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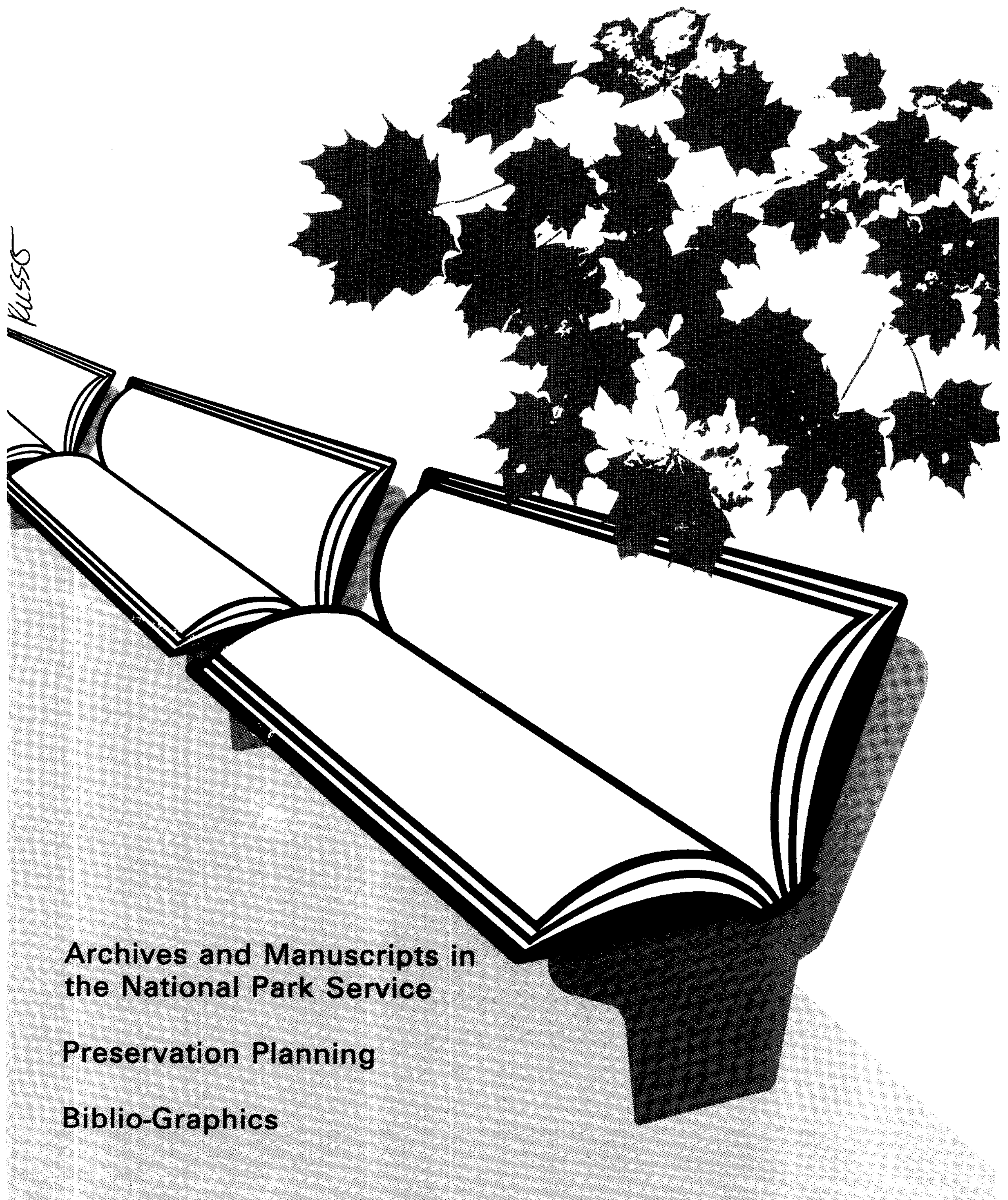
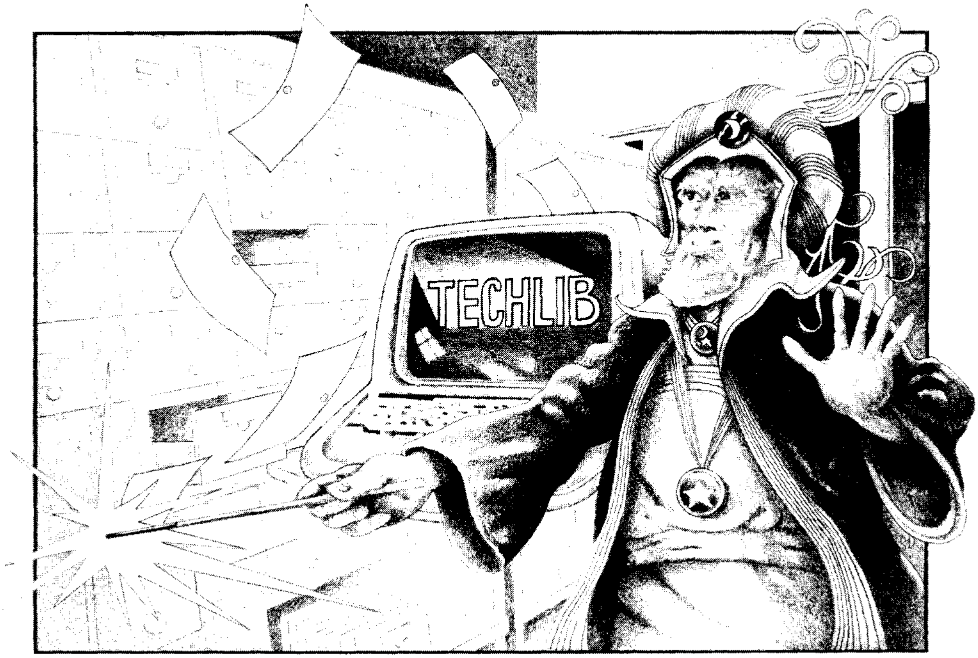


