to scrutiny by our elected representatives. All other considerations and deliberations should be based upon the principle of open ac-

As to leadership, the acid test is that the leader is out in front—an easy test. If the government intends to provide leadership, it must move into that position or that positive power vacuum will be filled by some other group. It is still true that knowledge is power, but not if one tries to sit on it.

Would I welcome government as a competitor in the market place? Not really! Given the extent of reductions in government budgets and personnel ceilings in many government agencies, as well as further cutbacks that prevent these agencies from accomplishing even the minimum required under the law, it would appear to be a waste of national resources to fund directly competitive government activities.

On the other hand, care must be taken to ensure that the public cost of government information materials is reasonable. There are effective mechanisms to make that happen. It doesn't really matter whether we call American citizens taxpayers, stockholders or consumers; if we overcharge them, then under each hat they will not be fooled. It is in the national interest to keep the costs of information brokerage as low as possible. The government objective should be to get its information into effective use as soon as possible *and* at reasonable prices.

I would, therefore, welcome the government as a partner. The management and use of our information resources is best done through a sharing of responsibilities between the public and the private sectors. We have many examples in our history of the working partnership between government and private enterprise. Our agricultural, health-delivery, transportation and communications, space, defense, energy, and even education programs, are examples of such cooperative achievements.

nature of our system. We argue, even fight, right up to the consensus, which is victory for both sides. We must have the will and the staying power for the struggle, if we are to be as responsible as we ask the government to be. The free enterprise system is the keystone of our successful industrial society, and I am confident that it will still serve for the information society ahead. At the same time, there are critically important roles for government and government information programs.

Each sector has its own strengths and, sometimes, deficiencies. The correct solution is to achieve an optimum balance which capitalizes on the strengths of both the public and private sector information capabilities. Some government information programs may be appropriately 100% government-operated, and others should be fully operated by the private sector. Responsibility should be shared in still others, either through the use of private sector risk capital or by private sector contractors to the government. There is a place for all four method-

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**Our space program was an all-out national effort which brought out the best of the technological genius resident in both the government and private sectors. As a matter of public policy, it was recognized that government alone could not carry out the President's objectives within his time frame. The nation's scientific, technical and industrial strengths resided, massively, in the private sector. It was simply the only sensible way to go to the moon.**

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There is no one model which works universally; each area and relationship is different and dependent upon the circumstances and needs involved. The common thread in each case is a commitment to the public interest. It takes a while to get to that commitment; it is almost necessary to shoot the rapids before gaining clear water, but that is the

ologies; both public and private systems have operational roles to play.

Discussions, and even arguments, are to be expected as we work toward effective arrangements. But I decry absolutes or uncompromising and hardened positions taken by some, both in and out of government. The results of polarization and hard confrontation could be dis-

astrous. We must work toward a reasoned and balanced approach, ever conscious that both the public and private sectors are concerned about the public's business.

Some areas of information collaboration between the government and private enterprise have been comfortable partnerships in the common pursuit of national goals. In these cases, policy has been clearly established at the highest levels of the administration and with the firm endorsement and support of the Congress. The accomplishments of the National Aeronautics and Space Administration are well-known, and the government/private sector partnership which produced those accomplishments is justly famous.

Our space program was an all-out national effort which brought out the best of the technological genius resident in both the government and private sectors. As a matter of public policy, it was recognized that government alone could not carry out the President's objectives *within his time frame*. The nation's scientific, technical and industrial strengths resided, massively, in the private sector. It was simply the only sensible way to go to the moon.

same time, a comprehensive documentation and bibliographic service covering the world's aerospace literature was critically needed and had to be fully operational in 60 days.

NASA developed a detailed information product and program plan. The available strengths in both the private and government sectors were assessed. The flexibility and immediate availability in the private sector of know-how, necessary equipment and trained manpower were the major factors influencing the governments's decision to contract the operational aspects of the program with the private sector. NASA split the job between a for-profit contractor to operate a bibliographic and documentation facility covering unpublished report literature and a not-for-profit contractor to operate a bibliographic facility covering the world's aerospace journal literature. Both organizations used a common thesaurus and a common indexing system. The computerized output of each was merged into a single database for NASA.

The government itself was in the best position to acquire input from other federal agencies, government contractors, foreign governments and intergovernmental organizations. NASA's Scientific

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**When, for reasons of national security or privacy, information access must be circumscribed, it must be done for sound reasons and subject to scrutiny by our elected representatives. All other considerations and deliberations should be based upon the principle of open access. If we don't have it, we'll have to fight for it.**

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As a part of that cooperative effort, and in close support of it, NASA established a comprehensive scientific and technical information program, which mirrored the joint operational style of the overall space program. The information job to be done was not, at that time, being performed in the private sector as a private venture, nor were there any plans to do so. At the

and Technical Information Division carried out that part of the program through its exchange mechanisms and provided overall direction and planning.

Thus this very successful government/private sector arrangement involved a commercial information company, a professional society and a government technical information office, each of

which was in the best position in its own designated area of responsibility.

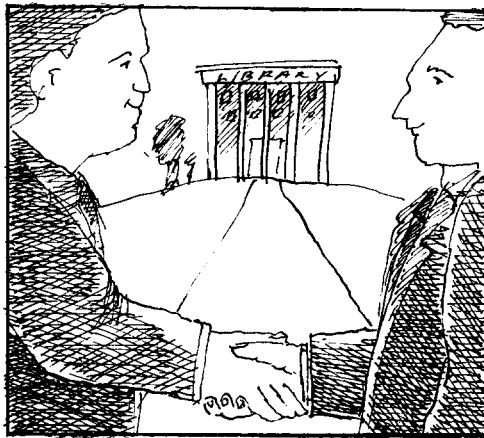
Back in 1960, none of the services required by NASA were available as private sector ventures. Few were willing to assume the burden and cost for launching such an information program; if they had been, the NASA program would not have been set up in competition. Today, conditions are completely different. The new environment of available government and private sector capabilities and resources, both commercial and not-for-profit, is a rich one indeed. Today's decisions should encompass that whole range of national information capabilities.

The Securities Exchange Commission (SEC) provides an excellent example of a different type of contractual arrangement. The SEC has statutory responsibility to share with the public all company filings which it receives. The SEC mechanism for carrying out this mandate is through a "no cost to the government" contract with a private sector contractor. Here again, the government has opted to capitalize on the capabilities of the private sector and, through the contract document, exercises those controls which the SEC feels are necessary to protect the public's interest.

Three years ago, when I was with the National Technical Information Service, I was asked by the Bureau of Labor Statistics to provide for the public online computer access to BLS databases. As a government official, I determined that the job would be better performed by DRI, a private sector company, and we facilitated that link-up between BLS and DRI.

Government's responsibility to act in the public interest does not lessen the responsibility of the private sector. Our mutual responsibility can best be met through joint action. It is absolutely essential that our national information policies keep pace with our national capabilities, and I for one will do all I can to that end.

The preeminent position of the United States in the technology, content and service aspects of our field is no accident. We could only have accomplished this through the many joint efforts of the public and private sectors. To falter now in the history of that working partnership or, even worse, for government and commerce to go their separate ways, would be difficult to justify as being in the public interest. The answer is not "either/or" but rather "both," and the way is "together."



# Politics and Publishing: Part II

**Thomas Kleis**

Staff Director, Joint Committee on Printing,  
Washington, D.C.

**T**HE Joint Committee on Printing is the oldest joint committee of the Congress. It was created August 3, 1846, by a Joint Resolution. Additional duties and responsibilities were added by the Printing Act of January 12, 1895. Although it is a congressional committee, it serves the entire government. As the single voice of the Senate and the House, the Committee is, in effect, the active board of directors of the Government Printing Office and the overseer of printing, binding and document distribution for the government.

The authority of the Joint Committee to carry out its responsibilities is clearly put forth under Section 103 of Title 44, *United States Code*. The Section states that "The Joint Committee on Printing may use any measures it considers necessary to remedy neglect, delay, duplication or waste in the public printing and binding and the distribution of Government publications." To accomplish that mission, the Joint Committee constantly monitors the printing and distribution activities of the Government Printing Office and those of executive agencies and the judiciary. Under the authority of Title 44, the Joint Committee publishes the *Government Printing and Binding Regulations*, as well as the *Government Paper Specification Standards*.

Although the Joint Committee does not determine what is to be published, it has historically promoted fair and widespread access to government information. In fact, the laws establishing the depository library system are among the oldest right-to-know statutes passed by the U.S. Congress. The Joint Committee

oversees that program and periodically updates the listing of government depository libraries.

The depository program is based upon three principles: 1) with certain specified exceptions, all government publications are made available to depository libraries; 2) depository libraries are to be located in each state and congressional district in order to make government publications widely available; and 3) these government publications are to be made available for the free use of the general public.

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The effects of new technologies has changed the traditional concept of a publication. With that in mind, the Joint Committee on Printing created this spring an Ad Hoc Committee on Depository Library Access to Federal Automated Data Bases. The purpose of the Ad Hoc Committee is to evaluate the feasibility and the desirability of providing access to government information in electronic formats to the federal de-

pository library system. The Committee is composed of members representing the library community, the private sector and government agencies. The Committee is being asked 1) to determine what and how much government information is in electronic format; 2) to determine if depository libraries have the technical ability to access the new formats; and 3) to determine the costs and benefits of providing information in electronic format. The Ad Hoc Committee will also identify major policy areas which need to be addressed in order to meet the intent of Title 44 to make government information available at no cost to citizens.

on the pricing and distribution activities of the Documents Sales Service. The Joint Committee on Printing and the Government Printing Office perceived a growing concern about the rising prices of Government publications. The principal recommendations of the Task Force report, which was submitted to the Public Printer on February 1, 1983, were to develop a new pricing formula for implementation by October 1, 1983, to be applied to all titles offered for sale after that date. The new [GPO pricing] formula will recognize an expanded number of product categories, such as small publications, low demand and small quantity

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**The new GPO pricing formula will recognize an expanded number of product categories, such as small publications, low demand and small quantities, low demand and small quantity titles. In addition, hard copy publications will be reproduced on-demand from microfiche. It is anticipated that this blow-back process will dramatically increase the public's access to government information.**

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The Joint Committee has also worked hard to guarantee that all new publications are included within the depository library system. The latest success toward that end was a negotiated agreement with the U.S. Geological Survey and the Defense Mapping Agency to supply their maps to the depository library system. In addition, the Department of Energy will be sending an additional 20,000 titles of a scientific and technical nature to the Superintendent of Documents for distribution.

Another important factor which affects public access to government information is cost. On September 29, 1982, the Public Printer created a Task Force to Review the GPO Pricing Formula Used for Pricing Publications for Sale, of which I was a member. The purpose of the Task Force was to prepare recommendations

titles. In addition, hard copy publications will be reproduced on-demand from microfiche. It is anticipated that this blow-back process will dramatically increase the public's access to government information. The Task Force also recommended that cost elements in the current pricing formula be reduced by 10%. The Public Printer announced on April 12, 1983, that he had adopted these recommendations, among others.

As mentioned earlier, the Joint Committee publishes the *Government Printing and Binding Regulations*. The staff of the Joint Committee is currently concentrating on revising these regulations for the approval of the members. The intent of the revision is to increase public access to government information and, at the same time, streamline the federal printing program. Recognizing the importance of

distribution activities, the new regulations will be entitled, *Government Printing, Binding and Distribution Regulations*.

One of the most far-reaching changes will be the requirement that agencies submit annual publishing plans. These plans will contain information on all work which is to be performed and the resources required to perform it. Specifically, they will include the volume of production anticipated, both in departmental printing environments and through commercial procurement; the equipment required to meet departmental needs; the new technological process and research and development projects involving printing; the number and titles of publications for which a waiver for private publishing has or will be requested; and the procedures used to provide all required copies of publications to the Superintendent of Documents. The intent of these provisions is to encourage government agencies to share resources and information, to avoid costly redundancies of activities, and to increase the access to useful government information.

In short, these regulations will be more comprehensive while at the same time less restrictive. They will permit agencies to manage their own information and provide the Joint Committee on Printing with the necessary information to better perform its oversight responsibilities.

Recently, the Joint Committee, the Government Printing Office and the Office of Management and Budget have begun to work together on the assessment of the federal printing program. The result of this work will help set government information policy for the decades ahead. A part of that printing program is the commercial procurement concept. More than 15 years ago, the Joint Committee

created the Federal Printing Procurement Program to ensure that government printing would be procured competitively from the private sector, to the greatest extent possible. It was the Committee's belief that procurement through the Government Printing Office would result in considerable savings to the American taxpayer, and time has borne this out.

The Public Printer is convinced of the need to modernize the Government Printing Office. He plans to increase the type of services offered to agencies, to adopt the newest technologies, to increase efficiency in order that prices can be kept as low as possible and to aggressively inform the public of government information available through the sales program and through the depository library system.

However, changes in technology and agency mission requirements, as well as agency printing requirements in the field, indicate a need to reevaluate the role and procedures of the Regional Printing Procurement Program. On June 6, 1983, the Chairman of the Joint Committee created a Task Force on Regional Printing Procurement. I am the Chair of that Committee, with eight other members representing the printing industry, the Government Printing Office and government agencies. We anticipate concluding our work by the end of the year, and the Committee report will make recommendations that will shape the Joint Committee's policy and improve the regional printing procurement program.

In conclusion, let me assure you that the Joint Committee will continue to do its part to encourage a cooperative framework within the government to promote the public's access to its information.

# Microcomputers

## An Interlibrary Loan Application

*Elizabeth A. Evans*

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■ Microcomputers increasingly are being incorporated into the operations of libraries and information centers. A microcomputer-based system for local processing of interlibrary loan requests, which the author developed in fulfillment of a master's project, is described. Changes in the system resulted with its implementation in two North Carolina libraries, and these also are presented.

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**M**ICROCOMPUTER USE is growing rapidly in personal and business environments as the selection of available software continues to increase and the cost of hardware to decrease. Libraries, for example, are already performing such diverse tasks as sending out personal thank-you letters (1), producing indexes to books and newspapers (2), keeping address lists of book donors (3), and providing nonbibliographic aid to the reference desk (4). The number of possible library applications that can be implemented on these small computers is only beginning to be

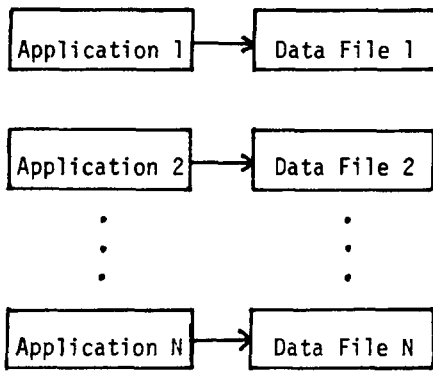
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The author was a student at the University of North Carolina School of Library Science when the original version of the system described here was designed. She is currently employed by the Department of Psychiatry, University of North Carolina at Chapel Hill, as a designer and programmer of clinical data management systems.

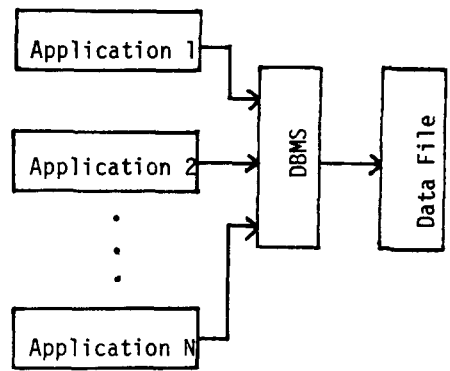
apparent to librarians, administrators, and software developers.

In the fall of 1981, the Environmental Protection Agency (EPA) library in Research Triangle Park, North Carolina, acquired a Northstar Horizon microcomputer and several commercial software packages for use in the library. The EPA library, traditionally a heavy user of computer resources, had been looking for a viable way of automating tasks associated with the Interlibrary Loan Department. Although many libraries have developed local and regional ILL networks using computer resources, there is little evidence in the literature of local automation of this kind of transaction processing. EPA's new microcomputer provided the perfect opportunity to begin developing an interlibrary loan system to deal with the actual processing of requests. DBase II, a general purpose database management system acquired with





**Traditional Application Programs**



**Application Programs Using DBMS**

**Figure 1. Traditional Versus DBS Application Programs.**

the microsystem, seemed a reasonable method of automating the desired inter-library loan functions and was the subsequent basis for the ILL system.

This paper describes the original system, which was developed by the author as a master's paper project at the University of North Carolina School of Library Science. Subsequent changes to the system and suggestions for future development are also discussed.

### **Database Management Systems**

Database management systems (DBMS) such as dBase II are used to manipulate files for application programs by allowing more than one application to access a single data file. This is in contrast to traditional application programs which require a separate data file for each application, thus wasting costly storage space (see Figure 1).

A valuable feature of a typical DBMS is a simple programming language which allows nonspecialist computer users to access the data files(5). These user languages are usually "nonprocedural;" that is, they specify what is to be done rather than how it is to be done(6). For example,

sorting a file may require only a keyword ("SORT") and the name of the file to be sorted. The user command causes the DBMS to execute a series of statements which have been programmed in the system's "host" or procedural language. The procedural statements specify exactly how the sort is to be accomplished without requiring that the user understand the hidden process. Most DBMS also allow the host language to be used to program functions not defined by the user language. Thus, DBMS are useful to both experienced programmers and to novice computer users.

Libraries are especially appropriate for DBMS use. Multiple departments require specialized applications but often duplicate data such as patrons' names and addresses. In addition, libraries which do not have a resident programmer may take advantage of the simplified user languages to automate repetitive departmental functions.

DBMS have been developed for mainframe computers, minicomputers, and microcomputers. One of the major difficulties in implementing a DBMS (as well as other major programs) on a microcomputer is the limited storage space

generally available. Large files are usually not suitable for the 5¼" floppy disks often used in businesses and libraries. However, for small libraries or specialized functions, storage space is not a severe limitation. Moreover, as floppy disks and hard disks with considerably more storage capacity become cheaper and more available for microcomputers, the space limitations will be less of a problem, even for relatively large files.

Versions of dBase II, the DBMS acquired by the EPA library, can be purchased for either a CP/M or MS/DOS operating system. CP/M is one of the most widely used operating systems for 8-bit microcomputers, and can be found in a large variety of machines. In addition, it is possible to adapt some non-CP/M machines for use with CP/M software by purchasing commercially available options. MS/DOS is widely used on 16-bit microcomputers, including the IBM Personal Computer. dBase II is programmed in assembly language and provides a simplified user language.

The power of dBase II includes the availability of compatible add-on or utility packages such as DBPlus, dUtil, dGraph, ABSTAT, and Quickcode. DBPlus offers users the flexibility of compressing their dBase II databases for archival storage, sorting dBase II databases with DBPlus' utility sort, and using

DBPlus' programs to change dBase II file structures. DUtil provides a mechanism for decreasing the execution time of a dBase II command file, as well as offering programming utilities such as indenting lines in a command file for better readability and highlighting dBase II reserved words within command files. DGraph allows users to produce printed graphs of dBase II data. ABSTAT facilitates calculating statistics such as standard deviation, median, mode, mean, t tests, and many others from dBase II data. Quickcode is a program generator for dBase II command files. Through choices from menus, users are able to easily "write" command files for such functions as data-entry, printing mailing labels, and validating data that has been entered into a database. Other add-on programs are rapidly becoming available to increase the flexibility and power of dBase II.

Data files (or databases) for dBase II are composed of a series of records. Each record contains up to 32 fields which hold related pieces of information. For example, a database used as an address file would have one record for each address. Each record would include a set of fields: name, street, city, state, and ZIP code (see Figure 2). Database fields are named for easy access and retrieval. In addition, each record may be readily accessed by a variety of methods.

	Field 1	Field 2	Field 3	Field 4	Field 5
Record 1	Name 1	Street 1	City 1	State 1	ZIP 1
Record 2	Name 2	Street 2	City 2	State 2	ZIP 2
Record 3	Name 3	Street 3	City 3	State 3	ZIP 3
⋮	⋮	⋮	⋮	⋮	⋮
Record N	Name N	Street N	City N	State N	ZIP N

Figure 2. Example Database Structure.

## Development of the ILL System

The system at EPA was intended to explore the potential for local automation of the tasks associated with processing interlibrary loan requests. Its primary functions are: 1) to format and print request forms based on the one approved by ALA; 2) to determine loans which are overdue or due within a certain time limit and to print notices regarding those loans; 3) to update the pending and completed files of ILL requests; 4) to maintain an up-to-date file of EPA mailing sites (maildrops) which is used to count the number of requests completed per maildrop each month; 5) to reduce the number of duplicate requests processed by the Interlibrary Loan Department; and 6) to generate statistical reports of transactions. All of these functions are performed through the use of command files or programs which are written in the dBase II user language. (The Appendix contains an example of a command file.)

Besides the Northstar Horizon micro-computer, the ILL system hardware includes two 5¼" disk drives, a printer, and a video terminal. The terminal and printer are also used in online searching and to access the mainframe computers used by the library. The ILL system requires two disks. The first is used to store dBase II, a word processor, the command files which control the major system functions, and a text file of the user manual for the system. The second disk is used to store the data files used in the system. Multipart paper is used in the printer for request forms.

The ILL system was designed primarily for use with requests which must be submitted on ALA forms. Other requests at EPA are either filled in-house or through the OCLC ILL subsystem.

The three main databases for the system are ILLPEND (pending requests), ILLFIN (requests finished during the preceding month), and ILLOLD (used to store older requests for yearly statistics). The decision to include fields was based on two criteria: 1) the item is required on the request form (e.g., VERIFIED) or 2) the item is required for file maintenance

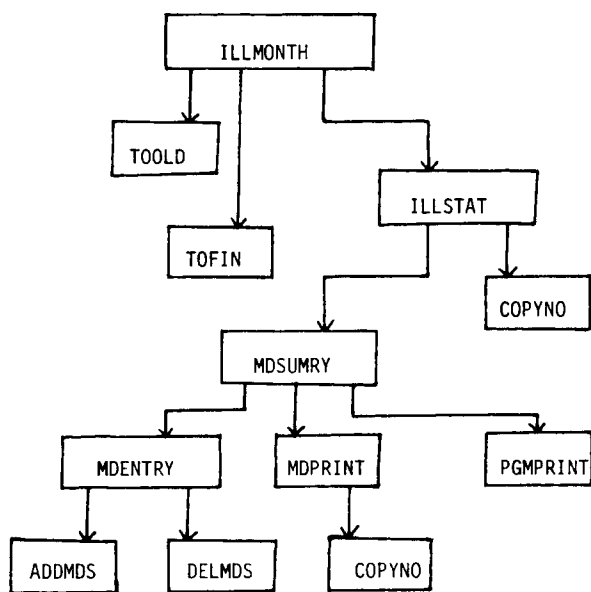
and statistical calculations (e.g., COMPLETE). Field characteristics were determined by requirements for data manipulation and data formatting. For example, fields for titles were limited to the number of characters that could be printed across one line on the request form. The same restriction was applied to the field for notes. As the system is modified and expanded, fields may be added, or deleted, or the characteristics of fields may be changed. Thus, dBase II offers a great deal of flexibility in adapting existing files for changing needs.

The backbone of the ILL system is the set of command files which manipulates the databases. The major command files are BYPATRON, REQFORMS, DUES, and ILLMONTH, each of which is an independent program. All except one make use of smaller command files which are dependent on their parent program. A sample of the hierarchical structure of a command file is depicted in Figure 3.

BYPATRON is used to print a list of requests from any of the three transaction files. This list, automatically sorted by patron name, can then be manually checked by the ILL staff to eliminate duplicate requests. An example of a listing generated by BYPATRON can be found in the Appendix.

REQFORMS uses the pending file of requests to print request forms. Two types of requests are handled by REQFORMS: new and resubmitted. The user specifies which are ready to be printed. Resubmitted requests are printed one at a time until the user indicates that there are no more. If the requests are new (i.e., have just been input to the database to be sent out for the first time), REQFORMS positions itself at the first new record (specified by the user) and prints a form for each record until the end of the database is reached. (Since the records are added sequentially, all records after the first new one are also new.) The printed form is based on the ALA-approved form. An example of the form is included in the Appendix.

The third command file, DUES, checks the pending file for two types of loans: those which are overdue and those which



**Figure 3. Sample Command File Hierarchy.**

are due within a time limit set by the user. An overdue notice is printed for each loan that has not been returned by its due date, and reminder notices are sent to users whose loans are soon to be due. Both notices contain the title of the loaned item for the user's reference, and reminder notices include the due date of the item. The Appendix contains a sample of a revised version of each of these forms.

The final command file in the EPA system is ILLMONTH. It is activated by the user once a month in order to update the request files and to generate statistics and printed reports. All requests from ILLFIN (those completed during the previous month) are transferred to ILLOLD where they are stored until the end of the year. ("Transferred" is a bit misleading. The structure of dBase II requires that the records be copied from ILLFIN to ILLOLD and then deleted from ILLFIN. This is the process necessary whenever records are "transferred" in the system.) Records which have been completed during the month are then transferred from the pending file (ILLPEND) to ILLFIN.

ILLMONTH counts the number of requests still pending, the number com-

pleted, the number cancelled (indicated by "999999" in the field for the date the request was received), the number completed per maildrop, and the number completed for each EPA research program. The command file will print up to four copies of each report it creates. Samples of this file's output are in the Appendix.

### **Subsequent Changes to the System**

The ILL system is still under development in the EPA library. The request form has undergone format changes which include additional sections for "Reason not sent" and "Cost". Several database fields have been deleted or added, and other changes are made as the need arises.

The system implemented in September 1982 at the East Carolina University (ECU) Health Sciences Library in Greenville, North Carolina, using a TRS-80 microcomputer with a CP/M option. Although the functions of the original system were the basis for the ECU system, as well, changes were necessary to

adapt it to the individual needs of the library. For example, maildrops and research divisions were necessary at EPA; at ECU, the system maintains department statistics. A cost field was added to the ECU system so that a sum of costs incurred by each department can be calculated monthly, which will greatly facilitate their billing functions. The EPA library has developed a method of assigning unique identification numbers to each record. A similar device is included in the ECU system.

The ILL system at ECU also incorporates some major enhancements which should prove to be extremely valuable. The first, turn-around time, was a planned feature of the original system design. The main task at ECU involved converting the existing date fields to Julian dates so they can be directly subtracted to find the difference (in the number of days) between two dates. The ECU system keeps track of the number of requests in each of four time ranges: 0-7 days, 8-14 days, 15-30 days, and 30 or more days. A viable alternative for some libraries would be to calculate the average turn-around time per month. Other libraries might want to compute the average turn-around time of all or some of the supplying libraries—especially in cases where filling a request quickly is essential.

ECU also uses the date conversion and subtraction for a second addition to the system. Whenever DUES is executed, the system not only checks to send out overdues and reminder notices but also checks unfilled requests to see how long the request has been out. If a request has been out more than 13 days with no response from a potential lender, a resubmitted form is automatically printed. A note placed at the bottom of the form includes the date of the original request and a request for information about the item. (See the sample request form in the Appendix.) No matter how often DUES is executed, it resubmits a request only every 13 days. Thus, a lending library is not inundated with unnecessary reminders.

The final major change in the ECU system causes REQFORMS to check each new request for copyright compliance. Only five requests per year may be submitted per journal title for photocopies with a copyright code of "CCG." The system warns the user the fifth time a request for a title is made. Thereafter, it automatically suppresses the request after notifying the user. At the end of each year, a command file (ILLYEAR) is executed which prints a list of journal titles requested more than five times. This list will be a valuable collection development tool. ILLYEAR also resets all title counts (which are maintained in a separate database of journal titles) to zero, and transfers requests from ILLOLD to a third diskette for long-term storage.

## Conclusions

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The dBase II interlibrary loan system, even with the enhancements of the ECU system, is only a beginning. There are numerous possibilities for further development and improvement. Using existing fields, for example, the system could be programmed to count the number of requests per lending library for institutions with reciprocal lending agreements; it could use stored addresses of potential lenders to automatically fill in the address area of the request form; it could be used to automatically locate sources for esoteric and hard-to-trace journals; and it could be used to compute usage levels for various time frames.

Other uses could be designed by adding new fields or databases to those already in existence: records of requests filled in-house could be input to an abbreviated database to calculate combined statistics, and when Version 3 of the OCLC Interlibrary Loan Subsystem is released (probably in the summer of 1983), the statistics which will be available from OCLC can be input to the dBase II system to calculate and store complete statistics for the interlibrary loan department.

The use of relatively inexpensive microsystems will allow more libraries to

develop and implement practical systems such as the ones described here. These systems will ease the time-consuming tasks associated with ILL request processing and other library activities, and will open the way to locally designed and programmed systems which can be readily adapted and expanded to fit changing needs of individual libraries.

### Software Availability

DBase II is available from Ashton-Tate (10150 West Jefferson Blvd., Culver City, CA 90230) for a suggested retail price of \$700. Mail order vendors offer the package for prices ranging from \$389 to around \$500.

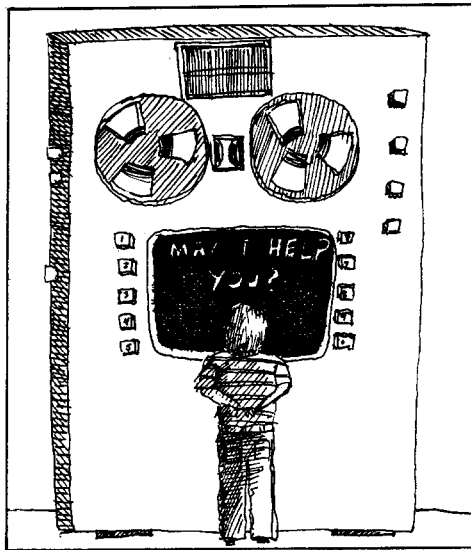
The utility packages are also widely available from mail order vendors. Average prices for the packages mentioned in this article follow: DBPlus (\$95), dUtil (\$75), dGraph (\$200), ABSTAT (\$400), and Quickcode (\$200). As is the case with dBase II, if you buy directly from the original vendor, prices will be higher.

The Interlibrary Loan system is available from the author on disks formatted for the IBM Personal Computer. (Please contact the author if you are interested in other formats.) Price for the system is \$200 for libraries in North Carolina and \$250 for libraries outside North Carolina. The additional \$50 from non-North Carolina libraries will be donated to the COMPUTERS AND INFORMATION MANAGEMENT Fellowship in the School of Library Science, University of North Carolina, Chapel Hill, North Carolina. For additional information about purchasing the ILL system, contact the author at 117 E. Longview Street, Chapel Hill, NC 27514.

### Acknowledgements

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Thorn of the EPA Library; Susan Cheadle Speer of the ECU Health Sciences Library; and Martin Dillon of the UNC-CH School of Library Science.



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## Appendix A. Sample Command File ECU System.

```
TYPE DUES.CMD
*****
* THIS FILE CHECKS ALL RECORDS IN THE PENDING ILL FILE FOR LOANS WHICH *
* ARE 1) OVERDUE AND 2) DUE WITHIN A USER-SPECIFIED LENGTH OF TIME. *
* DEPENDING ON THE STATUS OF THE LOLANS, IT EITHER CALLS OVERDUES.CMD *
* OR PRENOTE.CMD WHICH PRINT APPROPRIATE NOTICES FOR THE PATRONS. *
* THE FILE ALSO CALCULATES REQUESTS WHICH HAVE BEEN OUT OVER 13 DAYS AND*
* ARE UNFILLED. IT AUTOMATICALLY RESUBMITS A REQUEST FOR EACH. *
*****
* SEPTEMBER 1982 *
*****
SET TALK OFF
ERASE
*****
* CDATE IS THE DATE WHICH IS USED TO DETERMINE THE RECORDS WHICH ARE TO *
* HAVE PRENOTICES PRINTED. IT IS USUALLY SET TO APPROXIMATELY 7 DAYS *
* FROM THE CURRENT DATE. ITS FORMAT IS YYMMDD IN ORDER TO ALLOW *
* COMPUTATIONS. *
*****
ACCEPT 'ENTER DATE (YYMMDD) FOR COMPUTATIONS' TO CDATE

*****
* NDATE IS THE CURRENT DATE AND IS THE DATE WHICH IS PRINTED ON THE *
* NOTICES. IT IS USED TO DETERMINE THOSE RECORDS WHICH ARE OVERDUE BY *
* FIGURING WHICH DUE:DATES ARE EARLIER THAN THE CURRENT DATE. *
*****
ACCEPT "ENTER TODAY'S DATE (YYMMDD)" TO NDATE

USE B:ILLPEND
GOTO TOP

DO WHILE .NOT. EOF
  IF !(COMPLETE) <> 'Y' .AND. DUE:DATE <> ' '
    IF DUE:DATE > NDATE .AND. DUE:DATE <= CDATE
      DO PRENOTE
    ENDIF DUE:DATE > NDATE
    IF DUE:DATE <= NDATE
      DO OVERDUE
    ENDIF DUE:DATE <= NDATE
  ENDIF COMPLETE <> 'Y' AND DUE:DATE <> ' '
  IF !(COMPLETE) <> 'Y' .AND. DATE:RECD = ' '
    * FINDDATE RETURNS THE VALUE OF THE LAST DATE EACH REQUEST WAS SENT:
    DO FINDDATE
    DO UNFILLED
  ENDIF COMPLETE <> Y
  SKIP
ENDDO WHILE NOT EOF
DO MAINMENU
RETURN
```

**Appendix B. Sample Request Form EPA System.**

---

DATE OF REQUEST: 6/13/82    REQ. ORDER NO.: 93264535235

CALL NO:            ENVIRONMENTAL PROTECTION AGENCY;  
LIBRARY SERVICES OFFICE, MD-35  
RESEARCH TRIANGLE PARK, NC 27711

FOR USE OF: SHARIEF    MD-8

VOLUME TITLE AND AUTHOR:  
GANN  
1969, VOL. 60, P. 91-95

ARTICLE TITLE AND AUTHOR:  
CARCINOGEN INDUCED CHROMOSOME ABERRATIONS IN HEMAT. CELLS OF MICE  
KURITA, Y; ET AL

VERIFIED IN:

REQUESTS COMPLIES WITH CCL PROVISIONS OF COPYRIGHT LAW.

AUTHORIZED BY: LIBBY SMITH/RRT

SENT TO:  
DUKE MED

RESTRICTIONS:

LOAN

BORROWER:  
DATE RECD:  
DATE RETD:

LENDER:  
DATE SENT:  
DUE:

RENEWALS:  
NEW DUE DATE:

**Appendix C. Sample Resubmitted Request ECU System.**

---

DATE OF REQUEST: 821010

CALL NO:            HEALTH SCIENCES LIBRARY  
SCHOOL OF MEDICINE  
EAST CAROLINA UNIVERSITY  
GREENVILLE, NC 27834

FOR USE OF: BARNETTE    DEPT.: INT MED

VOLUME, TITLE, AND AUTHOR:  
DEFINITIONS OF COMPETENCE IN SPECIALTIES OF MEDICINE: CONF. PROC.  
CHICAGO: 1979

*(continued on next page)*



### Appendix C. (continued)

---

ARTICLE TITLE AND AUTHOR:

VERIFIED IN: OCLC 6425295

REQUEST COMPLIES WITH PROVISIONS OF COPYRIGHT LAW.

AUTHORIZED BY: SUSAN C. SPEER

SENT TO: UNC-HS

\*\*\* FIRST REQUEST FOR ITEM SENT 820920. PLEASE ADVISE. \*\*\*

LOAN

LENDER:

DATE SENT:

DUE:

COST:

NOT SENT:

RESTRICTIONS:

BORROWER:

DATE RECD:

DATE RETD:

RECORD ID = 820918 6

RENEWALS:

NEW DUE DATE:

### Appendix D. Sample List of Requests by Patron ECU and EPA Systems.

---

PATRON	DEPT	TITLE
ALDERMAN	PEDS	INFLUENCE OF STATE LEGISLATION ON LOCAL HEALTH DEPTS: NEW JERSEY
BARNETTE	INT MED	DEFINITIONS OF COMPETENCE IN SPECIALTIES OF MEDICINE: CONF. PROC.
DURHAM	NURS	OIL AND GAS JOURNAL
EVANS	CSO	NATIONAL INSTITUTE OF HEALTH BULLETIN
SMITH	INT MED	ENVIRONMENTAL INTERNATIONAL
SMITH	MED TECH	LANCET
SPEER	ADM	THE 36-HOUR DAY: A FAMILY GUIDE TO CARING FOR PERSONS WITH ALZHEIMERS DIS. .

### Appendix E. Sample Reminder Notice ECU System.

---

HEALTH SCIENCES LIBRARY  
BRODY BLDG.  
EXT. 2222  
RECORD ID # 820901 5

DATE: 821010  
TO: ALDERMAN  
DEPT.: PEDS

IN CHECKING OUT FILES, WE FIND THAT  
THE FOLLOWING MATERIAL IS CHECKED  
THANK YOU FOR YOUR COOPERATION.

TITLE:  
INFLUENCE OF STATE LEGISLATION  
ON LOCAL HEALTH DEPTS: NEW JERSEY  
AUTHOR(S):  
CHUT LC

**Appendix F. Sample Summary  
Statistics ECU and EPA Systems.**

---

	SEPTEMBER
TOTAL REQUESTS COMPLETED:	17
TOTAL REQUESTS PENDING:	6
TOTAL REQUESTS CANCELLED:	0

**Appendix G. Sample Overdue  
Notice ECU System.**

---

HEALTH SCIENCES LIBRARY DATE: 821010  
BRODY BLDG. TO: SPEER  
EXT. 2222 DEPT.: ADM  
RECORD ID # 821007 1

IN CHECKING OUR FILES, WE FIND THAT  
WE HAVE NO RECORD OF YOUR HAVING  
RETURNED THIS MATERIAL WHICH WAS  
LOANED TO YOU THROUGH INTERLI-  
BRARY LOAN.

THIS MATERIAL IS NOW OVERDUE. WE  
WOULD APPRECIATE YOUR RETURNING  
IT IMMEDIATELY.

THANK YOU FOR YOUR COOPERATION.

TITLE:  
THE 36-HOUR DAY: A FAMILY GUIDE  
TO CARING FOR PERSONS WITH ALZ-  
HEIMERS DIS. .

AUTHOR(S):  
MACE NL

---

**Elizabeth A. Evans designs and pro-  
grams clinical data management sys-  
tems in the Department of Psychiatry,  
University of North Carolina, Chapel  
Hill, N.C.**

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# Urban Research Centers

## Their Purposes, Programs and Libraries

**Alva W. Stewart**

North Carolina Agricultural & Technical State  
University, Greensboro, N.C.

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■ Based upon the author's original on-site survey in 1972 and a follow-up questionnaire survey in 1981, purposes and programs of 11 selected U.S. urban research centers and their libraries are described. No attempt is made to analyze or evaluate these programs; rather, the aim is to present a composite view offering the reader some perspective on the role of these centers in our nation's increasingly urban society.

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**D**URING the past 25 years, the acquisition of the knowledge and understanding necessary to predict the consequences of man's activities in an urban environment has been a major task of staff members at scores of urban research centers throughout the United States. At these centers, hundreds of trained and dedicated researchers are applying their skills to the analysis of such problems as downtown deterioration, duplication of urban services and the shortage of open space. These individuals are convinced that the vitality of American cities is crucial to maintaining our nation's economic strength and qual-

ity of life. The quality of life enjoyed by more than 165,000,000 Americans is dependent in no small measure upon the basic and applied research being done at these centers. Consequently, some understanding of the nature of these programs and their purposes should be beneficial to American urban dwellers.

In the fall of 1972, the author conducted a survey of 16 urban research centers in the United States as a Council on Library Resources Fellow. A report of this findings was submitted to the Council in 1973, and copies of this report were made available to approximately 30 academic libraries.

**Table 1. Centers Participating in the 1981 Survey.\***

1. Institute of Government, University of N.C., Chapel Hill, NC—L
2. Institute of Government, University of Georgia, Athens, GA—D, L
3. Institute of Government, University of Virginia, Charlottesville, VA—D, L
4. Institute of Governmental Studies, University of California, Berkeley, CA—D, L
5. School of Public and Urban Policy, University of Pennsylvania, Philadelphia, PA—D, L
6. Center for Urban Policy Research, Rutgers University, New Brunswick, NJ—L
7. Institute of Urban Studies, University of Texas, Arlington, TX—D, L
8. College of Urban Affairs and Public Policy, University of Delaware, Newark, DE—D, L
9. Urban Observatory, University of Wisconsin, Milwaukee, WI—L
10. Bureau of Public Administration, University of Tennessee, Knoxville, TN—D
11. Institute of Urban and Regional Development, University of California, Berkeley, CA—D

\*D—Center director completed questionnaire.

L—Center librarian completed questionnaire.

In 1981, the author updated the original survey by sending questionnaires to directors and librarians of 14 urban research centers. Eight directors and nine librarians responded to the author's request for data concerning the programs of the centers and their libraries. Respondents are shown in Table 1.

The 16 centers in the original survey were selected to represent a cross-section of the approximately 300 urban research centers in the United States. Consequently, the purposes, programs and library resources of the 16 centers differ widely. The 1981 follow-up survey in-

cluded the same centers as those surveyed in 1972, with two centers deleted because they are no longer extant. In the author's judgment, had any fewer centers been chosen, the findings would probably not have represented a cross-section of the nation's urban research centers.

Information sought from center directors related to purposes of the center, size of its staff, publications issued, sources of financial support, operating expenditures, and the role of the library in supporting the center's program.

Information obtained from center librarians included the purpose of the library, size of library staff and its collection, special subject areas represented in the collection, library expenditures, interest of center director in library development, and priority needs of the library.

### Purposes of Centers

In the view of most center directors, the primary purpose of the center is to conduct and support basic and applied research on urban problems and public policy issues. In the majority of instances, this research is focused upon problems and issues of concern to local and state officials in the center's geographic area. In other instances, the research is broader in scope and covers issues of regional and/or national concern. Most directors recognize the importance of disseminating research findings to municipal, county and state officials charged with policymaking in areas covered by research studies and of making available some data, e.g., election statistics, to the citizenry at large.

One director believes that offering graduate instruction in urban studies and public policy analysis is the center's primary *raison d'être*. Not surprisingly, the parent institution of this center offers a doctorate in urban affairs, a degree conferred by less than a dozen American universities.

Secondary purposes of urban affairs centers, as perceived by their directors,

are 1) to conduct training programs for local and state officials and agencies, both through formal conferences and workshops and informal advice and consultation, and 2) to provide instruction leading to undergraduate and graduate degrees in urban affairs and public policy. The legislature of one state, Texas, has mandated the following requirement for an urban affairs center: "to offer advisory and consultative services regarding urban problems and their solution . . . and to conduct training programs for urban service practitioners."