Archives and Manuscripts in the National Park Service

Preservation Planning

Biblio-Graphics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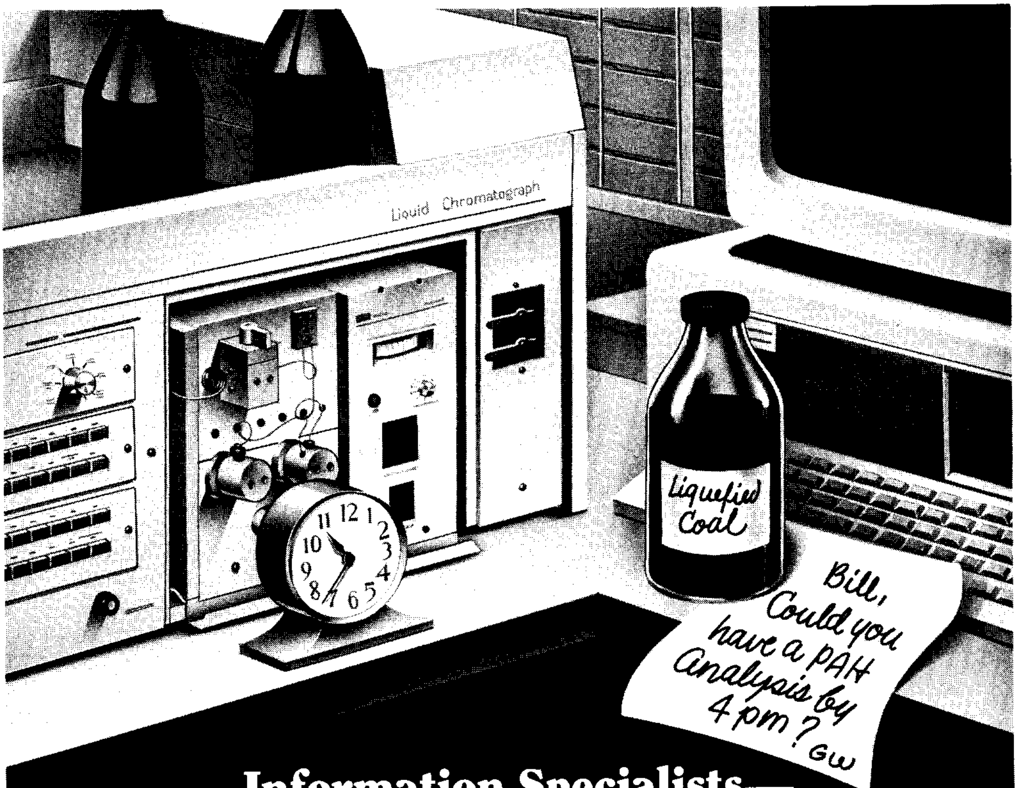


Liquid Chromatograph
Liquefied Coal
Bill,
Could you have a PAH analysis by 4 pm? GW

An editorial

The hope of library preservation folk is that we are all saving—*conserving*—our intellectual furniture and our cultural tools for those who follow us in time. If preservation people sometimes seem a little more metaphysical and a lot more paranoid than most of us, it might be because two of their most basic concepts are so embarrassingly simple: nothing lasts forever; and, it all starts with keeping one's house in order.

Nothing lasts forever. Generally, our decisions must be made on the tightrope between protection of and access to our library's materials. Decisions concerning repair, rebinding, filming or restoring must hold up in the fierce light of time and budget restrictions. We might only need to make a book hold together until the next report cycle or the end of the semester.

Keeping one's house in order is not magic, but is a basic tenet of library preservation. Clean and climate-controlled environments, care in handling of materials, freedom from vermin, damp, and too much light: these are the fundamentals.

Special librarians face particularly knotty problems in meeting even those straightforward objectives. One thinks of the newspaper librarian in an unairconditioned office with bulging files, the museum librarian whose clientele needs to photocopy endlessly from oversize tomes with broken spines, or the astronomy librarian with no binding budget. Special librarians may be the sole managers of their collections, and may have no access to the larger world of the preservation officer. It may be difficult to be concerned with conservation when one is also in charge of reference, acquisitions, and everything else. Special librarians may deal entirely with ephemera: corporate reports, clippings, and printouts that may be discarded or replaced at the onset of the next five-year plan. They also may house museum artifacts, old photographs, slides, or other material whose care and conservation might stump the most dedicated.

The voluminous literature on library preservation does have some material of direct relevance to the special librarian. I can heartily recommend anything by Pam Darling for good honest thinking and good clear writing. Wes Boomgaarden's bibliography in this issue covers almost all the classics.

Conservation of library collections is another one of our tasks. Integrating it into the myriad demands and responsibilities we already face is the hard part.

GraceAnne A. DeCandido

Another New Frontier: Archives and Manuscripts in the National Park Service

Mary B. Bowling

Edison National Historic Site
West Orange, New Jersey.

■ The National Park Service (NPS) administers not only most of the greatest natural wonders in the United States, but also numerous historic sites which include among their museum holdings collections of archives and manuscripts. The Park Service is still at an early stage in exploring the ways in which these collections should be arranged, described, preserved, accounted for in NPS cataloging, and integrated with public programs. The collections of the Edison, Olmsted, Morristown and Longfellow National Historic Sites offer examples of how documentary collections have been handled in the past, and of the ways in which NPS is beginning to address the cultural resource management issues of archives and manuscripts.

IT IS DOUBTFUL that there exists any American who is not familiar with the National Park Service in at least a few of its manifestations. The first national park, Yellowstone, was created in 1872; the National Park Service (NPS), a bureau of the United States Department of the Interior, was formally established by act of Congress in 1916. The agency now maintains and administers over 330 national parks, historic sites, recreation areas and monuments as well as the National Register of Historic Places, the Historic American Buildings Survey and the Historic American Engineering Record. As those wonderful folks who bring you (these days, at least) the Grand Canyon, the Everglades and the Liberty Bell, NPS today enjoys the highest public popularity rating of any government agency, according to a survey recently published in *USA Today*. It also benefits, according to an internal survey completed in the past year, from a high level of commitment and dedication within the ranks.