One director asserts that his center's chief mission is "to serve as a bridge between academic scholars and public policy makers." Unquestionably, this is a worthwhile goal for any center to pursue.

### Center Staff

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Both the number and kind of staff vary widely among the eight centers. Categories of staff members are identified as researchers, supporting professionals, clerical employees, and other. Included in the latter category are an offset machine operator, administrators, graduate assistants, and temporary employees.

The number of researchers ranges from a low of six to a high of 39.\* Four of the centers have less than 10 full-time researchers. Supporting professionals, a category which includes librarians among others, range from 0 to 17, with five centers employing fewer than 10. The number of clerical employees varies from 2 to 19, with three centers employing less than 10. In the "other" category, the low is 1, as contrasted with a high of 14. Only five centers reported any staff in this category.

Center directors identified seven sources of financial support for the center. Undoubtedly the major source was

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\*This figure includes a number of faculty members who hold a joint appointment with the center and an academic department of the parent institution.

an appropriation from the parent institution; three centers received at least 70% of their budgets from this source. Federal and state grants comprised the second leading funding source for centers. The percentage of support from such grants ranged from 17 to 81. Other sources of financial aid were 1) academic formula for book acquisitions, 2) income from conferences and workshops coordinated by centers, 3) private foundations and special funds, 4) sale of center publications, and 5) income from contractual research. With one exception (academic formula), none of these sources accounted for more than 10% of the center's total budget.

Diversity and quantity characterized the current projects of the centers at the time of this survey. The following projects illustrated the variegation of center programs:

- Pilot study of elderly persons residing in a particular state.
- Systems analysis of prosecution services module of a state's criminal justice information system.
- Staff support to a legislative committee on state aid to localities.
- Training program for the state's public school social science instructors.
- Study of state-local fiscal policy in Tennessee.
- Siting of coal-fired electric power plants.
- Research on the state's water resources.

### Center Publications

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Many of the projects undertaken by centers result in publications which are distributed to libraries, as well as to state and local officials. Titles of recent center publications are: *Productivity of City Services*; *Guide to Public Employment in Delaware*; *The Budgetary Process in Tennessee*; *Cooperative Housing: An Economic Feasibility Analysis*; *Jury Reform*; *Energy Issues and Options*; and *Some Alternative Approaches to Neighborhood Preservation*. These publications take various formats—monographs, periodicals, handbooks, reports, manuals, and work-

ing papers. Most centers issue a catalog of their in-print publications to interested individuals and libraries at periodic intervals.

## **Expenditures**

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The total annual expenditures of the eight centers during the three fiscal years 1977-80 ranged from \$205,500 to \$1,428,000.\*\* With two exceptions, the annual expenditure of each center exceeded \$600,000. Only one center reported a decline in expenditures during the three-year period. However, that decline was significant; namely, from \$1,427,635 to \$694,685 in state appropriations.

Of the four directors responding to the question, "What percentage of the total center budget has been allocated to its library for each of these three years?" the low was 0 and the high was 24%.

It is encouraging to note that the center reporting the low figure for one year did allocate .27% of its total budget for library materials in each of the remaining two years.

In assessing the library's role in the total program of the center, all directors except one expressed the opinion that the role of the library in supporting the center's research program was important. One director described the library's role as "critical," and another termed the library "the focal point of the center's research program." Still another noted the "vital importance of the library as a resource center."

## **The Center Libraries**

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Center libraries operate primarily for one purpose—to support research being done by center staff members. Of the

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\*\*Three centers did not report expenditures. Of the five centers reporting, two indicated that the figures reported were exclusive of grants and contracts awarded to the centers.

nine librarians responding to this survey, seven viewed support of center staff members' research as the library's primary purpose. The remaining two regarded this support as secondary to serving students and faculty in the university community.

Two librarians expressed the opinion that service to local and state government officials, both in the form of direct library use by these officials and response to written and telephone inquiries by them, should not be overlooked. Others observed that the library served public officials indirectly by distributing publications embodying research undertaken by center staff members to them.

The extent to which any center library achieves its purposes depends upon the relationship between researchers and the librarian. Researchers must keep the librarian apprised of their changing informational needs, and the librarian, in turn, must attempt to meet these needs within fiscal and other restraints.

## **The Collection: Size and Subject Areas**

---

Since materials in center libraries are necessarily specialized in their nature and use of these materials is limited, the holdings of these libraries are relatively small. With two exceptions, the total holdings, including books, periodicals, pamphlets, government documents, and microform of each library are less than 50,000 items. In the case of both exceptions, U. S., state, and local government documents comprised well over one-half of the total collection.

In almost every library, the number of periodicals (back issues) and pamphlets exceeds the monographs (books) in the collection. One simple reason accounts for this fact; users of center libraries, largely center researchers, are seeking current, up-to-date information, the kind of information more likely to be found in pamphlets and recent journals than in monographs.

The number of periodicals currently received by center libraries ranges from

35 to 3,500.<sup>1</sup> Many of these periodicals are received gratis, often on an exchange basis. Three of the libraries reported non-print holdings. Two of these collections included microform; the third, a small number of tapes. Space limitations in several center libraries will probably dictate the acquisition of microform in the near future, particularly for back issues of periodicals.

Although subject areas represented in collections vary depending upon the purposes and programs of the centers, materials relating to several subjects are found in at least three of the nine libraries. These subjects are state and local

As might be expected, the particular interests of the center director and his associates determine the kinds of material added to library collections at any given time.

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### Library Staff

---

Staffing patterns vary widely among the nine libraries. The number of professional librarians ranges from none in one library to 4.5 in another. Six libraries are staffed with one full-time professional, and a single library has a part-time professional.

---

**The financial future of urban research centers can hardly be called encouraging. In the foreseeable future funding from state and federal governments is more likely to diminish than expand. Economic conditions make it improbable that additional funds will be available from foundations. Programs at many centers may be curtailed, some drastically.**

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government, planning, criminal justice (including courts), public finance, transportation, housing, and urban renewal. Other subjects represented in the collections include education, environment, energy, minorities, drug abuse, public health, water resources and taxation.

In the majority of libraries, at least 20% of the collection consists of material bearing directly upon the state in which the library is located. Since much of the research undertaken by center staff members relates to municipal, county or state government in one particular state, this high percentage appears plausible.

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<sup>1</sup>See Table 2 for a list of journals most frequently received by center libraries.

Similarly, the size of the non-professional staff varies considerably. At one end of the spectrum is a library with seven library assistants and three clerks, while at the opposite end is a library with a single part-time student assistant. Another library has a clerk and 1/4 time library aide (comparable to library assistant). Still another employs six student assistants. One library assistant, a secretary, and two student assistants comprise the nonprofessional staff of one library, while another employs three part-time library aides. In the library without a professional librarian, one person divides her time between the duties of a librarian and offset duplicator operator.

**Table 2. Periodicals in Center Libraries<sup>1</sup>**

1. <i>American Academy of Political &amp; Social Science. Annals</i> —4
2. <i>American City &amp; County</i> —3
3. <i>American Political Science Review</i> —4
4. <i>American Sociological Review</i> —3
5. <i>City</i> —3
6. <i>Journal of American Planning Association</i> (formerly <i>Journal of American Institute of Planners</i> )—5
7. <i>Land Economics</i> —5
8. <i>Nation's Cities</i> —6†
9. <i>National Civic Review</i> —7
10. <i>Public Administration Review</i> —7
11. <i>Public Management</i> —5
12. <i>Public Works</i> —3
13. <i>State Government</i> —8
14. <i>Traffic Quarterly</i> —4
15. <i>Urban Affairs Quarterly</i> —7
16. <i>Urban Data Service (ICMA)</i> —5
17. <i>Urban Education</i> —1
18. <i>Urban Review</i> —1
19. <i>Urban Research News</i> —1
20. <i>Urban Studies</i> —3

<sup>1</sup>The number following each title denotes the number of libraries subscribing to that periodical.

<sup>†</sup>This periodical changed its name to *Nation's Cities Weekly* in 1978.

As might be expected, a noticeable correlation exists between size of the library's collection and its staff size. The larger the collection, the more staff members. Conversely, the smaller the collection, the fewer staff members.

Total library expenditures, including salaries, range from less than \$5,000 annually for the three fiscal years 1976-79 to more than \$50,000 annually during the same period. One library reported expenditures between \$5,000-\$10,000 annually; another between \$10,000-\$20,000 each year. One library's budget was higher the third year than the previous two; this library expended between \$10,000-\$20,000 the first two years but spent in excess of \$20,000 the third year.

Two libraries did not disclose any financial data.

With one qualified exception, all nine librarians felt that the library collections they manage reflect the changing interests of center staff members. The sole exception was a librarian who expressed the same opinion but added an important qualifying phrase: "to a small extent." Since center researchers play a major role in book selection for each library surveyed, this finding is hardly surprising.

In the view of librarians, five of the center directors showed a great deal of interest in the library and its collection development. Two directors showed a moderate interest, and two others demonstrated little interest. One of the directors in the latter category had only recently assumed his position and the center librarian expressed the hope that he would indicate a greater interest in the library in the future. One librarian observed that her director uses library resources regularly and screens all requests for material to be added to the library collection. It should be noted that the contact between a center librarian and director is much more frequent than the contact between a university library director and the president of that institution.

Like other types of libraries, center libraries can enhance the effectiveness of library service to staff members if certain needs are met. Priority needs, in the judgment of center librarians, are additional staff and more space. Three librarians noted that additional staff was the chief need, while three others felt additional space was a primary need. One librarian expressed the view that these two needs were equally important. Increased funds for library materials was considered the top priority need by one librarian. Two librarians saw a need for improving communications between center staff members, including library staff. One librarian expressed a desire to audit courses to increase her working knowledge of several subject areas in the collection.

Seven of the librarians recognized one or more advantages accruing from work



in an urban research center library which are not available in public, school or academic libraries. Among these advantages are 1) an opportunity to work closely with officials of state and local government, 2) developing a knowledge of a specialized field(s) and applying that knowledge to aid library users, 3) opportunity for community contact on a professional level, 4) opportunity for ongoing assistance to center researchers and elected officials, 5) the challenge of conducting searches on subjects which have received little attention from scholars.

One librarian did not know of any special advantages of employment in a center library, and another expressed the opinion that her library was an academic library. The overall consensus of the nine librarians was that their work was rewarding albeit frustrating at times.

faculty members and senior research staff members. Another stated that it had increased the diversity of applicants in the non-academic pool. Yet another noted that the EEO/AA program had been "moderately successful," and added that the performance of individuals employed under this program "has generally been good to superior." The ideal staff member, says one director, would be "a highly qualified black woman."

With one exception (no response), eight of the nine directors felt that the centers are making significant contributions to community, state and/or nation. This contribution takes myriad forms. A few might be cited: 1) evaluation research on governmental programs, some of which has directly affected state legislation, 2) providing information and opportunities for public officials to increase

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**Although most center librarians would welcome greater freedom in the selection of materials, they recognize that the majority of researchers are genuinely interested in collection development and view this interest as a healthy indicator of the library's role in the center's overall program. Because of the specialized character of center library collections, a concern for a well-balanced collection is less important than is the case in a general academic library.**

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All center directors have supported equal employment opportunity/affirmative action (EEO/AA) programs designed to place qualified women and blacks in responsible professional positions. Four of the five directors who responded believed the EEO/AA programs at their institutions had been successful in meeting this goal. One director observed that the program had been successful in recruiting women and black

their skills in coping with problems of governance, 3) staff consultation with local and state officials, 4) in-service training of local officials and 5) training of students to fill important positions on the local, state, and national levels. Obviously proud of his center's program, one director commented, "The center provides important services unavailable elsewhere to individuals and groups lacking their own research capabilities."

## Conclusion

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During the past two decades, researchers at scores of urban research centers in the U. S. have produced a sizable body of useful data and analyses on urban issues ranging from noise abatement to transportation systems. Although this research has provided a basic understanding of the nature and complexity of urban problems, it has not resolved these problems. Such resolution is a task for the professional urban practitioner, not for the researcher. However, it is obvious that the solution of urban problems is facilitated when the researcher and the practitioner work in tandem.

Staff members at urban research centers can aid in the solution of urban problems, both current and those which will inevitably arise in the future, through competent, thorough research and widespread dissemination of their findings. Similarly, center librarians can contribute to the solution of these problems by improving both the quality and quantity of library resources used as research tools and in making these tools more widely available.

Although most center librarians would welcome greater freedom in the selection

of materials, they recognize that the majority of researchers are genuinely interested in collection development and view this interest as a healthy indicator of the library's role in the center's overall program. Because of the specialized character of center library collections, a concern for a well-balanced collection is less important than is the case in a general academic library.

The financial future of urban research centers can hardly be called encouraging. In the foreseeable future funding from state and federal governments is more likely to diminish than expand. Economic conditions make it improbable that additional funds will be available from foundations. Programs at many centers may be curtailed, some drastically.

Hopefully, university policy-makers will increasingly recognize the significant value of urban research centers in American society and take the necessary action to furnish the human and financial resources which will enable these centers to achieve their purposes more effectively.

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# Use Study of Online Cataloging in a Special Library

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■ The original cataloging records of a municipal reference library are examined statistically. Findings indicate that this special library's cataloging has a use rate of 42%, compared to a systemwide average of 55%. A further breakdown shows areas of high and low use, and presents a clearer picture of what types of original cataloging are most unique to the institution. The methodology may be used by other libraries to evaluate their own cataloging efforts.

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**T**HE OCLC online union catalog is a system rich in information for member libraries. As a cataloging support system, it has uses beyond that of providing shared cataloging copy or printed catalog cards. Now that many libraries have entered the online era, OCLC also provides a means of obtaining follow-up information on cataloging efforts.

Technical services departments spend countless hours creating machine-readable records for input into the OCLC online union catalog. We know, to a large extent, the likelihood of finding copy for a newly acquired monograph or serial. We can also guess the likelihood of the record having been input by the Library of Congress (LC) or by a member library. But comparatively little is known of the

results of the cataloging efforts of individual libraries.

Once we enter new records into the online catalog, we may be reminded of them at a later date through receipt of an error report or by an inter-library loan request (more likely to be handled by another department). Most of the records live on, for the originating library, only in the form of a catalog entry or as a unit in a yearly statistical summary. The present study is an attempt to provide detailed information on the use of one library's original cataloging contributions to OCLC.

The Chicago Municipal Reference Library (MRL) is a small special library located in City Hall. Founded at the turn of the century, it currently has about 46,000 volumes in its holdings. MRL is

mandated to receive copies of all city publications; therefore, its collection contains many items which are found in few, if any, other libraries. Holdings include such materials as copies of consultants' reports, departmental newsletters, financial reports and technical studies of proposed city improvement projects. In addition, MRL receives publications of governmental bodies connected with, but administratively distinct from, the city. Principal bodies issuing such reports are the Chicago Board of Education, the Chicago Park District, the Chicago Transit Authority, the Regional Transportation Authority, the Metropolitan Sanitary District of Greater Chicago, and the various governmental offices of Cook County. Through an exchange program, documents of many other U.S. cities are also obtained. Non-documents pertaining to Chicago or to urban concerns form another important part of the collection. Finally, MRL catalogs materials for a small branch library at the Chicago Police Academy (1).

ferent bibliographic utilities. These analyses have indicated that special libraries must expect to perform a somewhat greater percentage of original cataloging as members of the system than do most other libraries. Particular criticism has been made of the OCLC requirement that member libraries do all of their cataloging online, since this clearly places more of a burden on institutions with specialized collections (2). Approaching the subject from a different point of view, Ruth Ann Beasley has suggested that a low hit rate may actually be preferable in certain cases, for it is evidence that a special library is in a position to make a unique collection available (3).

Both viewpoints are relevant and correctly identify concerns of OCLC members regarding participation in the system. However, there is a further question which should be answered: Once a special library begins to enter its records into the OCLC system, to what extent are its original inputs used by the cataloging departments of other libraries?

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**The benefits of a shared cataloging system accrue when an institution's cataloging efforts are used by other members. Therefore, the value of a special library to its network and to OCLC lies not simply in making its holdings available for inter-library loan purposes but also is reflected by the number of times the library's records have been used by other institutions, thereby saving them time and cataloging effort.**

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### **Previous Studies**

MRL shares in the concerns raised by other special libraries about the practical benefits and drawbacks of belonging to OCLC. A number of studies have been made of the potential "hit rate" (percentage of records searched and found) for various types of libraries using dif-

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institutions, thereby saving them time and cataloging effort.

Use of OCLC holdings symbols for an administrative evaluation of original cataloging was the focal point of a 1981 article by William J. Crowe (4). He conducted a study of a non-random sample of 120 records input at Indiana University in 1977. One year later, Crowe found that 7.5% of these records had been superseded by LC MARC cataloging, 15% had been duplicated by LC or by member libraries, 22% had been used but not duplicated or superseded, and 56% had never been used for cataloging purposes (i.e., no other holdings symbols appeared). Crowe suggested that most of the university's cataloging effort had not been misdirected, based on the facts that LC had superseded or duplicated only 19% of their records and no other library or group of libraries had cataloged much of the same material.

The current study is also an attempt to "discover the fate of catalog records . . . input into an on-line union catalog" (4, p. 57). However, no attempt was made to replicate Crowe's procedure of searching each record by different search keys in order to find if entries had been duplicated by other libraries. For one thing, the nature of material handled by MRL is such that LC seldom acquires the same items. The MRL study is about five times the size of the Indiana study (619 records rather than 120) and covers a six-year period from 1976 to 1982, yet only 15 of these records had been superseded by MARC records. Furthermore, it is not MRL practice to do original cataloging for items with LC card numbers, and few of the inputs have ISBN numbers (these were two of the search keys used by Crowe).

### **Methodology**

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In order to carry out a study of MRL inputs, a systematic sampling technique was devised. MRL had entered about 2,500 original records between July 1976 and June 1982. Data on these records were kept by sequential OCLC number.

All records were listed by number on a single master list, with no effort being made to separate them by type of material, bibliographic level or by classification as government documents or non-documents. Thus, there was no inherent bias in using the master list to draw up a sample. Every fourth record on the list was then examined for its holdings information.

Survey data were tabulated on forms which listed date of input, bibliographic level, use or non-use by other libraries, number of holdings symbols, percentage of Illinois users, classification type, length and publication date. Miscellaneous information, such as conversion to LC, was also noted.

Once the sample had been obtained, various profiles of MRL original cataloging were made. The library gained an insight into the extent to which its records had been utilized by other OCLC members, plus more detailed knowledge about types of records most often used. Another benefit was to provide a more accurate picture of the types of records most often cataloged at MRL. In addition to more general statistics, the library could now know what a "typical" cataloging product was likely to be.

The sample of 619 records was taken in the last two weeks of October 1982. At a confidence level of 95%, the sample as a whole is statistically accurate to within plus or minus 3.88%.

### **Findings**

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The resulting figures, summarized in Table 1, contained both confirmations and surprises. It was found that MRL was somewhat more like the average OCLC member library than was anticipated; 85.6% of the MRL records turned out to be for monographs, while the figure for the entire OCLC database is 85.3% (5). Serials accounted for the remainder (13.4%, compared to 6.3% in OCLC). No other types of material appeared in the MRL sample. The overall use rate for monographs was 42%, compared to 55% for all OCLC member input monographs

**Table 1. Statistical Summary of MRL Records Input in OCLC from July 1976 through June 1982.**

<u>MRL Inputs Used by Other Libraries</u>										
Total in sample:	619	Used: 261								% Used: 42%
Monographs:	530	Used: 222								% Used: 42%
Serials:	89	Used: 39								% Used: 44%
Microforms:	13	Used: 0								% Used: 0%
Converted by LC: 15 (2.4% of sample)										
<u>Total Use by Classification Types</u>										
Chicago monographs:	198	Used: 45								% Used: 23%
Illinois monographs:	37	Used: 20								% Used: 54%
Other monographs:	295	Used: 157								% Used: 53%
Chicago serials:	47	Used: 20								% Used: 43%
Illinois serials:	7	Used: 6								% Used: 86%
Other serials:	35	Used: 13								% Used: 37%
<u>Total Use of Records by Year of Input and Types</u>										
Year	No. in Sample	Used	% Used	Mono.	Mono. Used	Mono. % Used	Serials	Ser. Used	Serials % Used	
1976 (6 mos.)	7	7	100%	7	7	100%	—	—	—	
1977	43	24	56%	43	24	56%	—	—	—	
1978	143	81	57%	109	58	53%	34	23	68%	
1979	122	57	47%	106	53	50%	16	4	25%	
1980	90	35	39%	81	31	38%	9	4	44%	
1981	144	37	26%	123	30	24%	21	7	33%	
1982 (6 mos.)	70	20	29%	61	19	31%	9	1	11%	
Total:	619	261	42%	530	222	42%	89	39	44%	

(6). However, if one did not include Chicago documents, the MRL figure would be 53%—again, very close to the OCLC norm. A brief but more detailed look at the various use categories shows the type of contribution which MRL has made to the online union catalog.

“Chicago” documents is a term used to describe more than just city materials. As noted earlier, publications of other local government agencies which work closely with the city government are also included because they represent very similar material. Chicago monographs were used in 23% of the cases, while 43% of Chicago serials had been used. Illinois documents, a relatively small category, had a monograph use rate of 54% and a serial use rate of 86%. The remaining materials, which amounted to just over half of the total sample, had a use rate of 53% for monographs and 37% for serials.