The Park Service is probably best known to the public through its interpretative personnel, the guides and park technicians who lead tours and hikes, prepare exhibits, give talks and run the

Visitors' Centers at each site. It is, however, the curatorial divisions of many parks and the organization under the NPS Associate Director for Cultural Resources that work behind the scenes to preserve and manage the historic structures, collections and anthropological and archeological responsibilities of NPS. Within Cultural Resources itself are a number of offices, including the Preservation Assistance Division and within that the Branch of Curatorial Services. The conventional wisdom used to have it that the Smithsonian Institution was the nation's museum, and the National Park Service was the nation's playground. But in fact NPS established its first museum, Fewkes Cabin in Mesa Verde National Park, as early as 1917. The treasures of the Park Service now extend far beyond dune grass and redwoods to include collections of nearly every conceivable kind, including the fine and decorative arts; technology; military, maritime, anthropological and archeological artifacts; and manuscripts and archives. It is especially noteworthy, then, that the Branch of Curatorial Services, with oversight for these collections, was not established until 1980.

Awareness of the original documentary holdings among its resources has been slow in coming to the Park Service. In fact, there is only one NPS employee with the title of Archivist and fewer than ten full-time librarians with MLS degrees in NPS nationwide. There are other sites, however, where a few individuals (often with such titles as Curator, Collections Manager or Museum Technician) have significant archival responsibilities. Notable among these are the National Maritime in San Francisco's Golden Gate National Recreation Area, and the Frederick Law Olmsted National Historic Site, which houses over 115,000 original drawings and 135,000 related items of the noted landscape architect and his successor firms.

The paucity of personnel does not stem from any lack of collections. The National Historic Publications and Records Commission (NHPRC) *Directory of Archives and Manuscript Repositories* (*1*) lists 42 national parks with archival material. This is probably a substantial underrepresentation, since in the NPS North Atlantic Region alone, 23 of the 36 sites are on record as having some quantity of historic manuscripts or archives. Yet in a recent edition of *Courier: The National Park Service Newsletter* (*2*) devoted to cultural resources, the word "archival" appears only once, and then in reference to the quality of modern photographs of historic buildings. Historical collections of original documentary materials are not mentioned at all. To be an archivist in the Park Service is to know a sense of kinship with the early European settlers in America, who found a new frontier in old and established territory.

Scope Restrictions

Several restrictions define this article. First, issues related to the appraisal and acquisition of archives and manuscripts will not be dealt with, since NPS policies on the subject are still not fully formulated. For example, one existing management policy states that new archival material can be accepted only by the Director of the National Park Service; assigning that responsibility to so high a level in effect serves to restrict the quantity of such material coming into NPS. However, when recently asked for a clarification of that policy, NPS Chief Curator Ann Hitchcock interpreted it as applying not to parks with established archives managed by experienced archivists, but more to those parks seeking to establish new archives. Similarly, the NPS *Manual For Museums* states: "Manuscripts and historic photographs are especially important for an historical study series when they clearly relate to the park story. Large collections of manuscripts and photographs, however, require special facilities and staffing for their preservation and proper use. These provisions are beyond the proper functions of the National Park Service. Therefore, extensive manuscript and photographic collections will normally be deposited in archives or libraries outside the park."(*3*) But the more recently issued Cultural Resources Management Guidelines (NPS 28, Release No. 2, 1981) say simply: "Specific standards and guidelines for the care of libraries and archives have not been developed. Until guidelines have been developed, historic documents and other archival materials and library materials will be maintained in accordance with the standards and guidelines for museum objects." Existing standards mandate the use of Scope of Collections statements and outline the procedures for accessioning, cataloging, preservation, and nonconsumptive use of collections.

Second, the distinction should be made that only historical archives and manuscript collections, usually present at the time that each site became a part of NPS, are considered here. The records generated by each park—those which might ordinarily be considered museum archives—are in fact Federal records, and therefore the responsibility of the National Archives and Records Administration (or NARA, which prior to its April 1985 liberation from the General Services Administration was known as the National Archives and Records Service.) Schedules exist for the retention of records, which are periodically transferred to NARA regional centers. This administrative procedure is not the responsibility of the curatorial divisions; however, this does not absolve those divisions from maintaining adequate copy files of their own records (including, for example, preservation and conservation procedures accomplished, transfer of materials or plans of building alterations) to insure optimum collection managment in the future.

Lastly, given the dimensions of the issue, to attempt a survey on a national scale is impractical at this time. As noted, almost three-quarters of the sites in one region alone have archives of some sort. This does not take into account the libraries, many with rare or historical collections, that nearly all parks have, nor the oral history programs established at many NPS sites. Instead, this article will look at two common categories of original documentary material—manuscript collections (including personal papers) and archives (including, for purposes of this article, large photographic collections)—from the standpoint of few sites in the North Atlantic Region which hold them.