For purposes of the study, the figures were often broken down into two time periods: 1976–1979 and 1980–1982. The number of original cataloging records from each of these two periods is nearly identical. Such a breakdown showed a distinct decline in use after 1979. Total monographic use from 1976–1979 was 54%; from 1980–1982 it fell to 30%. The serials decline was from 54% to 31% over the same period.

To some extent this statistical difference is probably due to the fact that the older records had been available for use online for a longer period of time. Another contributing factor may be the September 1980 OCLC rate increase for first-time updates. It is not possible to tell if a holdings symbol represents full cataloging or an update.

It also should be noted that actual use figures may be somewhat higher than the statistics indicate because of the possi-

bility that another library may have used a record and then later cancelled their holdings symbol. Such instances would probably be too uncommon to affect the final statistics significantly.

Another use category examined involved length of monographs cataloged. It was felt that part of the reason that MRL records were used less than the OCLC average was that many city documents cataloged by the library were for

It is not known whether the low use rate for items of 10 pages or less, especially Chicago publications, is caused by other libraries not acquiring these materials or by their not cataloging them online. Many libraries may place such materials, uncataloged, in vertical files. However, OCLC members should be aware that there is almost certain to be full-level cataloging available for any Chicago document published since 1976, regardless of its length.

Total number of uses by type and classification was also examined in the survey. As of July 1982, OCLC monographs averaged 15.6 uses (holdings symbols) and serials 6.8 uses (5, p. 4). Both figures included MARC records, as well as member inputs. The current study determined that MRL inputs had a substantially lower use rate for monographs and a somewhat lower use rate for serials. MRL monographs averaged 5.2 uses, serials 4.8 uses. (These figures do not include the 15 records superseded by LC.) In other respects the statistics were predictable based on other areas of the study. Chicago documents averaged fewer holdings symbols per record. Total records used from 1976-1979 averaged considerably more uses (5.9) than those from 1980-1982 (3.7). Details are given in Table 3.

In addition to listing use figures, a separate tabulation was made of local (i.e., Illinois) use. While 68% of the holdings symbols on MRL serials were from Illinois libraries, the figure for monographs

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**What makes MRL "special" in terms of the aggregate statistics is that the library strives toward the ideal of fully cataloging all of its acquisitions online. Even though overall use figures suffer, the result is better access for library patrons and other network members.**

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items of 10 pages or less. This guess turned out to be accurate. As shown by Table 2, a profile of use based on length reveals that records for items of 10 pages or less are by far the least used category (11%). Use for other items (in 10 page increments) ranges from 32% to 71%. The sample average, minus the shortest category of records, rises to 51%.

**Table 2. Use of MRL Sample Records Subdivided by Length of Monograph.**

Length	Total Number	Total % Used	% Used Chicago	% Used Chicago	% Used Illinois	% Used Illinois	Other	% Used Other
1-10 p.	112	11%	70	7%	5	20%	37	16%
11-20 p.	78	45%	25	20%	4	75%	49	55%
21-30 p.	57	40%	18	17%	6	67%	33	48%
31-40 p.	34	71%	10	60%	2	100%	22	73%
41-50 p.	28	57%	12	33%	—	—	16	75%
51-60 p.	26	62%	7	43%	1	100%	18	67%
61-70 p.	22	32%	8	38%	3	100%	11	9%
71-80 p.	21	48%	5	40%	3	0%	13	62%
81-90 p.	14	71%	3	100%	3	33%	8	75%
91-100 p.	13	54%	4	25%	2	50%	7	71%
101+ p.	120	51%	33	27%	7	57%	80	60%

**Table 3. Average Number of Uses per MRL Input Arranged by Period, Type of Record, and Classification.**

Monographs					Serials		
Years	Class.	No. in Sample	Average No. Uses	Average	No. in Sample	Average No. Uses	Average
				No. Ill. Uses			No. Ill. Uses
1976-79	Chicago	32	3.8	2.1	18	3.0	2.1
	Illinois	8	6.0	5.4	1	22.0	21.0
	Other	91	7.0	1.1	8	7.1	3.5
	Total	131	6.2	1.6	27	4.9	3.2
	Combined Monograph/Serial	158	5.9	1.9			
1980-82	Chicago	12	1.8	1.3	2	2.5	1.0
	Illinois	11	3.4	2.7	5	6.0	5.4
	Other	53	4.1	1.1	5	3.6	2.2
	Total	76	3.6	1.4	12	4.4	3.3
	Combined Monograph/Serial	88	3.7	1.6			
1976-82	Chicago	44	3.3	1.9	20	3.0	2.0
	Illinois	19	4.5	3.8	6	8.7	8.0
	Other	144	5.9	1.1	13	5.8	3.0
	Total	207	5.2	1.5	39	4.8	3.2
	Combined Monograph/Serial	246	5.1	1.8			

was only 29% (see Table 4). This discrepancy reflects the fact that well over half (61%) of the serials cataloged online by MRL were for either local or state materials, while 44% of the monographs were for local or state items. Both types of documents were used primarily by other Illinois libraries.

Examination of the sample also showed that the OCLC database is a "live" catalog experiencing constant use even for older records. Sixty-five MRL records input from 1976-1979 had been used during 1982 (39% of the total of used records from the period), while ten had been used for the first time.

### Conclusion

Figures derived from the sample allow for certain generalizations. The likelihood that an original cataloging record input by MRL will be used by another library in the OCLC system depends on length of the item cataloged, whether or not the item is a local document, and how much time has passed since the date of

input. The major factor, however, is length. Because a disproportionate number of local documents cataloged by MRL are brief (ten pages or less), total use figures are skewed downwards, and it appears that MRL records are not frequently used. Yet, once these particular items are removed from consideration the remaining figures are very close to the OCLC average, despite the fact that MRL is a special library. What makes MRL "special" in terms of the aggregate statistics is that the library strives toward the ideal of fully cataloging all of its acquisitions online. Even though overall use figures suffer, the result is better access for library patrons and other network members.

It has been estimated that 45% of all OCLC records have no holdings symbols other than that of the inputting library (6, p. 6). This may be an indication that many libraries face a similar situation regarding certain materials, yet they also have decided that it is worth the effort to catalog them. The long-term effect of such cataloging practice on the OCLC da-



tabase is difficult to determine. Already the question has been raised whether the OCLC database is too large for efficient searching (7). The presence of a large percentage of records unique to one library—records which also are likely to be used less as their immediate interest

one hand, every record is of potential value since it may be used by another library at some future date for cataloging, interlibrary loan or for research purposes. On the other hand, certain categories of inputs which in all probability will never be used can be isolated. A sampling pro-

**The presence of a large percentage of records unique to one library—records which also are likely to be used less as their immediate interest fades—poses a potential problem for the future of OCLC. This, in turn, raises the question of whether online cataloging of every acquisition is desirable or affordable.**

fades—poses a potential problem for the future of OCLC. This, in turn, raises the question of whether online cataloging of every acquisition is desirable or affordable.

One must balance the value of unique records versus their burden on both OCLC and the inputting library. On the

cedure such as the one used in this study will enable a library to describe more accurately its own cataloging efforts and to identify areas where records are more or less likely to be of interest to other member libraries.

This study shows that MRL has contributed to the OCLC database on two

**Table 4. Total Number of Uses per MRL Input, Arranged by Period, Type of Record, Classification, and Illinois or Non-Illinois Users.**

Years	Class.	Monographs				Serials			
		No. in Sample	Total Uses	Ill. Uses	% Ill. Uses	No. in Sample	Total Uses	Ill. Uses	% Ill. Uses
1976-79	Chicago	32	122	67	55%	18	54	37	69%
	Illinois	8	48	43	90%	1	22	21	95%
	Other	91	636	102	16%	8	57	28	49%
	Total	131	806	212	26%	27	133	86	65%
	Combined Monograph/Serial	158	939	298	32%				
1980-82	Chicago	12	21	15	71%	2	5	2	40%
	Illinois	11	37	30	81%	5	30	27	90%
	Other	53	216	60	28%	5	18	11	61%
	Total	76	274	105	38%	12	53	40	75%
	Combined Monograph/Serial	88	327	145	44%				
1976-82	Chicago	44	143	82	57%	20	59	39	66%
	Illinois	19	85	73	86%	6	52	48	92%
	Other	144	852	162	19%	13	75	39	52%
	Total	207	1080	317	29%	39	186	126	68%
	Combined Monograph/Serial	246	1266	443	35%				

distinct levels. MRL has provided access to cataloging for materials in its area of specialization, i.e., Chicago and Chicago-area government documents. These records have been used primarily by other Illinois libraries. In addition, MRL has input a wide variety of records for urban affairs materials, and this portion of its cataloging has been used primarily by non-Illinois libraries.

Since its inception in 1971, OCLC's shared cataloging system has been hailed as a great aid in cataloging and in resource sharing. The shortcomings of the system have also been mentioned frequently. What seems clear from the present study is that the strength of OCLC depends on the extent to which its online catalog is put to use. The frequent use of these records, including those input by a special library, shows the vitality of the system. The usefulness of an unused record is more difficult to evaluate, but it may well provide the only ready means of access to unique and valuable research items.

Catalogers often ask themselves whether any other library in the OCLC system will ever use the records which they have worked so hard to create. More often than might be expected the answer is yes. By extrapolating the averages arrived at in this sample, one can estimate that between 1976 and 1982 the records contributed by the Chicago Municipal Reference Library—a small library compared to many OCLC members—have been used about 5,300 times, 1,850 times by Illinois libraries alone. Based on a five-day work week, MRL inputs have been used about 3.4 times per day over the past six years. This use pattern indicates

both the value of the OCLC system and the contributions of its member libraries.

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## The Jobline: A Valuable Resource for Librarians

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■ A well-designed and implemented jobline can be an asset to a sponsoring professional association, to professionals seeking career opportunities, and to prospective employers seeking talented personnel. Many activities related to initiating and operating a jobline are discussed, including ordering the telephone lines, selecting the recording equipment, job listing forms, probable costs, efficient tape formats, and the responsibilities of the individual who must ultimately make the system operate.

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**F**OR THE LAST two years (1981-1983), I have been the jobline chairperson for the San Andreas/San Francisco Bay Chapters of Special Libraries Association. The jobline is a system for advertising and learning of job openings by telephone. In essence, the jobline system hardware consists of a tape recorder and two telephone lines, one for use by employers calling to list job openings and the second for use by job seekers calling to hear a recording of current job openings. Behind the scenes, the system includes volunteer personnel and a sponsor who set operating policy, advertise the phone numbers, prepare the recordings, and pay for the system's operation.

Operating the jobline has been challenging because it required solutions in

instances where no guidelines were available (since the literature is so sparse), and because user interest in the service has been so fervent. Based on this experience and the lessons learned from it, this article describes what a jobline does, why an organization might want to establish its own jobline service, how to set up and operate a system, and some conclusions on the value of joblines.

### **What Does a Jobline Do?**

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A jobline is a new form of liaison between those who are seeking positions and those who are offering positions. Usually, positions in librarianship are discovered through referrals, attendance at national conventions, newspaper ads, alumni offices, and personal promotion.

During good economic times there will be more positions available than individuals to fill the openings. But when the economy tightens, there are more job seekers than positions. There are always a few openings; the problem is to find out about them. Few librarian positions appear in local newspaper ads; in one recent week, a major newspaper in our area listed one such opening while the jobline listed seventeen.

The two Special Libraries Association chapters in the San Francisco Bay Area initiated the jobline in the hope that a selection of openings covering a relatively large geographic area would be of value to librarians. It now has become an integral and vitally important means of locating open positions for librarians and library assistants over the entire Bay Area. In fact, the jobline advertises openings not only in special libraries but also in academic and public libraries.

The jobline serves both employees and employers, whether individuals, companies or schools. A prospective employer calls a specified telephone number (usually the jobline chairperson's work number) or writes to the chairperson to list an opening. The job seeker calls a different telephone number to listen to taped descriptions of the positions available. The advantages to both parties are clear. The prospective employer can advertise, knowing that the notice will reach a wide audience of prospective employees with suitable education and experience. The prospective employee can match position qualifications to her or his own abilities and apply with a much more optimistic outlook.

### **Setting Up a Jobline System**

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Setting up a jobline requires someone to order the telephone lines, select suitable recording equipment, design job description forms, and get the proposed costs approved by the sponsor. It is not a difficult task if one keeps certain principles in mind and plans ahead. The following guidelines are offered for each phase of initiating a jobline.

Ordering telephone lines takes longer than one might expect. First, arrange an appointment with the telephone company to have a new, separate line installed for use by job seekers. Allow approximately two weeks to get this connection. Because it uses a tape recorder, the jobline requires no telephone instrument. If an instrument is installed, disconnect it to avoid continuous ringing. Remember, the jobline operates 24 hours a day all year; the SLA jobline receives hundreds of calls each week.

When the phone line has been installed, send the phone numbers to be used by employers and by job seekers to professional organizations and journals for publication. We send ours to SLA headquarters, ALA headquarters, *American Libraries*, and *The SpecialList*. Jobline phone numbers are also circulated through house organs and by referrals. If your jobline has already been functioning on another line, ask the phone company to provide a referral to the new number when a new line starts.

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**Jobline information should be obtained and presented in a consistent format. Callers find it easier to take notes when they know what information is coming next. However, the information sequence is not as important as maintaining consistency in format.**

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You may find, as we did, that the demand for the jobline exceeds the capacity of a single phone line. During 1981 and 1982, numerous complaints were received that the jobline was often busy. The solution was to install a second line which operates on what the phone company calls a "rotary" or "hunting" system. The telephone number for this second line is not published. When someone calls the original number and the first

line is busy, the call is transferred automatically to the second line. The caller gets a busy signal only when both lines are in use. This system has been functioning well on our SLA jobline for the last year.

The selection of recording equipment to be used for the jobline is not trivial and will probably require several days of research. Most telephone answering machines are designed to provide outgoing announcements 10 to 30 seconds long and, at a signal, to record short incoming messages, such as the caller's name and phone number. Although all machines provide the incoming message, a jobline has no need for the incoming-message capability. Rather, it requires a machine that can handle outgoing messages of any length. The ideal machine would play a tape containing any number of open positions, detect the end of the message or the fact that the listener has hung up, and immediately set itself to restart for the next caller. Unfortunately, such a capability is not available among the less expensive (under \$200) answering machines, although commercial machines designed for heavy use are available at prices starting at about \$700. Our problem was to find low-cost equipment that would serve our purpose and then to work within the limitations of the less expensive equipment.

The original machine was a Phone Mate model 910. Costing about \$120, it was equipped to send messages on a 3-, 6- or 12-minute tape to suit the number of job openings. Both this machine and a used one of the same model that we bought for our second line seemed unable to handle the volume of calls and broke down frequently. We then examined a variety of alternative answering systems, both new and used, in the \$100 to \$200 range.

After a four-month period of breakdowns, repairs and replacements, we finally concluded that none of them would meet our requirements for message-length and heavy use. Ultimately, we purchased a Panasonic model KX-T1520 for about \$300, which has become our

primary machine, and we use the Phone Mate 910 as the machine on the second line, where it seems to function adequately.

The Panasonic can relay outgoing messages up to 15, 30, or 45 minutes long, which is more than adequate for our typical 12-minute recording. The machine stops when an individual hangs up or when the message ends, and then rewinds itself. Because new positions are noted and announced first, this "hang-up" feature had proven to be particularly valuable; callers who hang up after hearing the new additions release the machine to immediately reset itself for the next caller.

In general, the most important requirements a jobline answering machine must satisfy are: 1) to provide at least a 12-minute outgoing capability, and to be able to withstand the heavy use it will receive once the jobline becomes functional.

Jobline information should be obtained and presented in a consistent format. Callers find it easier to take notes when they know what information is coming next. However, the information sequence is not as important as maintaining consistency in format.

We have tried several formats for new job listings. Figure 1 presents the format that has been in use for the last year. Since job location is an important criteria for prospective employees, it is our practice to list the company name and the city where the job is located at the start of each listing. Next, the title of the position is announced. Often the chairperson will have to help the employer identify the name of the position, e.g., LTA or librarian.

The next items of information concern the educational background or experience required for the position and the specific duties involved. Many employers want the full description to be read as it appears advertised in newspapers or brochures. Keep in mind, however, that a typical newspaper ad would take 2 to 3 minutes to read aloud, while only 30 to 45 seconds normally can be allowed

**Figure 1. New Job Listings Form.**

Institution: \_\_\_\_\_  
City: \_\_\_\_\_  
Title of Position: \_\_\_\_\_  
Requirements (Education and experience): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Duties: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Half time or full time: \_\_\_\_\_  
Permanent or Temporary: \_\_\_\_\_  
When Available: \_\_\_\_\_  
Deadline date for resume: \_\_\_\_\_  
Salary: \_\_\_\_\_  
\_\_\_\_\_  
Send Resume: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Or contact (Telephone #): \_\_\_\_\_

on the jobline tape to describe each position. One of the ways to limit the description is to provide only limited space on the job listing form. One can also conserve space by using standard library terms such as reference, cataloging, interlibrary loan, and so on. Let employers know that they can embellish the description when they are contacted by prospective applicants.

The next few lines on the form are self-explanatory. Regarding salary, many employers ask for help or may want to list the salary as "negotiable," "commensurate with experience," or "competitive." Others may want to list a set salary range. It is best to elicit some numerical response, if possible. At one time a recommendation was made to restrict the job listings to positions posting salaries of not less than \$12,000 per year. Such a policy is difficult to enforce because many employers want to advertise salary terms as "negotiable."

There is considerable variation regarding employers' contact preferences. Some want only a résumé and cover letter and do not want any phone contacts. Others want a telephone call first to eliminate

the flood of paperwork. Still others want a résumé but will accept calls for additional information. It is best to warn potential employers who do not want to be called that industrious librarians will obtain telephone numbers and call anyway. One employer complained because his librarians were upset by the large number of incoming phone calls regarding an open position. When he insinuated that his telephone number had been advertised on the jobline against his explicit instructions, he was invited to listen to the jobline himself. The fact that no telephone number was given had not deterred the candidates.

The current version of the form does not provide a space for recording the date the job is placed on the jobline. In practice, when a form is filled out, the date the new position will go on the line is indicated. Every week the forms are reviewed, and positions that have been on the jobline for 30 days are removed. This use of the form has proved to be very valuable, because it provides systematic assurance that older and probably filled positions are removed from the jobline tapes.

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**There is considerable variation regarding employers' contact preferences. Some want only a résumé and cover letter and do not want any phone contacts. Others want a telephone call first to eliminate the flood of paperwork. Still others want a résumé but will accept calls for additional information. It is best to warn potential employers who do not want to be called that industrious librarians will obtain telephone numbers and call anyway.**

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There will be significant variations in the cost of operating a jobline system because telephone rates differ in specific regions. Nevertheless, it is possible to estimate the cost of such an operation to an organization. Our experience shows the following initial costs: phone-line installation, \$77.16 each; Panasonic Model KX-T1520, 300.00 each. The following annual operating costs were incurred: two-line service with rotary (\$18.00/mo.), \$216.00 per year; maintenance, \$60.00.

Most jobline are free to users (except for the cost of the phone call), although there are some that now charge employers for each new listing. SLA's headquarters initiated a system of charges in 1982; the rates were \$25.00 for the first 60 words and \$5.00 for each 10 words thereafter. We considered charging but have decided to remain a free service to maximize the number of positions listed.

### **Recording the Job Listings**

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It is essential that some consideration be given to decisions regarding jobline tape-recording policies. These will include such items as tape formats, tape updating frequency, the term of job listings, presentation sequence, and descriptive content. The following is a discussion of decisions we made regarding the recording of the SLA jobline. Some may be of use to you in formulating your own operations.

We wanted the listener to be aware of SLA as the sponsor of the tapes and to

know the name of the volunteer jobline chairperson, as well as how often and when the tape was to be updated. We also wanted to advertise the phone number potential employers should use to list a new position. As a result, the SLA jobline recording starts off with the following message:

SLA, San Andreas/San Francisco Bay Jobline. The positions will remain on the jobline for one month unless it is determined that they have been filled. Every Monday morning new positions will be added. To list a position, call [Chairperson's name] at [phone number]. This is [date] and there are [number] positions available.

To be sure that the positions offered were kept current, we decided to limit the term a listing would remain on the jobline. After much debate we decided that 30 days was adequate. Although we ask employers to inform us when a position has been filled, the job listing is removed after the set period—or earlier if we are notified.

The high degree of interest exhibited by librarians in the San Francisco Bay Area encouraged us to update the jobline weekly, usually late Sunday evening or early Monday morning. On the average, about two to five new listings are added and as many old listings are removed each week.

The sequence in which one announces the categories of positions available can have a significant impact on how often the system can be accessed, because job seekers who are familiar with the se-

quence can hang up once they have listened to those positions which interest them. The Panasonic system detects a hang-up and immediately resets itself for the next caller. To minimize calling times, we chose the following order of priority: 1) the introductory announcement; 2) new librarian positions; 3) older librarian positions; 4) new library staff positions; 5) older library staff positions; and 6) "The End" statement.

Our experience indicates that active searchers tend to hang up after the second item is completed. We also have added a "This is the end of the [date] jobline" statement to encourage listeners to hang up promptly.

In informal surveys, people who have used the system reported the need to listen to the tapes repeatedly in order to get all the information needed for their responses. Therefore, we have found it useful to repeat several types of information: names of companies (with the names spelled out); addresses; names of the company contacts (spelled out); and phone numbers.

The descriptive material is limited to what is presented in the job listing format (see Figure 1), when necessary, is shortened to allow 40 seconds or less for each job listing. This enables us to include about 25 active listings on a 15-minute tape.

### **Jobline Chairperson**

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The position of jobline chairperson is a public one and should not be undertaken unless one is willing to devote the considerable time required. Since a successful jobline must always be accessible to both potential employers and employees, the jobline chairperson must be available to employers during normal working hours; however, it may be valuable to have a third answering machine to take messages from employers so that their calls can be returned at more convenient times. Such an arrangement proved to be quite satisfactory for our jobline in cases of short absences and illness. During vacation, however, it is best

to find a backup person who will periodically check the answering machine, call the employers, prepare the listings and do the recording for the vacation period.

A good jobline chairperson is always aware of public relations responsibilities. These become critical when there are disruptions in the service caused by mechanical failure or personnel problems. Good public relations are particularly needed during the transition from one chairperson to another. It is at such times that simple announcements on answering machine tapes or on the jobline itself can be of tremendous value in avoiding confusion. For example, when both of our machines failed, we got one on loan with only a 20-second tape which was used to make the humorous apology, "Sorry, our machine ate the tape!" for the service interruption. It is also our practice to record an announcement giving the name and phone number of the new chairperson. These actions do a great deal to maintain an image of operational reliability.

The jobline is a terrible taskmaster, but it can offer a great amount of personal satisfaction. Often, while attending shops or seminars, I have been told, "Oh, you're the voice" when introduced to someone. I have been thanked personally by dozens of individuals for helping them find a position. At one workshop alone, seven of fifteen attendees had obtained their positions by responding to our jobline announcements.

### **Conclusions**

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Joblines are a vital link for librarians and library technicians to locate openings in the field. As many as 250 positions have been announced through the Bay Area jobline in one year. Most of the positions are local, but some are out of state; some are even out of the country, including such places as Saudi Arabia and New Caledonia. Positions are also available from different sectors, including school, public and corporate libraries. In June 1983, the jobline even listed five



new positions in various California prison libraries.

The most important factor in operating a successful jobline is achieving consistency—in terms of availability, updating, and format—to allow users to know what to expect and rely on. Our jobline is used constantly. Calls often come in as late as 2:00-4:00 a.m. Considering the volume of usage, it is apparent that the jobline is important to librarians. The more than 250 new library positions placed on the system in 1982 also attests to the service's value to employers. The jobline provides employers a free and highly effective advertisement, reaching a wide audience of professional librarians and library assistants who are well qualified to meet their needs.

Sponsoring organizations, such as Special Libraries Association, also benefit from such a service. The name of the sponsor is linked continuously with a service that has proven to be vital to the

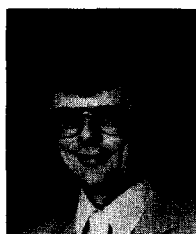
library community. Members of SLA gain by knowing they can easily learn about new positions. Some members who are not actively in the job market call just to determine whether a "quality" opening might be available, or to stay aware of current salary ranges. Thus, the SLA jobline has become a barometer of the entire field of librarianship, as well as a highly effective way of linking job seekers and employers.

*Received for review Aug 9, 1983. Manuscript accepted for publication Oct 12, 1983.*

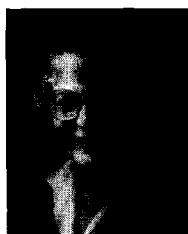
**Nancy J. Emmick is reference librarian at San Jose State University, Clark Library, San Jose, CA, and the proprietor of EBG Library Consultants, Los Altos, Ca.**

# 1984 Candidates for SLA Office

## For President-Elect



MALINOWSKY



PANCAKE

**H. ROBERT MALINOWSKY** is general manager of Libraries Unlimited, Inc., Littleton, Colo. He attended Midland College, received a BS in geological engineering from the University of Kansas (1955), did graduate work in geology at the University of Kansas, and received an MA in librarianship from the University of Denver (1963).

Before entering the library profession he was production engineer, Gulf Oil Corp. He went to the University of Kansas as assistant science and engineering librarian (1963/64). He then became science librarian and instructor, Graduate School of Librarianship, University of Denver (1964/67) before returning to the University of Kansas as science librarian (1967/69). He was appointed assistant director of libraries for public services (1969/76) and associate dean of libraries (1976/83). He assumed his present position in 1983.

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Ballots and voting instructions will be mailed from the Association Office in early April.

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**SLA Chapter Activities.** In the Colorado Chapter, he was bulletin editor (1964/66). In the Heart of America Chapter he served as vice-president (1968/69), president (1969/70), and as a member of the chapter's Board of Directors (1970/71).

**SLA Division Activities.** He was chairman-elect of the Sci-Tech Division (1982/83) and chairman (1983/84).

**Association-Level Activities.** He was a member of the Education Committee (1967-70), serving as chairman (1971/74); Chapter Relations Committee (1970/71); SLA Representative to the American Association of Library Schools—Continuing Library Education Network (1972/74); chairman, Chapter Cabinet (1974/75); member, Board of Directors (1975/78); Finance Committee (1979-81). A member of SLA since 1963.

**Other Professional Activities.** He has been a member of Geoscience Information Society and has served as president (1970) and on the GIS Geoscience Serials Committee. He was a member of ASIS serving as president of the Frontier Chapter (1972). He is a member of Mountain Plains Library Association and has served as president-elect and program chairman (1976/77); president (1977/78); and member, Professional Development and Grants Committee (1980/82).

He is a member of American Library Association, serving on the Reference and Subscription Books Review Committee, and as a member of Library and Information Technology Association and Association of College and Research Libraries. He is life member of the honorary engineering fraternity, Tau Beta Pi. He has served on the graduate faculty of the University of Denver Graduate School of Librarianship, School of Pharmacy at the University of Kansas, and Department of Librarianship at Emporia State University where he taught administration of special libraries.

He was appointed to the Kansas State Library advisory commission (1974/79). He was on the Advisory Board of a Continuing Library and Information Science Education Project conducted by Catholic University of America and funded by NCLIS and was on the board of directors of SALINET, a project to use an earth satellite for library purposes. He was keynote speaker at Iowa University (1973) for a seminar on trends in science information; Alberta L. Brown Lecturer in special librarianship at Western Michigan University (1976); keynote speaker at the Mid-Continental Regional Group meeting of the Medical Library Association (1979 and 1982). He is co-author of *Science and Engineering Literature*, 3rd ed. (Libraries Unlimited, Inc., 1980); he also reviews reference books for American Library Association and *American Reference Books Annual* (Libraries Unlimited, Inc.).

**EDWINA H. (DIDI) PANCAKE** is director, Science/Technology Information Center, University of Virginia Library, Charlottesville, Va. She began her service at the library as science information specialist (1969/73), became acting director (1973) and was promoted to her present position the following year. She received a BS in biology from Baylor University (1967) and an MLS from the University of Texas at Austin, GSLS.

**SLA Chapter Activities.** As a member of the Virginia Chapter, she has served as chairman, Public Relations Committee (1970/71); editor, *VASLA Bulletin* (1971/73 and 1975/76); president-elect (1973/74); president (1975/76); and chairman, Nominating Committee (1978/79).

**SLA Division Activities.** She is a member of both the Publishing and the Science Technology Divisions. In the latter, she has served as chairman, Membership Committee (1976/77); chairman-elect (1977/78); and chairman (1978/79).

**Association-Level Activities.** Since joining SLA in 1968, she has been a member of the Agenda Committee, SLA Advisory Council (1974/75); chairman, Joint Cabinets Study Committee on Subject-Oriented Groups (1979/80); chairman-elect, Chapter Cabinet (1980/81) and chairman (1981/83); chairman, 1983 New Orleans Conference Program Committee (1983/84); and chairman, Chapter Cabinet (1983/84).

**Other Professional Activities.** She has held membership in the Virginia Microfilm Association, serving as secretary/treasurer (1970/71) and member, Executive Board (1971/73). She has also been a member of the Virginia Library Association (1970/79). Her publications include a paper in *Special Libraries* and many articles in chapter and division bulletins.

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# For Chapter Cabinet Chairman-Elect



ANDERSON



MOBLEY

**VIRGINIA ANDERSON** is librarian, Aeronautics and Energy Research Libraries, California Institute of Technology, Pasadena, Ca. She majored in business administration at UCLA and has taken additional extension classes and workshops in records management, computer data processing for managers, and other information handling functions.

Before assuming her present position in 1971, she was librarian, Space General Corp., and librarian, SES Division, Aerojet General Corp., El Monte, Ca. (1962-71).

**SLA Chapter Activities.** In the Southern California Chapter she has served as member of the Executive Board (1976/77 and 1979/82); membership chairman (1976/77); editor, *Membership Directory* (1977); member, Program Committee (1977/79); president-elect/program chairman (1979/80) and president (1980/81).

**SLA Division Activities.** As member of the Aerospace Division, she was chairman, Nominating Committee, and is currently international treasurer (1983/84).

**Association-Level Activities.** She has been a member of SLA since 1967.

**Other Professional Activities.** She has served as consultant for the Pasadena All Saint's Church (1976), the Pasadena Public Library (1979), and Unitek, a subsidiary of Bristol Myers (1981/82). She is a member of the Southern California Online Users Group and has appeared as speaker for the SLA/NMA Microform Workshop (1975). In addition, she has published a journal article and numerous pieces in her chapter's bulletin and newsletter. A publication titled, *GALCIT's Aero Library: Serendipitous Fruit of a Timely Investment; Special Collections*, appeared in fall 1983.

**EMILY MOBLEY** is library director, GMI Engineering & Management Institute, Flint, Mich. She received her AB (1964) and AMLS (1967) from the University of Michigan. She was engineering librarian, Chrysler Corporation (1965/69); science librarian, Wayne State University (1969/75); staff assistant, General Motors Research Laboratories (1976/78), and supervisor, Reader Services (1978/81). She assumed her present position in 1982.

**SLA Chapter Activities.** In the Michigan Chapter she was bulletin editor (1972/73), a member of the Education Committee (1974/76), a member of the Program Committee (1976/79), president-elect and chairman of the Program Committee (1979/80), president (1980/81), chairman of the Long-Range Planning Committee (1981/82), and chairman of the Nominating Committee (1982/83).

**SLA Division Activities.** In the Engineering Division she was chairman of the Membership Division (1971/73). In the Library Management Division she handled local arrangements for the 1982 Detroit Conference and is currently secretary (1983/85). She is also a member of the Information Technology Division.

**Association-Level Activities.** She has served as member, Resolutions Committee (1969/71) and chairman (1969/70); member, Committee on Positive Action (1972/74); Research Committee (1977/80). A member of SLA since 1968.

**Other Professional Activities.** She is adjunct lecturer at the University of Michigan and is a member of ALA, National Association for Female Executives, and Women's National Book Association. She has served on various task forces and committees for the State of Michigan Library.

She is the co-author of *Special Libraries at Work* (Shoe String Press, scheduled for publication in late 1983). Her article "Library Operations within a Decentralized Corporate Organization," appeared in *Issues and Involvement*, pp. 86-94 (SLA, 1983). The paper had originally been presented as an Alberta L. Brown Lecture in Special Librarianship at Western Michigan University in 1980. She has also published articles in *Michigan Librarian* and *Michigan Alumnus*.

## For Division Cabinet Chairman-Elect



CLIFTON

**JOE ANN CLIFTON** is manager, Information Services, Litton Industries, Inc., Woodland Hills, Ca. She attended Santa Monica City College and the University of California, Los Angeles. At Litton Industries, she previously was chief librarian, Information Services.

**SLA Chapter Activities.** In the Southern California Chapter, she was advertising manager (1965/69); program chairman (1974/75); president-elect (1975/76); president (1976/77); area luncheon coordinator (1977/78); representative for the three SLA California Chapters to the Governor's Planning Committee for the White House Conference. She was chairman of the following committees: Nominations (1972/73); Scholarship Event (1974); Management Seminar (1975/76); Speakers Bureau (1968/70); Consultation (1979/80); Chapter 75th Anniversary Committee (1983/84); and a member of numerous committees.

**SLA Division Activities.** In the Aerospace Division she was chairman-elect, (1973/74); chairman (1974/75); Nominations and Elections Committee chairman (1968/69, 1976/77); and auditor (1977). In the Information Technology Division (Formerly Documentation Division): chairman-elect (1977/78); chairman (1978/79); division liaison, Annual Meeting (1968). She was chairman of the following committees: Public Relations (1967/68); Membership (1968/69); Nomination (1970/71); Name and Scope (1977). In the Library Management Division: chairman-elect (1981/82); chairman (1982/83); chairman, Regional Meetings Committee (1983/84); chairman, Long-Range Planning Committee (1981/82); auditor (1977). In the Sci-Tech Division: chairman, Nomination and Election Committee (1973/74); chairman, Student Stipend Committee (1974/75). She was chair-



KELLEY

man, Division Cabinet Committee on Annual Meetings (1976/77) and member of the Division Cabinet Committee on the Formation and Scope of Divisions (1978/79).

**SLA Association-Level Activities.** She was John Cotton Dana Lecturer (1963); SLA Program Coordinator, American Federation of Information Processing Societies' Fall Joint Computer Conferences (1969/73); representative, World Simulation Organization (1971/73).

She was a member of the following committees: Recruitment (1968/69); Government Information Services (1968/69, 1971/74) Publisher Relations (1969/71); 75th Anniversary Committee (1982/84). A member of SLA since 1956.

**Other Professional Activities.** As a member of ASIS, she has served on the Board of Directors and was director of both the Special Interest Group (1974/77) and the Chapter Assembly (1979/84); she was chairman, Los Angeles Chapter (1971); deputy chairman, 1973 Annual Meeting; chairman, SIG on Information Analysis and Evaluation; cabinet representative for the SIG on Management. She has chaired the following national committees: Watson Davis Award Jury; Chapter of the Year Jury; SIG of the Year Jury; Award of Merit Jury and Membership Committee. She has been a member of the Executive, Budget and Finance, Conferences and Meetings, Awards and Honors, Nomination, Professional Leadership Committees and the Organizational Structure Task Force.

In addition, she is a member of the Society for Information Display (National Archivist and Board member, 1972/80); Los Angeles Regional Technical Information Users' Council (founder and chairman); AFIPS History of Computing Committee (1978/83); ACM; National Classification Management Society; American Management Association; and on the Advisory Board of the Institute of Cost Analysis.

A recipient of the ASIS Watson Davis Award in 1978 for continuous dedicated service to the membership; "Outstanding Member Award" from the Los Angeles Chapter of ASIS (1976); Honorable Mention (for editorship) ASIS Best Chapter Newsletter. She has been listed in *Who's Who of American Women*,

*Who's Who in the West, Who's Who in the Library Field, Who's Who of Women in Communication, and International Dictionary of Who's Who.* She is the author of one book and 8 research reports, and has published 5 journal articles and 10 submissions to chapter/division bulletins.

**CORNELIA A. (CONNIE) KELLEY** is acquisitions librarian, University of Virginia, Charlottesville, Va. She received her BA from Rollins College, an MS from Louisiana State University, and a Library Administrators Development Program Certificate from the University of Maryland at College Park.

She has held numerous positions at the University of Virginia Library prior to her present one. These include cataloger; periodicals librarian; acting director, Serials Department; and acting director, Eastern Shore Branch, University of Virginia Library (joint UVa/NASA facility).

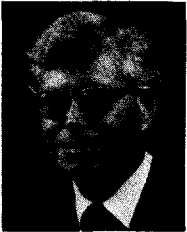
**SLA Chapter Activities.** As a member of the Virginia Chapter, she has served as Special Programs chairman; member, Nominating Committee and Employment Committee; chapter president-elect (1977/78) and president (1978/79).

**Association-Level Activities.** Since joining SLA in 1975, she has served on the Publisher Relations Committee and the AAP/SLA Joint Committee (1978/79), as well as on two Division Cabinet Committees—Division Formation and Division Cooperation.

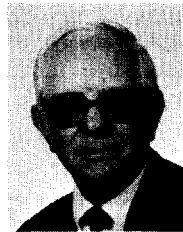
**SLA Division Activities.** In the Publishing Division she has served as member, Hospitality and Nominating Committees; chairman, Awards Committee; chairman-elect (1980/81); and chairman (1981/82). She is also a member of the Library Management Division.

**Other Professional Activities.** She is a member of the Virginia Library Association, the Southeastern Library Association and the Association of Scholarly Publishing.

## For Directors (1984/87)



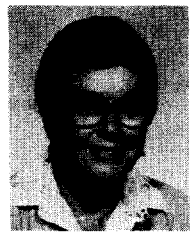
**FUNKHOUSER**



**OLSEN**



**PARRIS**



**RAINEY**

**RICHARD L. FUNKHOUSER** is science librarian, Purdue University Libraries, West Lafayette, Ind. He received a BS Ed degree (1956) and an MA in library science (1957) from Indiana University.

His career at Purdue began as assistant, Reference Department (1957/58); thereafter, he served as engineering librarian (1958/59) and mathematical sciences and geosciences librarian (1969/75). He assumed his present position in 1975.

**SLA Chapter Activities.** In the Indiana Chapter he has been chairman, Membership

Committee (1963/64); treasurer (1967/69); director-at-large (1971/72); president-elect (1972/73); president (1973/74); chairman, Chapter Bylaws & Manual Revision Committee (1974/75); and chairman, Awards Committee (1982/83).

**SLA Division Activities.** While a member of the Engineering Division, he was chairman, Nominating Committee (1963/64). He is a founding member of the Physics Astronomy-Mathematics Division in which he served as treasurer (1974/76), chairman-elect (1976/77), chairman (1977/78) and past-chairman

(1978/79); chairman, Nominating Committee (1980/81); and chairman, Bylaws Revision Committee (1983/84). He is currently a member of the Science-Technology Division.

**Association-Level Activities.** He was a member of the Scholarship Committee (1975/76, 1977/78) and served as committee chairman (1977/78); member, Nominating Committee (1980/82) and chairman (1980/81); member, Education Committee (1983/84, 1985/86); SLA Representative to ANSI Z39, Library/Information Science and Related Publishing Practices (1978/79, 1982/83); advisor, Career Advisory Service (1981/83). A member of SLA since 1960.

**Other Professional Activities.** He is currently a member of ALA. While serving as a library consultant to the U.S. Agency for International Development, he was visiting librarian, Indian Institute of Technology, Kanpur, India (1964/66). He has published 10 articles in chapter & division bulletins, has contributed to one book and has worked as senior compiler on another.

**JAMES L. OLSEN, Jr.**, is librarian, National Academy of Sciences, Washington, D.C. He received a BA from the University of Maryland (1951). Before assuming his current position in 1962, he was preparations librarian, Johns Hopkins University, Applied Physics Laboratory (1951/1953); head, Document Services Unit, Science Information Dept., Smith, Kline and French Labs. (1953/1961); and resident consultant, Herner & Co. (1961/1962).

**SLA Chapter Activities.** As member of the Washington D.C. Chapter he was 2nd vice president (1963/1964); associate editor, *Chapter Notes* (1964/1965); Recruitment Committee chairman (1964/1965); director (1966/1968); business manager, *Chapter Directory and Handbook* (1966); chapter auditor (1970); chairman, Committee on Interlibrary Cooperation (1971); chairman, Elections Committee (1972); director (1975/1977); and president (1978/1979).

**SLA Division Activities.** He was chairman, Pharmaceutical Section, now Division (1957/1958). In the Sci-Tech Division, he was chairman, Elections Committee (1956); chairman, Nominations Committee (1973); member, Committee on Projects Evaluation and Development (1974/1975); contributing re-

viewer, *Sci-Tech News* (1975/1977). He was also chairman, Information-Technology Division (1980/1981) and chairman, Human Resources Section, Library Management Division (1983/1984).

**Association-Level Activities.** A member of SLA since 1952, he was the President's *ad hoc* Representative to the Committee on Specialized Cataloging, Council on National Library and Information Associations (1979/1980); member, Education Committee, 1981-.

**Other Professional Memberships.** He is member, American Society for Information Science (1955-); consulting editor, *Journal of the American Society for Information Science* (1975-1977); member, Public Affairs Committee (1979/1981); member, Education Committee (1982-).

He is the author of "Unlocking the Library's Market—Seven Keys," in *Special Librarianship—A New Reader*, edited by Eugene B. Jackson (Scarecrow Press, 1980). He has received honors from the National Academy of Sciences.

**LOU B. PARRIS** is supervisor, Information Center, Exxon Production Research Company, Houston, Tex. She was formerly information specialist at Southern Methodist University, Industrial Information Service (1966/67) and Collins Radio Company (1968/70). She graduated with a BA from Southwestern University (1956) and received an MLS degree from The University of Texas at Austin (1967).

**SLA Chapter Activities.** A member of the Texas Chapter, she has served as 2nd vice-president and bulletin editor (1970/71); 1st vice-president and program chairman (1971/72); president (1972/73); and member, Long-Range Planning Committee (1980/82).

**SLA Division Activities.** In the Petroleum and Energy Resources Division she was chairman-elect (1976/77); chairman (1977/78); and member, Nominating Committee (1978/79). In the Information Technology Division she was member, Nominating Committee (1982/83). She is also a member of the Library Management Division.

**Association-Level Activities.** Since joining SLA in 1966, she has participated in the work of the Nominating Committee (1976/77) and the Conference Program Committee (1981/82).

**Other Professional Activities.** She holds memberships in the Association of Records Managers and Administrators, Geoscience Information Society; Petroleum Abstracts Service and Georef Advisory Committees. He is also a member of Alpha Chi.