The term "archives" as it is used here refers to a distinct body of *noncurrent* records generated by an organization or institution. The two foremost examples of archival collections in the NPS North Atlantic Region are at the Edison National Historic Site in West Orange, New Jersey, and the Frederick Law Olmsted National Historic Site in Brookline, Massachusetts. At first glance, that may appear contradictory: both parks are centered around individuals, and it would seem then that the documentary materials there would more logically be considered personal papers. However, while a limited number of personal records may exist in those two collections, they are both primarily the records of the businesses which the men established and are therefore archives. Both are extremely large collections; Olmsted, as previously noted, contains over 250,000 items from the 1860s to 1980, and the Edison Archives are estimated to house over 3.5 million pieces dating from the 1850s to the 1940s. Collections of this size present management problems on an epic scale, particularly in the areas of arrangement and description, preservation and research access.

The Edison Collection

Archival theory in the United States is a relatively recent development. The National Archives has just in the past year attained its fiftieth birthday, the Society of American Archivists is even younger, and formal archival training programs are still scarce. Nevertheless, there does exist a generally accepted standard for the arrangement of archival material. At its basis are the concepts of provenance and original order. Theoretically, the record groups and structure of an archive should reflect the administrative structure of the organization which created them. Much of the informational value of the documents comes from their organizational context, and that fundamental order should not be disrupted and rearranged.

On the face of it, this approach seems straightforward enough. In practice, however, archival arrangement is almost invariably fraught with problems, especially when the archive is a large one covering a long period. The problems usually begin while the records are still being created. Internal filing systems may change, sometimes logically but often whimsically, and even the most intelligent of arrangement systems may be disregarded by some or all of the personnel of a given organization in the establishment of their own files. Nor are those personnel likely to care much for the sanctity of original order when using items from noncurrent files. Further disintegration of order is almost certain to occur in the hiatus between the organization's control over the files and their arrival into the care of an archivist; unsupervised use, packing, movement and unpacking of files seldom enhance their arrangement. In other words, most archivists usually discover their collections in some state of initial disarray and must spend time to determine the correct arrangement scheme and then work the files into it.

The history of the Edison Archives, which along with Thomas A. Edison's laboratory (and, a few years later, his home "Glenmont") became part of the National Park Service in 1954, is a good example of how many factors can adversely affect the arrangement of records. From the earliest days, Edison's life centered on inventing and making money to go on inventing. Although he kept copious notes on his experiments, and later through numerous patent and litigation problems became aware of the importance of documentation, meticulous record keeping was never uppermost in his mind or those of his coworkers. The numerous Edison companies, such as the National Phonograph Company, Edison General Electric and later Thomas A. Edison, Inc., underwent periods of explosive expansion and radical reorganization, and they existed in many locations. In addition, there were fires in the early 1900s in several Edison locales, including one that devastated the West Orange site in 1914; many gaps in the records are presumed to stem from those incidents.

An Historical Research Department, with responsibility for the archives, was established at Edison's West Orange laboratory in 1928, three years before the inventor's death. But in the absence of strong archival models, decisions were made from that point onward which had profound ramifications, particularly on the handling of unbound archival materials. An arbitrary "Document File" was created, in which loose materials regardless of office of origin were grouped together by year and, within each year, by an array of unstandardized subject headings. Today it is impossible to determine a number of the original series of records, and that has made the understanding of Edison business history, a tangled-enough tale, even more difficult.

Olmsted Archives

At the Olmsted Site, many of the arrangement problems had similar origins to those of the Edison Archives, but with additional characteristics unique to the realm of landscape architects. The Olmsted firms undertook about five thousand separate jobs, each of which could contain up to several thousand plans. Most jobs have a name and a number. Unfortunately, the names were often not unique (at least five cities have Central Parks) and the numbering system is prone to breakdowns. This happens most frequently in cases involving the earliest Olmsted jobs, which the senior Olmsted did not number. In some cases his sons were later called in to work on the same property not knowing of their father's previous connection with it, so no numerical or other link exists between related projects. At other times in the various Olmsted firms' histories the job-numbering systems were changed incompletely or inconsistently, so that information on the drawings relating to a given job might be updated, but not the photographs or planting lists. The

Olmsted Site concerns were also directly tied to the staggering problems of storage and physical management of the mostly oversized items, about which more will be said later.