**LAURA J. RAINEY** is manager, Technical Information Center, Rockwell International Corporation, Rocketdyne Division, Canoga Park, Ca. She received her BA, MA and MLS degrees from the University of California, Los Angeles.

She was formerly employed as librarian at Foote, Cone & Belding Advertising, Los Angeles, Ca. (1958/60); as research assistant, Dept. of Psychiatry, UCLA (1965/66); and as cataloger, The Rand Corporation (1965/66). She joined Rockwell International in 1966 as catalog librarian, Science Center before becoming technical processes librarian, Power Systems Division (1969/70) and head librarian, Rocketdyne Division (1970/74). She assumed her present position in 1974.

**SLA Chapter Activities.** As a member of the Southern California Chapter, she served as advertising manager, *Chapter Bulletin* (1958/60); chairman, Business and Finance Section (1963/1966); recording secretary (1966-67);

chairman, Aerospace Section (1968/69); director, Public Relations (1969/70); corresponding secretary and director, Membership (1972/73); president-elect, president, past-president (1973/76); member, Nominating Committee (1976/77); chairman, Awards Committee (1980/81); member, California Master Plan Committee (1981/82).

**SLA Division Activities.** She is a member of the Information Technology, Science Technology and Library Management Divisions. She was business manager, *Sci-Tech News* (1968/70); treasurer, Library Management Division (1976/78); member, Nominating Committee, Sci-Tech Division (1979/80); and secretary, Sci-Tech Division (1981/83).

**Association-Level Activities.** She was chairman, Local Arrangements, SLA Annual Conference (1968); member, Government Information Services Committee (1968/70); coordinator, SLA/NCC (1978); SLA appointed member, Depository Library Advisory Council to the Public Printer (1976/79). An Association member since 1957.

**Other Professional Activities.** She is active in the Southern California Technical Processes Group, Los Angeles Regional Technical Information Users Council, UCLA Alumni Association, Phi Gamma Mu, and National Social Science Honor Society.

Officers and Directors who will continue to serve on SLA's Board of Directors in 1984/85 are: **Vivian Arterbery** who automatically succeeds to the office of President; **Pat Molholt** who will serve as Past President; **Muriel Regan** who will continue as Treasurer; **James M. Matarazzo** who automatically succeeds to the office of Chairman, Chapter Cabinet; and **James B. Tchobanoff** who will serve as Chairman, Division Cabinet. **Elisabeth S. Knauff** and **JoAn Segal** will serve the second year of their three-year terms (1983/86) as Directors. **Frank Spaulding** and **Mary Lou Stursa** will serve the third year of their three-year terms (1982/85) as Directors.



# Actions of the Board of Directors October 27–28, 1983

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*The Fall Meeting of the SLA Board of Directors is primarily a budgetary meeting in which the draft budget for the next fiscal year is discussed, amended, and finally adopted. In 1983 the Board met October 27–28 at the Vista International Hotel in New York City. The following actions and discussions took place.*

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**Finances**—The Executive Director reported on the status of Association Finances for fiscal year 1983. The 1983 Annual Conference, the continuing education program and the *Special Libraries* program are among the several profit centers that are expected to generate a healthy surplus in the General Fund budget for 1983.

The Board voted to appoint Weber, Lipshie & Company, as the Association's auditors for the 1983 fiscal year. Weber Lipshie has served the Association in this capacity since 1979.

**Budget for FY 1984**—The Board approved a General Fund budget for FY 1984 after a careful review of the draft budget. Budgets for the Subsidiary Funds were also approved.

The approved budget for the General Fund projects \$1,200 surplus income for FY 1984 (\$1,170,800 income less \$1,169,600 expenses). Several board actions of interest to the general membership are reflected in the approved budget. These are highlighted in the remainder of this report.

**Chapter and Division Allotments**—No change in chapter or division allotments was recommended by the officers of the Chapter and Division Cabinets. Hence, the 1984 annual allotment for each chapter will be \$5.25 per member; chapters with less than 117 members will receive \$500 plus \$1.00 for each member. Divisions will receive \$4.50 per member or \$500, whichever is greater. The annual allotment is based on total chapter and Division membership as of December 31, 1983.

**Association Office Operations**—The Board authorized Association staff to seek bids from vendors on a new computer system to replace SLA's now obsolete IBM System/3 computer. The Board further authorized staff to make

the final decision on selection of a new system and specified that the decision be made no later than January 2, 1984. A ceiling of \$125,000 was set as the total amount that can be expended from the Computer Fund for the new system.

The Board approved \$3,250 for the purchase of replacement typewriters, a desk chair, and a report binding system.

The Association Office Operations Committee and the Finance Committee recommended to the Board a 6% cost-of-living salary increase for Association staff members, effective January 1, 1984. Since the previous such increase (1980), the cost of living in the New York area has increased by 21% according to the Bureau of Labor Statistics. The Board approved the increase to assist staff in recovering some of its lost purchasing power.

In other actions relating to Association operations, the Board approved a policy for non-job-related staff activities and adopted a new performance evaluation form for the Association's non-exempt employees.

**Loan Requests of SLA Units**—The Board considered and approved requests of three Association units for interest-free loans:

- 1) Eastern Canada Chapter—\$2,000 US for publication expenses for a revised union list of serials.
- 2) Geography & Map Division—\$725 for printing costs for a directory of map catalogers.
- 3) Physics–Astronomy–Mathematics Division—\$4,000 for printing costs for a union list of astronomy serials.

**Funding Requests of SLA Units**—Several SLA units requested funds from the Association to support special projects or activities. The following were approved as outright grants:

- 1) Cataloging and Access Committee—\$400 for anticipated travel and per diem costs of a speaker at the Committee's 1984 conference program.
- 2) Consultation Service Committee—\$250

for revision of the Consultation Service brochure.

2) Positive Action for Minority Groups Committee—\$500 for brochure revision, conference Program, and incidental expenses.

4) Seventy-Fifth Anniversary (Special) Committee—\$250 for administrative expenses relating to the committee's charge.

5) Scholarship Committee—\$130 for incidental expenses related to selection of scholarship winners.

6) Division Cabinet—\$300 for expenses related to the Cabinet's leadership program at the 1984 annual conference.

6) Representative to the Networking Advisory Committee—\$330 for travel expenses to attend Committee meetings in Washington, D.C.

The Copyright Law Implementation Committee requested \$14,000 for legal fees, meeting travel, and other expenses arising out of the committee's charge. Since the amount requested nearly matched the unspent balance (\$13,550) of the Committee's 1983 allotment, the Board instructed staff to carry-over the balance for the Committee's use in 1984.

The Board referred back to the Networking Committee a request for \$2,905 to fund an update of the 1981 NCLIS/SLA survey on special library participation in networks. The Board felt that it needs more information on which to act—specifically, a plan of action for implementing the survey and an indication of the survey universe.

**Inter-Association Activities**—There were two items of business in this category with financial implications:

1) The Board agreed to a two-year commitment for SLA's participation in a proposed coalition to monitor developments in telecommunications that are affecting the transmission of data used in education, research, and the provision of library services. The commitment obligates SLA to annual dues of \$2,000 in both 1984 and 1985.

2) Travel funds amounting to \$1,800 were approved to send SLA president, Pat Molholt, as the Association's representative to six planning meetings for the 1985 conference of the International Association of Library Associations and Institutions (IFLA), which will be held in Chicago. The six planning meetings will be split between New York and Chicago.

The Board approved designation of SLA as a co-sponsor of the Conference on Contemporary Issues in Academic and Research Li-

braries (Boulder, Colorado, February 28-March 1, 1984).

The concept of an International Library Year, as proposed by IFLA and the American Library Association, was considered and endorsed. IFLA and ALA have already contacted UNESCO to make the necessary arrangements.

The Board reconsidered and decided not to endorse a recommendation in the NCLIS/SLA Task Force report on special library involvement in networks. The recommendation (#12 in the report), concerning the undertaking by NCLIS and SLA of a legal review of the implications of the antitrust laws as they relate to future subject-oriented library network configurations, was deemed not to be in the purview of SLA.

The Board heard with interest the preliminary plans for the Library Education Centennial to commemorate the opening of the first library school in January 1887. The Executive Director will act as the Association's liaison with ALA's Standing Committee on Library Education (SCOLE), keep the Board informed of centennial developments as they occur, involve the Education Committee and the Education Division as necessary, and advise the Board of actions it should take to insure the Association's inclusion in the celebration.

**Annual Conferences**—The Board heard a progress report on program plans for the 1984 annual conference. The conference, to be held in New York City, June 9-14, will be the culmination of SLA's 75th Anniversary celebration and will include several special events in honor of the occasion. The conference theme is "Information in the Electronic Revolution."

Fred Roper, chairman of the 1984 Conference Program Committee, described plans for the conference fund-raising event, an electronic fair. The Board approved the Committee's recommendation for designation of the Building Fund as beneficiary of the proceeds from the fair.

The Board also considered a report from Jane Dysart, chairperson of the 1985 Conference Program Committee. The committee's request for adoption of a theme was approved: "The Information Specialist: A Bridge to the New Communications."

A definition of the Conference Program Committee, as proposed by the Committee on Committees, was approved.

The Board referred to the next joint meeting of the Association's Chapter and Division

Cabinets a request from the Western Michigan Chapter for inclusion of reports on division conference programs in *Special Libraries*.

**Bylaws**—The Board discussed the need for amending certain sections of the Association's bylaws. However, in light of the failure of the last two attempts to amend the bylaws and the considerable cost involved in undertaking a bylaws revision, the Board took no action to proceed with steps to amend the bylaws.

**Special Program Fund Grants Awarded**—The Board evaluated sixteen project proposals for Special Programs Fund grants. Four proposals received after the September 1, 1983 deadline were not eligible for consideration. A total of \$5,000 was available for funding of worthy submissions.

The funding of three project proposals was approved: 1) *Competencies of Special Library Managers: A Pilot Project*, submitted by Marcy Murphy; 2) *Company Library Excellence: Case Studies in Management Support*, submitted by James Mattarrazzo; and 3) *Presentations for Business Leaders*, submitted by the Boston Chapter.

**Legislation and Government Relations**—A statement drafted by the Government Information Services Committee was approved in concept as a response to a request for public comment on the development of an OMB policy circular on Federal information management. The Board also accepted in principle the Copyright Committee's draft position statement on the Register of Copyrights Report to Congress on *Library Reproduction of Copyrighted Works*.

**Public Relations Policy Proposal**—The Board considered a recommendation from an informal task force on public communications for the establishment of an SLA public relations policy. The consensus of Board opinion was that the establishment of such a policy was premature at the present stage in the development of both SLA's public relations program and a long-range plan. The recommendation and supporting documentation was referred as resource material to the Association's Information Services Department and the Long-Range Planning Committee.

**Continuing Education Matters**—The Board referred to the Education Committee a proposal from the Graduate School of Library and Information Science at the University of California—Los Angeles for the establishment of a senior fellows program for special librarians. The proposal is modeled on a similar successful program at UCLA for top-level managers of academic research libraries.

The Scholarship Committee responded favorably to a proposal for establishing a mid-career study grant program for special librarians on the condition that the present Scholarship Program for MLS candidates not be abandoned. The Board referred the proposal to the Education Committee for consideration with other aspects of Association education program planning that will be forthcoming in the Association's long range plan.

**Winter Meeting**—The next meetings of the SLA Board of Directors will be held in conjunction with the Association's 1984 winter meeting in Colorado Springs, January 25-27, 1984.

This is the third in a series of four consecutive, specially commissioned papers celebrating the Association's 75th Anniversary. The final installment, in the April issue of *SL*, will be by Joe Dagnese.

*Bob Krupp, Chairman  
75th Anniversary Committee*

# SLA's Long-Range Planning

## A Vision for the Future

**Vivian J. Arterbery**

President-Elect, SLA

Special Libraries Association has accomplished many worthwhile achievements but today, the Association's future depends more than ever on dynamic planning that considers the Association's long-term future, has an effective mechanism for the implementation of goals and allows for greater adaptability to ever more rapid changes.

Beginning in late 1979, the Association affirmed its commitment to long-range planning and in 1981 established a Special Committee on Long-Range Planning with the charter to develop the Association's planning concept. Using this committee's "Plan to Plan" as a base, a three-person Board Committee was appointed in 1982 by President Janet M. Rigney to lead the Association in the development of a Strategy Plan. This article chronicles the Association's long-range planning process.

### **SLA's Planning Retrospective**

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Since its founding in 1909, Special Libraries Association has always planned and considered the future. The first evidence of long-range planning was in 1918

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when Guy Marion, then president of the Association, established a committee to address a crisis in the Association. Later, in the 1940s, a Committee of Three was established to study the Association's activities. In the early 1960s, a Goals for 1970 Committee was established; in 1963, the Goals for 1970 were approved by the Board (1).

In 1967, the Board of Directors approved a recommendation of the Committee on Committees to establish a Planning Committee. The purpose of the Committee was to develop a flexible long-range plan for the Association. Although the Planning Committee did not draft a long-range plan, it did propose the Goals for 1975 (2). While the goals were valid, no effective implementation mechanism was devised. In 1971, Alleen Thompson wrote in the Planning Committee's annual report:

However, during the past year, it has become increasingly clear that although the goals for the most part seem valid, the ways and means to implement them are causing all kinds of problems. As a result, the Committee feels that it should review the goals in order of priority and then take one at a time to see what can be done to implement each one (3).

In 1973, after five board planning sessions, a tentative decision was reached that the Association's planning activities

were really a board responsibility. Over the next year, a new role for the Planning Committee evolved with responsibility to address professional issues. In 1974, the Association Planning Committee was dissolved.

### **The Need for Long-Range Planning**

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By 1979, the information profession and the Association had begun to experience dramatic changes in both the external and internal environments. It was evident that in both the short-term and long-term future, technology would have an accelerated impact on special librarians/information professionals. Special librarians were beginning to recognize that the information profession, as well as their role in their organizations, would change in the transition. Members were also questioning whether the Association's name—"Special Libraries Association"—reflected their current and anticipated roles. The complexities of the Information Society were beginning to emerge.

The Board and the Association staff recognized that SLA could no longer merely react to issues as they emerged; continued effective management of the Association would require strategic planning. That planning would address the long-term objectives of the Association, identify broad constraints and policies that currently restrict Association activities and operate from a current set of plans and near-term goals that contribute to achieving the Association's objectives (4). A long-range or strategic plan would allow the Association to move toward systematic, proactive, synoptic and mission-oriented decision-making.

### **Setting the Stage**

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In August 1979, Executive Director David R. Bender sent a "request for assistance in a planning venture" to the Board of Directors, chapter presidents/presidents-elect, division chairmen/chairmen-elect, committee chairmen and SLA representatives. Replies to this re-

quest were to address concerns relating to:

- services to the membership;
- increasing membership;
- external relations with professional associations, governmental agencies and other appropriate organizations;
- publications;
- sources of funding;
- staff relations with association units.

The responses resulted in a 29-page report documenting issues and concerns (5). Concurrently, the Association staff developed the document "Priorities for the 80's" which identified the following nine priorities (6):

- 1) Improve and establish communications with and among the membership, their client groups, allied associations/organizations, and other appropriate groups.
- 2) Secure new funding (government and foundation) for Special Libraries Association.
- 3) Develop a more efficient and effective internal management system.
- 4) Improve and extend the Continuing Education Program.
- 5) Develop a publication program to meet the expectations and needs of the special libraries community.
- 6) Develop a comprehensive, professional information dissemination program useful to persons working in the special libraries field.
- 7) Provide during the Annual Conference enriched professional growth opportunities for all persons concerned about special libraries and their programs.
- 8) Provide additional membership services as required.
- 9) Develop, in cooperation with other appropriate library and information associations, a global library program to improve the dissemination and use of resources and information.

At the 1981 Winter Meeting, President Jim Dodd called an informal session on long-range planning. Participants in this session included chapter and division

officers with board members serving as facilitators and recorders. The topics discussed at these sessions spotlighted: continuing education, professional growth and development of members, fiscal planning for the Association, directions of membership and relationship of SLA's with other organizations. A wealth of concerns and ideas on the topics were generated and incorporated into the discussions during the long-range planning process. These sessions also identified strengths and weaknesses of the Association (7).

In December 1981, President George H. Ginader assigned to each Board member a discussion topic from "Priorities for the 80's" for consideration at a planning session prior to the January 1982 Board Meeting. The purpose of this meeting was to stimulate the Board's thinking on goals and priorities for the Association.

### **The Special Committee on Long-Range Planning**

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Following the 1981 Winter Meeting, a Special Committee on Long-Range Planning was appointed by President James B. Dodd. This Committee, chaired by Marjorie Hlava, included John Kane, John Borbely, Nancy Bush, Joe Jensen, Enid Slivka and Maureen Roe. At the June 1982 Board Meeting, the Special Committee on Long-Range Planning presented its Final Report. This report recommended the long-range planning approach for the Association.

The committee defined long-range planning as a tool for organizing the present on the basis of the projection of the future; that is, a long-range plan is a road map to lead an organization from where it is now to where it would like to be in five or ten years. The committee called for an association plan to include both long-range and strategic elements (8). Additionally, a detailed, long-range planning model was developed which was modified by the Board and has served as a basis for the Association's long-range planning process. Figure 1 outlines SLA's long-range planning model.

### **Figure 1. SLA's Long-Range Planning Model.**

- I. *Development Process*
  - Develop the "Plan to Plan"
  - Accept planning concept ("Plan to Plan")
  - Identify issues and problems
  - Develop mission and goal statements
  - Develop specific strategic programs
  - Accept the Association Strategy Plan
  - Distribute the Strategy Plan
- II. *Implementation Process*
  - Review and revise the Strategy Plan annually
  - Initiate new planning process
  - Systematically review plan

The model addresses the importance of developing a planning climate and the need for a commitment to the long-range planning process. It also recognizes that a strategy plan is not one plan but a set of plans.

### **The Work of the Board Long-Range Planning Committee**

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Following the 1982 conference, a Board Long-Range Planning Committee was appointed by President Janet M. Rigney. The committee included Chapter-Cabinet Chairman Vivian Arterbery as Chairman; Division Cabinet Chairman Valerie Noble; and Past-President George Ginader.

The Long-Range Planning Committee conducted a Delphi Inquiry of the Board to identify issues and problems. The Delphi technique was selected because it is a widely used method for collecting information from a group and serves as an effective tool for idea generation. Since it requires participation, it also increases commitment to planning. Further, the Delphi technique tends to elicit responses on the most important issues without making the subtler distinction between impact on the organization and the ability of the organization to change present conditions (9).

The Delphi Study was structured to consist of four rounds: three conducted by mail and one at a meeting of the Board. The first round began with a free-form request to each member of the Board to identify the major or critical issues facing the Association in the next three to five years. Board members were requested to submit no more than 12 issues. This round generated 94 issues which were collapsed into 26 statements or priority issues.

The second round of the Delphi Study required the Board to rank priority issue statements. Figure 2 summarizes the Board's rankings of the issues. The third

round allowed the Board to review the priority rankings and to make changes. During the 1982 Fall Board Meeting, the Board reviewed the rankings and identified the six highest priority issues using the Nominal Group Technique.

### Association Priorities

During the June 1982 Long-Range Planning Meeting, the Board carefully considered the question of how to "mobilize" broad membership involvement in the long-range planning process and developed a plan to involve the membership through chapter meetings which

**Figure 2. SLA Delphi Inquiry Statements Ranked in Priority Order.**

Ranking	Priority Index	Abbreviated Statement	Group Mean
1	Very High Priority	Reevaluate and improve continuing education programs.	4.91
2		Develop a strong public relations programs.	4.75
3		Examine the finances of the Association.	4.75
4	High Priority	Strengthen relationships with other information-related organizations.	4.0
5		Participation of SLA in graduate library education accreditation/reaccreditation process.	3.58
6	Important	Establish task force to rethink and redefine the library/information environment.	3.5
7		Develop a campaign to increase membership.	3.45
8		Reappraise membership services.	3.33
9		Encourage greater membership participation.	3.33
10		Revamp conferences to allow wider membership participation.	3.25
11		Develop curriculum objectives for graduate education.	3.17
12		Develop a plan for the improvement of chapter and division programming.	3.08

*(Continued)*

Figure 2 (Continued)

Ranking	Priority Index	Abbreviated Statement	Group Mean
13	↑ Marginal ↓	Promote the concept of "equal pay for comparable work."	3.0
14		Explore new technologies that could make possible more effective and efficient services.	3.0
15		Examine the role of the Board members.	3.0
16		Re-evaluate the Association's Publications program.	3.0
17		Establish a mechanism to effectively address technical issues.	3.0
18		Examine the Association's government relations activities.	2.91
19		Provide direction toward an eventual "Federation of Information Societies".	2.83
20		Re-structure the Association.	2.66
21		Develop a means for providing new information quickly to members.	2.66
22		Develop a body of statistics.	2.58
23	Address the issue of professional ethics.	2.42	
24	↓ Not at all Important	Work toward a name change by a specific deadline.	2.33
25		Update or develop standards for library equipment.	2.0
26		Develop services which can be marketed for a fee.	1.91

would rank the priorities. Using the Nominal Group Technique, 66% of the chapters participated in the long-range planning process. Figure 3 summarizes the chapter rankings. The Association's priorities as ranked by the Chapters are:

*Priority 1*—Reinforce and expand the continuing education programs to: 1) reflect the need and desires of members; 2) assist members in developing skills to handle technological and economic changes occurring in library and information management; 3) train members to market information services; 4) provide mid-career upgrading and re-training;

and 5) develop or improve management skills.