"The editor [of the Edison Papers Project] found it necessary to compile "The Finding Aid to Finding Aids" in order to understand and control the 93 existing tools."

The corollary of archival arrangement is description, or the creation of finding aids to provide information about collections and points of access into them. Finding aids go by a number of names, including register, inventory, calendar, index, catalog, list, (and, yes, finding aid) and it is possible for several types of finding aids to exist for different levels of a single collection. There is no one prescribed format that a finding aid must take, and the types and levels of description of an archive will vary depending on what is warranted by the collection at hand. Archival collections should have finding aids whose structure to some degree reflects the physical arrangement of the papers, indicating box numbers and folder titles where appropriate; and scope and contents notes should be written describing the key factors of each distinct series of records, including dates, quantities, dominant characteristics and historical information on the generation of the files.

The individuals who worked for the Olmsted firms and in the early years of the Edison Archives proceeded, unfortunately, in well-intentioned but general ignorance of these precepts. The result at Edison was ultimately the creation of ninety-three widely varying indexes for some parts of the archive. One card catalog alone contains a number of types of entries: some are modeled on library catalog cards, giving both location and relatively complete information about certain items or folders; some cards go into great detail about single items but neglect to give a clue as to their location; and still others are information cards, offering lengthy but unverifiable data on persons, things and events. When the Edison Papers Project was created in the late 1970s to edit and publish the most important parts of the Edison documentary record, editor Tom Jeffrey found it necessary to compile "The Finding Aid to Finding Aids" in order to understand and control the 93 existing tools. Part of the long-range management plan for the archives, after the design of an over-all intellectual framework and the enumeration and processing of the identifiable records groups, is the creation of a comprehensive and unified computer-based finding aid for the entire collection. It is not expected that this work will be completed before 1990.

Because the Frederick Law Olmsted Site did not become a national park until 1980, when the historic Olmsted home, office and collections were sold to the Federal government, NPS had the opportunity to do things right from the very outset of its administration of the collection. Elizabeth S. Banks, who holds a MLS from the University of Rhode Island and had previously been in charge of the rare book and manuscript collections at the Longfellow National Historic Site, was hired as Collections Manager. Anne Jordan, who had previously spent several years working with the Edison Archives, became the Museum Technician with responsibility for the drawings and papers and for reference and research services. They found a haphazard and inadequate indexing system in place, so began by designing the forms and procedures which will henceforth be used to describe both individual items and groups of drawings and files. Their strategy includes summary sheets for each landscape job which will indicate what types of materials (drawings, planting lists, photographs and so forth) exist for each job, correlated with separate inventories of items or files by genre.

Special problems

Both the Edison and Olmsted sites have photographic archives, as do virtually all parks to some degree. Because of their unique physical characteristics and the nature of their use, photographic archives are usually treated as separate units, distinct from textual archives. In the case of these two parks, the collections are enormous. The Edison collection contains as many as 60,000 distinct images, with many more actual items involved, once all historic and modern prints and glass and film negatives are accounted for. The photographs the Olmsted firms took as part of their work on each job amount to over 50,000 items.

"It is also possible . . . to dissuade some would-be browsers by offering to check a limited number of files for them. This is especially applicable where, as at Edison, large personnel files exist and numerous family historians seek information. Most of these individuals, unfamiliar with the handling of original materials, are perfectly happy to let the archivist do the looking—and, given the alternatives, so is the archivist."

In both parks the photograph collections have always been among the most heavily used parts of the collections, making adequate arrangement and description a seeming necessity. Yet at Edison, until 1983, virtually no finding aids existed for the photographs, and the only access to them was by searching through the fragile prints, which were scattered in numerous locations with equally numerous forms of arrangement. (Hundreds of them bear pencilled notations indicating that at one time a misguided attempt was made to catalog the entire collection according to the Dewey Decimal System.) In the early 1980s Joyce Bedi devised an alphanumeric, subject-based authority list and classification system as the basis for the arrangement and description of the entire collection, which work is now in progress. At Olmsted, both the print and negative collections are filed by job number, a system that works fairly well except for the previously mentioned errors and inconsistencies. The lack of good arrangement and description practices or adherence to standards is not limited to NPS. While work has recently been done at the Library of Congress and elsewhere on such guidelines, to date no nationally accepted or universally applicable system has emerged.