*Priority 2*—Develop a strong public relations program for image creation, promotion and interpretation of the special librarian and the information profession to the general public and to specific corporate, business and government leaders.

*Priority 3*—Reappraise membership services with the specific goal of encouraging greater membership involvement. Also identify and evaluate conference alternatives that would permit wider membership participation.

*Priority 4*—Review the finances of the



Chapter	Continuing Education	Public Relations	Membership Services	Association Finances	Curriculum/Accreditation	Chapter/Division Programming	
Alabama	1	4	2	5	6	3	
Arizona	6	1	2	4	3	5	
Boston	1	3	4	2	5	6	
Central Ohio	1	2	5	3	4	6	
Central Pennsylvania	3	4	2	1	5	6	
Cleveland	1	3	2	4	6	5	
Eastern Canada	1	2	4	5	3	6	
Florida	1	3	4	5	2	6	
Heart of America	1	5	4	3	6	2	
Indiana	1	2	3	4	6	5	
Michigan	2	1	4	5	3	6	
Mid-South	1	2	3	5	4	6	
Minnesota	1	4	2	3	5	6	
New Jersey	2	1	4	5	3	6	
New York City	4	1	3	2	5	6	
North Carolina	4	1	3	2	5	6	
Oklahoma	2	4	3	1	5	6	
Omaha Area	1	2	3	6	4	5	
Pacific Northwest	2	1	4	3	5	6	
Philadelphia	2	1	3	6	5	4	
Princeton-Trenton	2	1	3	4	5	6	
Rhode Island	1	2	3	6	4	5	
Rio Grande	4	3	1	2	5	6	
Rocky Mountain	2	3	1	5	4	6	
St. Louis Metropolitan	1	2	3	4	6	5	
San Andreas	2	1	5	4	4	5	
San Diego	1	3	5	4	6	2	
San Francisco Bay Region	1	2	5	4	3	6	
South Atlantic	1	2	3	5	4	6	
Southern California	3	2	1	4	6	5	
Texas	1	2	5	3	4	6	
Toronto	2	1	4	3	4	6	
Upstate New York	3	1	4	5	2	6	
Virginia	1	3	2	4	5	6	
Western Michigan	1	2	3	5	4	6	
Wisconsin	3	1	5	4	2	6	
N = 36	Mean	1.9	2.2	3.3	3.9	4.4	5.4

LEGEND: 1 = Highest  
Priority

Figure 3. Chapter Ranking Summary.

Association and its constituent parts and develop a plan for maintaining a strong financial base, e.g., anticipating dues increases, developing alternatives to supplement conference revenue and investigating other outside support.

*Priority 5*—Develop curriculum objectives for graduate library and information management education and become a full participant in the graduate library/information management education accreditation process.

*Priority 6*—Develop a plan and mechanism with full chapter and division involvement to improve chapter and division programming.

### **The Strategy Plan Emerges**

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At the June 1983 Board Meeting, President Pat Molholt appointed a new Long-Range Planning Committee to continue the long-range planning process and, specifically, to draft the Association's Strategy Plan. The committee members are: Vivian Arterbery, chairman, Valerie Noble, Jim Matarazzo, Frank Spaulding and Jim Tchobanoff. The committee's charge also includes developing the strategic programs for each of the Association's priority areas. A draft of the Association Strategy Plan was presented to the Board at its October 1983 meeting. The schedule calls for a completed plan at the 1984 Annual Conference.

During meetings at the 1983 Annual Conference, the Board also developed the Mission Statement and identified the Assumptions for the Future for the Association's Strategy Plan. The Mission Statement adopted by the Board is as follows: "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 Assumptions for the Future developed for inclusion in the Association Strategy Plans are:

- 1) The Association's Strategy Document is a five-year plan.
- 2) The role, responsibilities and author-

ity of the librarian/information professional will be redefined.

3) The perception of the librarian/information professional will undergo a positive change.

4) The objectives of the Association, because of the expanded interests of its membership, will further broaden beyond the scope of the present librarian/information professionals.

5) Although the economy will improve, the Association cannot initiate any significant changes or introduce new programs without additional revenue.

6) There will be appropriate staff, support systems and the organizational structure to facilitate the accomplishment of the goals of the Association.

7) Membership will increase as the Association meets the challenges and interests of a broader range of information professionals.

8) Individual members will become more active and involved in the Association.

9) Association members will increasingly participate in networking and electronic communications activities.

10) Professional and continuing education will have for librarians/information professionals a very high priority and will change in content, emphasis and delivery.

11) Conferences will continue in their present form but will be augmented by new technologies.

12) The Association will play an increasing role in the development of national information policies.

13) The Association has an important role in the transfer of information in the international forum.

14) Information will become increasingly accepted as a commodity.

### **Summary**

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The Association's long-range planning process has been evolutionary and has involved all components of the Association—staff, board members, chapter and division officers and all members who chose to participate in the chapter meetings where the priorities were

ranked. Implicit in SLA's long-range planning process was the requirement to bring about changes within the Association, in the attitudes toward the profession, and in the image of special librarians/information professionals. The Board's long-range planning sessions were very productive, provided a framework for discussion of what has already been achieved and highlighted areas needing new resources and new initiatives. In the process, the Board addressed these questions:

- What are the Association's goals and objectives?
- What principal factors influence the achievement of these goals and objectives?
- How may they change in the future?
- What choices do we have?
- How should we best allocate our resources?

Naisbitt has stated that short-term thinking is being replaced by long-term planning and operations. This makes it particularly important for organizations to decide what business they are in. However, he also cautions that strategic planning is worthless unless there is also strategic vision (10).

Throughout the long-range planning process, the Association's leaders—elected, staff and members—have evidenced strategic vision. The resulting Association Strategy Plan will be based on membership

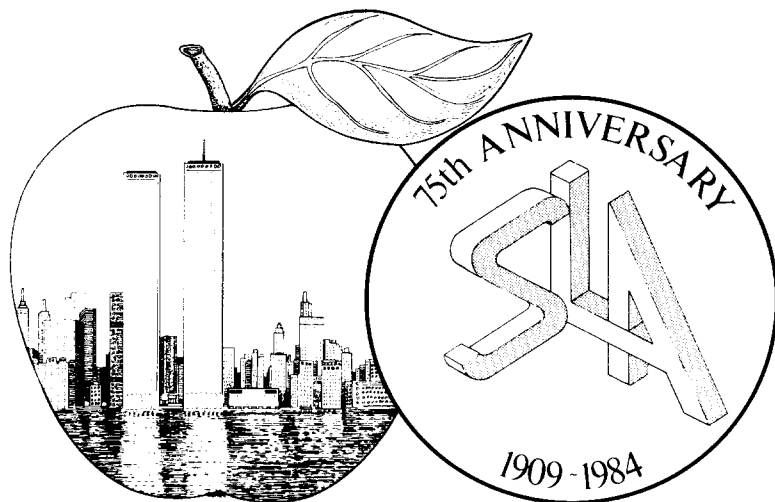
needs and professional concerns, an assessment of the Association's strengths and weaknesses, and the Board's perception of opportunities. In accomplishing this mission, SLA is building a stronger future for the library/information profession.

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# Information in the Electronic Revolution



## **SPECIAL LIBRARIES ASSOCIATION 75TH ANNIVERSARY CONFERENCE**

New York City June 9-14, 1984

One of the highlights of the year is the SLA Annual Conference, which is designed to help promote growth and advancement in the special library field. Each year between 3,000 and 4,000 special librarians and information managers gather at the conference to learn and to exchange valuable information. For many it is an event not to be missed.

This year SLA is celebrating the 75th Anniversary of its founding in 1909. The grand finale of this year-long celebration will be the SLA 75th Anniversary Conference in New York City. Many years

of planning have gone into the development of this conference to insure that it properly commemorates this milestone in SLA's history.

The conference will be filled with celebrations, special events, expanded programming, valuable continuing education seminars, and numerous division activities. If you have never attended an SLA conference, this is a great starting point. If you periodically attend, do not miss New York '84. And if you attend all SLA conferences, we will see you there.

## Ten Good Reasons Why You Wouldn't Want to Miss the SLA Conference

**Professional Development Programs.** The SLA Conference features over 40 professional development programs. These programs are designed to meet the needs of both new and experienced special librarians and information managers.

The programs include 22 continuing education courses that offer something for everyone. They cover topics such as "Stress Management," "Marketing Your Services," "Information Managers as Leaders and Communicators," and "Databases: Their Construction, Editing and Use." These courses provide the tools that will help you to break down the information barriers in your organization.

In addition to continuing education courses, the conference program includes workshops, management films, and SLA's Middle Management Certificate Program.

**Division Programs: Business and Learning.** All SLA divisions will hold business meetings during the conference. This will give you the opportunity to find out what is happening within your division and to voice your opinion on future decisions. Many divisions will also sponsor educational sessions that will be technical in nature and cover areas of special interest to the division.

**Product Knowledge: The Product and Service Exhibits.** Like many others, your profession has changed dramatically over the past 10 years, and it probably will continue to change at an increasing rate in the future. To a large extent, these changes are due to the development of new products and services.

The product and service exhibits are an integral part of the SLA Conference. Over 200 organizations will be represented. These exhibits will help you to look ahead and to see a bit of what the future may bring.

**General Sessions.** These sessions feature well-known experts who will speak about the "Electronic Revolution," how it will affect you professionally, politically, economically, and how it will change your future.

**SLA's 75th Anniversary.** Help celebrate this milestone by joining your colleagues at SLA's birthday party, Sunday, June 10, 1984.

**Meeting Your Peers.** It has been said many times that people are our greatest resource. Many excellent and practical ideas can be learned by talking with your peers. At the SLA Conference you will have the opportunity to meet and discuss professional matters with thousands of the best teachers in your field—your peers.

**Employment Clearinghouse and Career Advisory Service.** The SLA Employment Clearinghouse is a free service available to all conference registrants and employers. Through this service, prospective employees and employers are brought together to discuss future employment.

If you have any questions about the special librarianship and information management field in general, or your career in particular, take advantage of the SLA Career Advisory Service. Experienced SLA members will serve as counselors to help you find the answers you need. Both services are confidential.

**Field Trips.** Over 15 field trips sponsored by SLA and many of the divisions have been scheduled for this year's conference. Some will allow you to visit a place of special interest to your division. Others will allow you to learn about the geographic area and its history. And some are just for your pleasure and enjoyment.

**Cost.** SLA works hard to help its members get the best value for their money. Seminars, field trips, and special events are planned so that attendees receive the most for each dollar spent. SLA has used its group-buying power to arrange special

low prices on hotels and airfares. Take advantage of this service by staying in a designated conference hotel and by using SLA's official travel coordinator.

**New York.** It has EVERYTHING!

## What Is New York?

- **New York** is the greatest collection of Museums in the World—the Metropolitan Museum of Art, the Museum of Modern Art, the American Museum of Natural History, the Guggenheim, Whitney, Brooklyn, and more than 100 others.
- **New York** is the Statute of Liberty, the United Nations, the Empire State Building, and 100 skyscrapers.
- **New York** is the World Trade Center, Rockefeller Center, Radio City Music Hall, and Lincoln Center.
- **New York** is the Bronx Zoo and Botanical Garden, the Brooklyn Botanic Garden, the Richmondtown Restoration, Coney Island and Rockaway beaches. **New York** is a vast assortment of treasures in an array of major department stores and thousands of shops and boutiques. **New York** is 400 art galleries and 90 night spots.
- **New York** is 25,000 restaurants and just about every cuisine imaginable—something for every taste and budget.
- **New York** is Wall Street, Fifth Avenue, Madison, Park and Broadway. **New York** is easy to get to from any place in the World. It has the very best rapid transportation system plus 11,000 taxis. You don't need a car to get to or around **New York**.
- **New York** is your choice of more than 350 theaters on Broadway, Off-Broadway, and Off-Off-Broadway. It has sporting events at Yankee Stadium, Shea Stadium, Madison Square Garden, Belmont, and Aqueduct Race Tracks.
- **New York Is Everything!** That's why **New York City** is the number one visitors' destination in the world. That is one reason why you won't want to miss the **75th Anniversary Conference of Special Libraries Association**.

## Conference Programs

### Continuing Education Courses

SLA Continuing Education Courses have been instrumental in providing special librarians and information managers with a wealth of knowledge. SLA's Continuing Education Program is designed to meet the changing needs of information specialists by preparing them for new duties and responsibilities in such areas as management, communication, and li-

brary automation techniques. Knowledgeable specialists have been chosen to lead the seminars, basing their instruction on expertise they have acquired through personal experience and academic credentials.

This year's conference will feature over 20 continuing education courses. Throughout their existence they have earned an excellent reputation, and have become a highly respected resource in the

information management profession. Participants will earn 0.6 Continuing Education Units and a certificate upon completion of each course. SLA Conference registration is required for enrollment in CE Courses.

### **Middle Management Institute**

The Middle Management Institute Certificate Program is the second phase of SLA's Continuing Education Program. The objectives of the Middle Management Institute Certificate Program include:

- Developing the skills and tools of management;
- Sharpening decision-making skills;
- Providing practical training in specific areas of management;
- Helping participants to understand organizational behavior, including the relationships of various departments to one another and their relationship to the corporate entity;
- Stimulating new ideas through interaction among participants representing a variety of organizational structures.

The Certificate Program is a 75-hour program divided into 5 units. Each unit is a 15-hour, 2½-day session. The participants will earn an SLA Management Certificate and 7.5 CEUs. In order to obtain a certificate, each participant must complete the 5 units within the allotted 24-month period.

The framework for the 5 units is: 1) *management skills*; 2) *analytical tools*; 3) *human resources*; 4) *marketing and public relations*; 5) *materials and machines*. Each of these units will consist of a number of related topics. Units 1 & 5 will be offered during the New York Conference.

For further details on all Conference Professional Development Activities, refer to your Conference Registration Packet which will be mailed to all SLA members in March 1984, or contact: Professional Development Department, Special Libraries Association, 235 Park Avenue South, New York, NY 10003 (212)477-9250.

### **Visit the Exhibits**

Over 200 exhibits will be displayed at this year's annual conference. These exhibits will be staffed by knowledgeable people representing the manufacturers and suppliers you should know about. Each exhibit is a rich resource not only for you but for those of your colleagues or managers who are unable to come to New York themselves. Exhibitor representatives will be there to answer any questions you may have about their products or services.

The exhibits will provide you with information on such products as:

- data processing equipment and software
- microforms and microform equipment
- library furniture
- information storage and retrieval equipment
- office furniture and equipment
- audiovisual materials and equipment
- copying and duplicating equipment
- specialized books and periodicals
- films

You will also learn about such services as:

- publishers
- government information services
- library binders
- subscription agencies
- book jobbers
- indexing and abstracting services
- alerting and search services
- database search services

In New York this year the Exhibit Area will be on the 2nd floor of the New York Hilton. The Exhibits will be open Sunday through Wednesday. Special events also are planned for the Exhibit Area, including an opening Reception. Make plans to come.

**Remember!** The products and services displayed at the Annual Conference can enrich your educational experience ten ways. Here's how:

1. You can keep abreast of newly released information, products, and services.

2. You can increase your professional competencies and that of your staff.
3. You can improve your purchasing management and budget development
4. You can learn of developments on the horizon.
5. You can compare products and services of various exhibitors more effectively.
6. You can develop a list of exhibitors (personal contacts are better than a letter) who supply information products in your area of specialization.
7. You can influence new applications of information technology by informing appropriate exhibitors of the needs of your clientele.
8. You can save enormous amounts of time by not having to arrange appointments with each vendor wanting to visit your library.
9. You can talk to exhibitors about their products and make suggestions for improvements or alternate uses.
10. You can help SLA keep present exhibitors happy and attract future exhibitors by filling the exhibit hall—that's good for you and good for your Association.

Do not forget to express your thanks to those who support your Association.

If you are unable to register for the program sessions of the Conference, but are interested in examining the various products and services, write for a complimentary exhibit hall pass and specify the number of persons attending. Send a self-addressed, stamped envelope to the: Conference & Exhibits Department, Special Libraries Association, 235 Park Avenue South, New York, NY 10003.

### **Silent Auction**

As part of the Exhibit Hall SLA will conduct a Silent Auction again this year. This is your opportunity to purchase

goods and services for well below their actual selling price. Some of the products/services available in the last Silent Auction were conference airfare, computers, database, consulting service, library furniture and much more. Look for information on the SLA Silent Auction in the *'Specialist'*.

### **New York Hotels**

The New York Hilton and the Sheraton Centre Hotel will be co-headquarters for the SLA Conference Meeting and social events will be held in both hotels.

SLA has negotiated special rates with the co-headquarters hotels as well as the Sheraton City Square, and Park Central (formerly the New York Sheraton). All of the hotels are a short walk from each other, and are located in Midtown Manhattan. For room rate information please refer to the January issue of the *'Specialist'*.

### **Registration**

Advance registration for the SLA conference is strongly encouraged. Thousands of people will be attending. Registering in advance will help you avoid long, time-consuming lines and save you money.

Registration will be held in the New York Hilton. Registration fees for the Conference only will be:

Advance—before May 5, 1983:

\$95 Members of SLA, ASIS, ARLIS, AALL; \$110 Non-members

On-Site or after May 5, 1983:

\$125 Members of SLA, ASIS, ARLIS, AALL; \$145 Non-members

One-Day Registration:

\$65 Members of SLA, ASIS, ARLIS, AALL; \$75 Non-members.

Students, retired members, and guests pay \$45 for registration.

All SLA members will receive full registration and ticket information in the Preliminary Program which will be mailed to you in March.

**SO JOIN US IN NEW YORK FOR SLA'S 75TH ANNUAL CONFERENCE**



# IFLA Conference—1983

*Pat Molholt, SLA President*

The 49th Council and General Conference of the International Federation of Library Associations and Institutions (IFLA) met in Munich, Federal Republic of Germany, August 21–27, 1983, at Ludwig-Maximilians Universität.



Chosen as the main focus for the conference and reflected in meetings on some 80 different topics was the theme, "Libraries in a Technological World." In the words of Else Granheim, president of IFLA, during her opening address to the delegates, this theme "is central to all libraries and also to the institutions which educate librarians to serve in a global community which is constantly changing in character."

### Opening Assembly

The official opening assembly was held in the handsome Hercules Hall, in the Residential Palace. The four speakers at the session were W. Knopp from Berlin, Federal Republic of Germany; N. Kartashov from Moscow; D. Varloot from Paris; and Thomas Galvin, University of Pittsburgh. Galvin's presentation, titled "The Significance of Information Science for the Theory and Practice of Librarianship," called for an international research agenda that would systematically advance the future growth of knowledge in the information field. He urged librarians and information scientists to develop such an agenda by working together and accepting this as a mutual responsibility. Galvin pointed out that "information science has developed as a new field of inquiry and research which brings together scholars trained in disciplines as diverse as sociology, cognitive psychology and computer science, united by a common research interest in the nature of information and in the information transfer process."

Four sessions that drew high overall attendance were those prepared as a joint program by the Division of Special Libraries and the Sections of Information

Technology, Biological and Medical Science Libraries and Social Science Libraries. With the overarching title, "The Impact of Technology on Libraries", these sessions began with an introduction by Henriette Avram, chairperson of the Professional Board of IFLA. She stated that "technology per se is not the primary topic of the program but rather its impact on the library environment." Thus, topics covered in the program included library buildings, economic, political and social implications, managing change, and library education.

Commenting on the future, Avram stated:

It appears to some of us that to consider a future society that is 'paperless' is ignoring the heritage of our past. Libraries have always been responsible, where it is possible to do so, for collecting and making available information from every era of mankind and, regardless of the possibility of recording this information in optical and/or video disc storage, we would most likely want to preserve a good part of what we have inherited in its original form. Thus, library buildings of the future will probably be more complex than ever and include traditional equipment such as book stacks and reading tables as well as terminals with access to computer-based and optical and video disc files.

### Facilitators of Change

An idea common among the presentations was the necessity for library personnel to be flexible, or as George K. Thompson, officer-in-charge of the Advisory Committee for the Coordination of Information Systems (ACCISS) in Geneva, Switzerland said, we must "prepare ourselves for becoming facilitators of change." He stated that one of the major functions of the library of tomorrow will be to facilitate communications—"putting people in touch with people."

The conclusion that Maurice B. Line, director general, British Library Lending Division, Boston Spa, UK offered as the final statement in this series of four meetings is a realistic summary of ideas presented throughout the conference:

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An excellent report on the IFLA Conference also appears in *Chapter Notes*, The Washington, DC, Chapter Bulletin, vol. 43 (no. 2) Nov/Dec 1983. The article is written by Dr. Elizabeth Stone former Dean of the School of Library and Information Science, Catholic University of America.

It is possible to fantasize about the future at any length, and much literature on the so-called paperless society should be regarded as interesting speculation—library science fiction, perhaps—rather than accurate prediction. It is easy to construct in imagination an Information Armageddon as an Information Paradise. Most worrying are those writers who believe that because something can be done it will be done and should be done . . . We should get our priorities right. By all means let us consider what technology can do, but let us consider also what we want done, whether technology can help us to do it, and what other consequences might follow from the application of technology to an apparently good end.

### **IFLA Shows Steady Growth**

Some of the recently published IFLA statistics are impressive. There are now 1,101 members of IFLA, which is a 10% increase over the 1980 figure. Of this number, 392 persons have direct responsibilities within IFLA (officers and standing committee members). IFLA is growing steadily in membership, especially in personal affiliates which showed an increase of 35% in the last two years. IFLA is proud of its geographical spread. At present, 119 countries are represented by IFLA membership. The final count of those attending the Munich meeting was just over 1,200. During the Conference, 250 meetings were held and a total of 341 papers were presented. Over 660,000 sheets of paper were distributed during the conference!

### **Social Events**

At the official opening of the conference, Dr. Kaltwasser commented that the local organizing committee had made the decision to spend more money on publications and less on elaborate entertainment than was often the custom at IFLA meetings. In spite of this statement, the delegates found the entertainment provided most satisfying. A particularly impressive reception was hosted on Monday evening, August 22, by the Library Associations of the Federal Republic of Germany and the Bibliothekarische Auslandsstelle at the Bayerisches Na-

tional Museum. In addition, it was reported that 1,000 delegates attended the party hosted by the K. G. Saur Company (official publishers for IFLA) at the Hirschgarten on Wednesday evening.

### **Valued Publications**

Three prized publications were distributed at no cost to all attendees: "Libraries in the Federal Republic of Germany"; "THESAURUS LIBRORUM: 425 Years of the Bavarian State Library," the impressive exhibition catalog of the Bavarian State Library; and "The White Rose," a publication on the student resistance movement during the Third Reich.

### **Elections**

This was an election year within IFLA, but since there were only six nominations for the six vacant seats on the Executive Board, the election was a *pro forma* matter. Those nominated and elected were: Henriette D. Avram, director, Processing Systems, Networks and Automation Planning, Library of Congress, Washington, D.C.; Marie-Louise Bossaut, directeur, Department des Livres Imprimés de la Bibliothèque Nationale, Paris, France; Anthony J. Evans, director, University Library, Loughborough University of Technology, Loughborough, UK; Engelsina V. Tereslegina, deputy director, All-Union State Library of Foreign Literature, Moscow, USSR. Gotthard Ruckl, director, Central Institute of Librarianship, Berlin, German Democratic Republic; and Joseph S. Soosai, chief librarian, Rubber Research Institute of Malaysia, Kuala Lumpur, Malaysia.

Else Granheim, director, Norwegian Directorate for Public and School Libraries, Oslo, Norway, was unanimously reelected president for a two-year term.

The local organizing committee of the Munich IFLA Conference was headed by Dr. Franz Georg Kaltwasser, director, Bavarian State Library, Munich. The group can be justly proud of a well-planned and organized meeting. Those planning the meetings for Nairobi, Chicago and Tokyo have an excellent model to consider.

# Reviews

**Career Profiles and Sex Discrimination in the Library Profession**, by Kathleen M. Heim and Leigh S. Estabrook. Chicago, American Library Association, 1983. vi, 82 pages, tables. \$15.00, paper. ISBN 0-8389-3282-7.

Prepared for the Committee on the Status of Women in Librarianship for the American Library Association, this study represents a major research effort funded by the Bailey K. Howard-World Book Encyclopedia ALA Goal Award. The authors define the purpose of the study as providing data for evaluating the status of women in librarianship. They state that the methodology is important to the overall reception the study will receive. If the results are to be taken seriously, the methodology must be sound. The reviewer finds both the methodology and the report of results to be outstanding.

Some 3,000 questionnaires were sent to members of ALA with almost 2,000 responses. ALA's membership is 78.3% female as compared with SLA's female membership of 85%.<sup>\*</sup> Respondents' median age was 44.7, with 54.5% being married and only 29.7% reporting never having been married. An additional category relating to marital status was included, that of "part of a committed, long-term relationship" which 2.3% reported. This question was asked because of its relevancy to questions about mobility and financial opportunity.

The differences in career patterns, salary and personal characteristics in male and female librarians are interesting but not surprising. For example, women were less likely to be married or involved in a committed, long-term relationship than men. Less than one-half of the women were married while 66% of the men had spouses. Only 2.6% of the women indicated involvement in a committed, long-term relationship as opposed to 3.2% of the men surveyed. Accordingly, fewer women reported children for whom they are currently responsible or for whom they have had responsibility in the past. Interestingly, despite the greater personal and family responsibilities of men, women were

twice as likely to say they had limits to their mobility.

The group surveyed was highly educated with 93.1% holding the master's degree in library science and 10.5% having pursued work beyond the master's, resulting in 7% having received a doctorate. More men than women held the MLS degree—90.3% compared to 86.9% of the women—and men were twice as likely to hold a doctorate, according to the study. During library school, more men were found to have worked in positions that provided some access to future job opportunities.

In determining career patterns, respondents were asked two questions: 1) have you ever worked in similar or different positions in similar or different organizations, and 2) have you experienced any career interruptions and, if so, why. A slightly higher number of women have held similar positions in different organizations, while more men than women indicated they have held different positions within different organizations. In other words, women made more lateral career moves. Not surprisingly, women reported more career interruptions. Nearly 30% of the women reported a career interruption while men reported less. The reasons for career interruptions also were sex-based. Women most frequently mentioned educational reasons, pregnancy, childbirth, childcare or moving as the reasons for career interruptions. Men reported career interruptions for education and military service.

The salary data reported parallel the findings of the *SLA Triennial Salary Survey*. Women lag behind men both in salary and in total family income. The type of library organization in which one is employed also affected salary. Almost one-half of the men were employed in academic libraries where salaries traditionally are higher but only 29.6% of women work in academia. By contrast, 17% of the women respondents are employed in school libraries while only 3.4% of the men reported working in a school library. Likewise, men were found to have greater supervisory responsibility and to occupy higher administrative positions.

Men also reported greater access to financial support for professional activities. The same is true for release time for attending professional meetings. The authors conclude that

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<sup>\*</sup>This figure is based on questionnaires returned for the SLA 1982 *Triennial Salary Survey*.

the greater administrative achievements of men may be directly related to their increased access to financial support and release time for professional activities. Concomitantly, men are twice as likely as women to have held a national office or chaired a committee in library associations. Also, men publish nearly twice as many conference papers, books and articles as similarly situated women. Both professional association work and publications relate to status in the profession.

Salary differences are evident for all types of libraries. Although much salary variance can be explained by age and date of receiving the MLS degree, these factors do not account for all of the difference. When these plus other factors, such as number of people supervised, years of experience, etc., are held constant, sex still is an important determinant of salary.

This very useful research report contains a lengthy bibliography of books and articles germane to the entire area of career profiles for librarians. The booklet is indexed and contains an appendix with a copy of the questionnaire used.

The book is well done, both in terms of the research techniques used and the style in which the material is presented. It is a useful addition to professional literature collections and makes interesting reading for anyone with an interest in the differences in career patterns and salaries between male and female librarians.

**Laura N. Gasaway**  
**Director of the Law Library**  
**and Professor of Law**  
**University of Oklahoma**

**The Marketing of Library and Information Services**, Blaise Cronin, ed. London, Aslib, 1981. 360 p.

Some fifteen years have passed since Kotler and Levy wrote their seminal article advocating the use of a marketing approach and marketing techniques within nonprofit settings. Was the social activism of the 1960s the reason why their call to "broaden the concept of marketing" was so well-received by a discipline that previously focussed almost exclusively on corporate for-profit marketing? Whatever the original cause, continuous and growing interest has since been expressed in how marketing can be utilized by such nonprofit organizations as churches, hospitals,

universities, volunteer groups and arts organizations. Although not one of the most active areas of investigation, the marketing of library and information services has also received considerable attention. This reader, edited by Blaise Cronin of the Aslib Research and Consultancy Division, places much of the best and most relevant library-oriented marketing literature within an operationally useful framework.

Thirty-seven readings, ranging in length from one to twenty pages, are grouped under six section headings. Each section is introduced by a relatively brief editorial comment stressing the relevance and relationship of the material that follows. The first section contains four landmark articles, including the one by Kotler and Levy, which stresses the importance of a marketing mind set, both generally and with particular relevance to nonprofit organizations. Units II and III focus, in turn, on the relevance of marketing principles to the management of library and information services and on how those principles have actually been put into practice. Unit IV deals with marketing research in the broader and more correct sense of the term. User surveys and market segmentation are discussed but so are other analytical techniques equally likely to improve the effectiveness of any marketing program. Unit V stresses the need for and provides examples of effective library promotional campaigns. The concluding unit focusses on an admittedly important but relatively specialized topic—the promise and the problems associated with joint efforts at library-oriented marketing research and promotion.

The editor has carefully sequenced a selection of the very best marketing literature published to date in this area. In addition, reference is made, either by the editor or by individual contributors, to almost all the other marketing material of value to information professionals. The volume also benefits from Mr. Cronin's United Kingdom base and his European perspective. One is spared the ethnocentric emphasis on matters American so characteristic of readers compiled by U.S. academics.

Differences in perspective, experience and primary areas of interest all but guarantee that a reviewer will find errors of both commission and omission in any collection of articles. Undue emphasis appears, in this case, to have been placed on cooperative research and promotional efforts. As for omissions, the inclusion of articles on such crucial concepts as environmental analysis, consumer behavior,

the marketing planning process, the development of the product mix and the conduct of the marketing audit would have further strengthened an already solid collection.

Marketing expertise is an acquirable skill and library marketers therefore, are made rather than born that way. However, the developmental process requires a far broader knowledge of marketing than this special purpose volume is intended to provide. Recognizing such a limitation does not make *The Marketing of Library and Information Services* any less useful or any less deserving of its place in a core collection on library marketing. Rather, recognizing the context in which it is best employed should make this publication even more valuable to any information specialist turned would-be marketer.

**Stanley J. Shapiro**  
Simon Fraser University  
Burnaby, BC

**Legal Looseleaves in Print**, by Arlene L. Stern, Infosources Publishing, New York, 1983. 289 p. \$25.00. LC81-4873; ISBN 0-939486-04-0.

Although the looseleaf format was introduced in legal publishing at the beginning of this century and has developed into an integral, increasingly popular part of contemporary legal literature, it has been relatively neglected in the bibliographic treatment of the law and omitted entirely from standard legal bibliographies. The neglect is now a lapse of the past.

The third annual edition of Arlene Stern's *Legal Looseleaves in Print* is more than a mere update of the earlier editions, which have already won wide critical acclaim. The 1983 edition has increased in size by 50% since the first edition was published about two years ago. The latest edition gives complete information on about 2,100 legal looseleaves, arranged alphabetically by titles and by subjects. In addition, the book provides a comprehensive list of publishers (with addresses and phone numbers) and of publishers' abbreviations.

Each looseleaf service is identified by 1) title, 2) author or editor, 3) publisher, 4) year of original publication, 5) number of volumes, 6) price and whether the price includes future supplementation, 7) frequency of supplementation, 8) annual cost of supplementation, and 9) LC card number.

It should come as no surprise to users of this compilation that it was nominated for the AALL Joseph Andrews Bibliographic Award.

It is comprehensive and error-free. What is more, it keeps publishers honest by diplomatically exposing those who are slow to live up to their commitments. Whenever a publisher fails to live up to the asserted frequency of publication, Ms. Stern inserts under the space for annual cost of supplementation, "no supplementation yet"—in one case 15 years after an original date of publication.

The only area that might stand some improvement in future editions is the listing by subject matter. There is no indication that the *Media Law Reporter*, for example, and the *Government Disclosure Service* cover privacy areas per se, let alone that they happen to focus on different privacy areas. However, the only noticeable subject classification omissions occur in cases where the subject matter at issue may be in a secondary area covered by a publication that expounds upon more than one subject in depth. This reviewer's recommendation: find room in your collection to squeeze in *Legal Looseleaves in Print* on an annual basis.

**Aaron I. Reichel, Esq.**  
Member, New York and  
New Jersey Bars

**Financial Planning for Libraries**, by Ann E. Prentice. Library Administration Series, No. 8. Metuchen, N. J. Scarecrow Press, 1983. 236 p. \$14.50. LC 82-7330; ISBN 0-8108-0565-6.

This book is an excellent addition to the professional library or information center manager's library. It is a good general discussion of the budgeting and financial planning process, with a fair amount of useful, practical information, both for the tyro and for the experienced manager or planner. The book contains a number of useful insights, for example it specifically examines the aspect of the financial planner as change agent. One of the strengths of the book is that it emphasizes the interrelationship among budgeting, planning and decision making. The orientation of the book, and clearly the author's experience, is in the not-for-profit environment, although this work does not so limit itself and frequently draws contrasts between the for-profit and the not-for-profit sectors.

The book is not without its faults. The chapter on data gathering methodologies, which includes a large section on cost data and cost analysis, should, particularly for the novice, be supplemented by a more in-depth treatment of cost analysis. Although the book does make the distinction between fixed costs

and variable costs, it does not discuss the parallel and extremely important distinction between full costing and incremental or marginal costing—a distinction that is crucial to economic decision making and to an appropriate analysis of your own or anyone else's cost data.

Another area for improvement would be an expanded discussion of the process cost allocation. It is perhaps significant that none of the terms—allocation, apportionment, or attribution—appear in the index. Allocation is discussed only in reference to the assembling of unit cost. The complexities, the vagaries, and most important, the ramifications of cost allocation deserve more treatment than that.

A general criticism of the book is its failure to adequately prepare the reader for the jargon and the terminology used in the field. An example is the discussion of inflation accounting, a clear and well-written discussion, but one that nowhere uses the closely related terminology of present value or uses the very fundamental term "discounting." Instead, the reader is introduced to both notions with such phrases as "reports stated in terms of current dollars" and "adjustments are made in accordance with an index."

The discussion of capital budgeting, as opposed to the operating budget, contains sage political advice, as well as details of implementation. This chapter is recommended and is particularly pertinent for those in a not-for-profit environment. The book also contains a somewhat spotty but on the whole useful selected bibliography.

In summary, the book is useful and easy to use for someone who does not have an extensive financial vocabulary. It is not, however, valuable only to novices; this well-written discussion of the financial planning process can be read profitably at almost any level of sophistication. It does not, however, function as a complete handbook, providing neither the necessary vocabulary nor the techniques for many of the concepts discussed. In this regard, it must be supplemented with more technical pragmatic offerings.

Michael E. D. Koenig  
Columbia University  
School of Library Service, NY

**Marketing for Nonprofit Organizations**, by Philip Kotler. Prentice-Hall, 1982. 517 p. \$27.95. LC 81-19952; ISBN 0-13-556142-6.

In his second edition, Philip Kotler has expanded an innovative concept into a serious treatment of marketing management techniques for nonprofit organizations. Library managers who are investigating approaches to marketing services and products will find this volume full of examples and useful information. Several new chapters of interest to librarians have been added, including "The Adaptive Organization: Developing Strategic Plans"; "Marketing Programming and Budgeting"; and "Public Relations Decisions." All other chapters have been updated, revised and expanded from the first edition.

The text is divided into six sections beginning with an introduction to marketing management and concluding with examples of how marketing principles and techniques can be adapted to the marketing of anything. The rest of the book is devoted to describing and discussing major marketing concepts and instruments. Sections on analyzing marketing opportunities and planning the marketing mix are valuable to librarians who want to expand information services and products to their user communities. The chapter on sales force decisions identifies service personnel but fails to develop the sales implication beyond personnel being "client oriented." The last section on adapting marketing includes a brief chapter on marketing services. It offers an interesting and systematic discussion of marketing intangible services and products such as information services.

The author delivers a thorough, progressive treatment of marketing functions applied to nonprofit service environments. The book is directed primarily toward public administrators of social services but presents material that is directly applicable to special library environments. Like its predecessor, this edition is must reading and belongs on the bookshelf of every library administrator.

Christine A. Olson  
Consultant/Information Scientist  
Arnold, MD

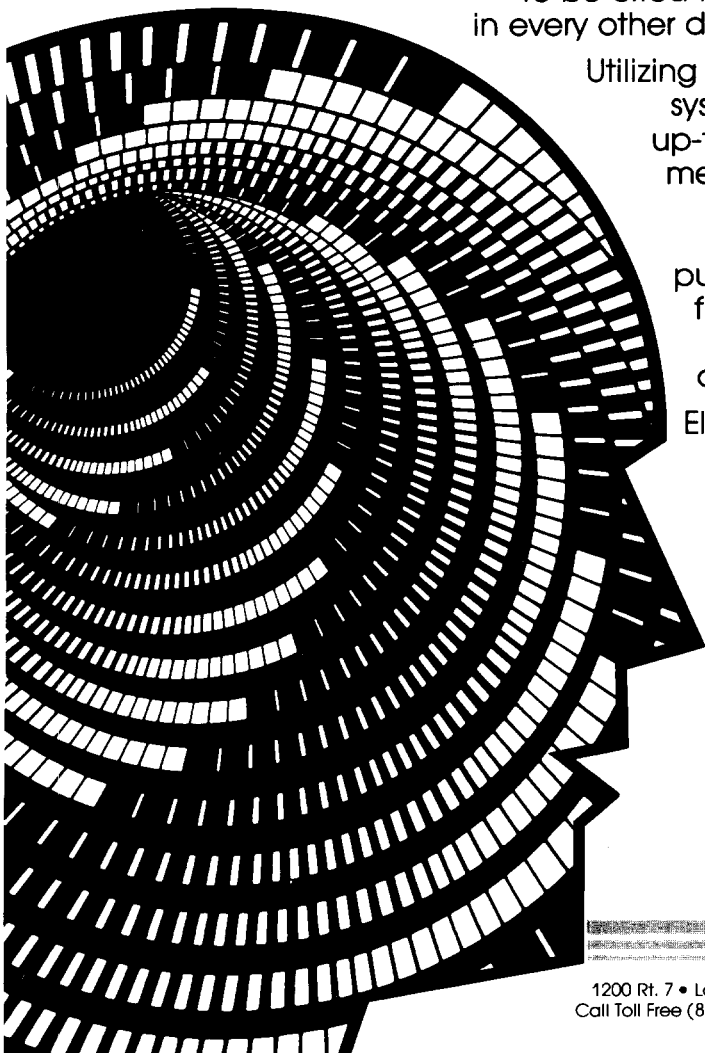
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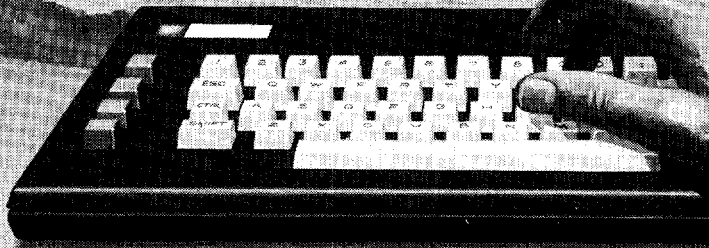
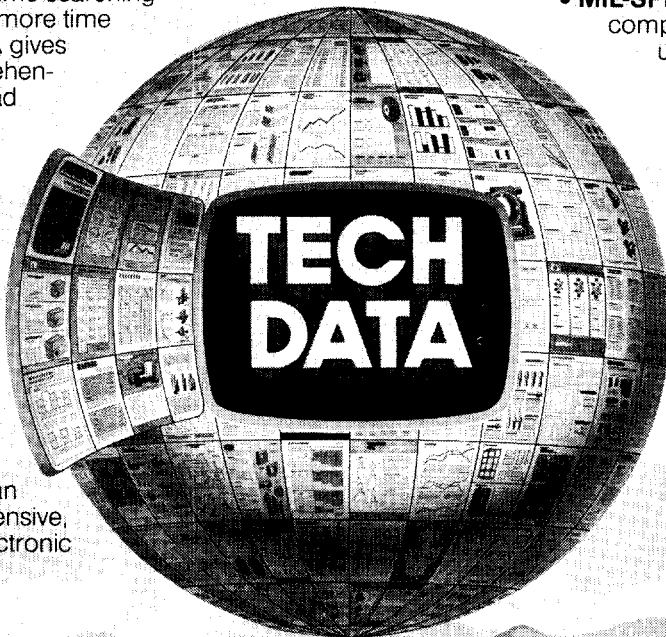
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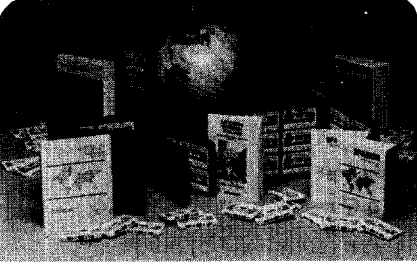
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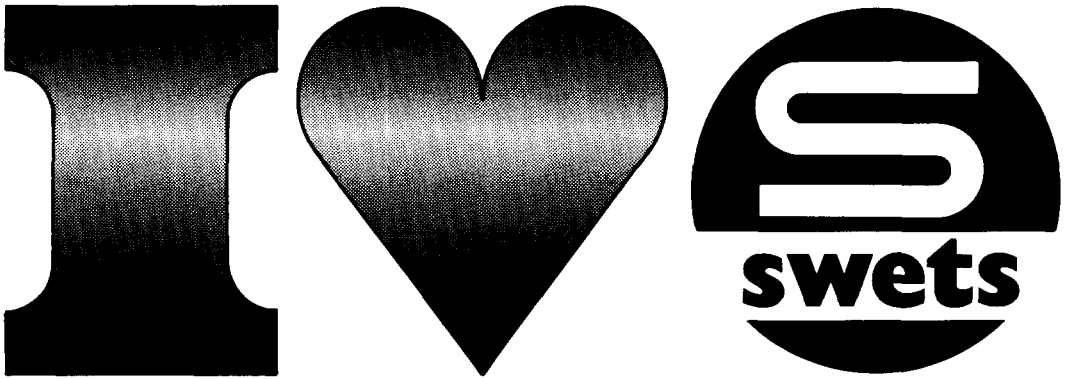
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