Those with responsibility for the intellectual management of archives in NPS are faced with an added layer of concern not known to most archivists: the National Park Service cataloging system. Accountability for collections is a steadily growing issue in NPS. In the recent special issue of the *Courier,* NPS Associate Director for Cultural Resources Jerry L. Rogers is quoted as saying, "Our most urgent problem is incomplete accountability. We do not know the full extent of our cultural resource holdings, therefore we do not know the full extent of our obligation." This concern is being manifested in several ways, including increasing emphasis on museum cataloging training programs. In addition, a team of auditors from the office of the Inspector General of the Department of the Interior spent the early months of 1985 making a series of visits to selected parks to examine museum records and the degree to which they accurately and fully account for the collections.

What all this means for park archivists is not fully known, but a certain amount of trailblazing is predicted. The park service cataloging system involves a uniform, prescribed format for describing on cards individual items, normally artifacts, with most of the emphasis on detailed physical description of each piece. For example, an appendix in the *Manual for Museums* describing the cataloging of a document (in this case an account book) devotes most of twenty-one of its twenty-four lines to painstaking analysis of the binding, paper type, pagination, pencil marks, worn spots and wrinkled pages, and it ends, as an afterthought, with "Dr. Nicholas Marmion's day book." An appendix to the NPS Museum Handbook (Part II: Museum Records, Appendix D) has recently been drafted on the subject of cataloging archives and manuscripts. But NPS Chief Librarian David Nathanson, the author of the appendix, confirms that no park has yet attempted to apply these guidelines to a large collection. One participant at a recent meeting questioned whether there was any park in the country whose collections were arranged and described both according to accepted professional archival standards and NPS cataloging and accountability requirements; the answer was "Neither."

Appendix D, to its credit, begins with a statement that the NPS cataloging outlined therein is not intended to be a substitute for full archival processing. It allows for a lot-cataloging approach to some archival collections and personal papers, but it does so on the often unfounded assumption that the order in which the records are received and accessioned has some sound basis in history or logic. The cataloging examples that it offers are of small collections with a limited number of items of individual value. It has not yet been determined whether a lot-cataloging approach can be used within NPS guidelines and Federal property management regulations dictating that each item valued at over $100 must be inventoried yearly. The implications are potentially monumental for a collection like the Edison Archives, where any one of thousands of folders could contain hundreds of Thomas Edison holographs, each one of which would be worth hundreds of dollars in the marketplace.

Preservation

Many of the preservation issues facing archivists and curators in NPS are well known to librarians and archivists. Everyone has seen the seeming avalanche of crumbling paper; everyone knows the costs and complications of conservation, be it done inhouse or contracted out. Photograph collections make inevitable appearances on everyone's conservation-to-be-done lists. The Edison collection contains tens of thousands of glass plate negatives, whose previous storage management was both advantageous and problematic. On the plus side, almost every negative was identified, sleeved, and stored on edge in specially-constructed rigid trays with dividers at four-inch intervals. However, the material used for envelopes was highly acidic paper and the trays were constructed of pine and particle-board; most of the negatives are now silvering and on some of them the images of knotholes are clearly burned in. In addition, many more negatives were made on cellulose diacetate stock in which the base and emulsion shrink at different rates, resulting in a stained-glass effect.

To combat at least some of these problems, all the negatives are being resleeved into alpha-cellulose envelopes, and special project money has been allotted by the NPS regional office to construct a new pre-fabricated climate-controlled structure within an existing building to house the negatives. (Unfortunately, the need for shelving in this structure was overlooked, so that it will not be possible to move the negatives until funds are found to buy shelves.) One of the techniques developed to help preserve the prints, many of which are original albumens, is to sleeve each one in polyethylene, a relatively inexpensive but archivally sound medium which allows the image within to be seen without actually being touched. Another technique, the microfiche visual index, will be discussed later.

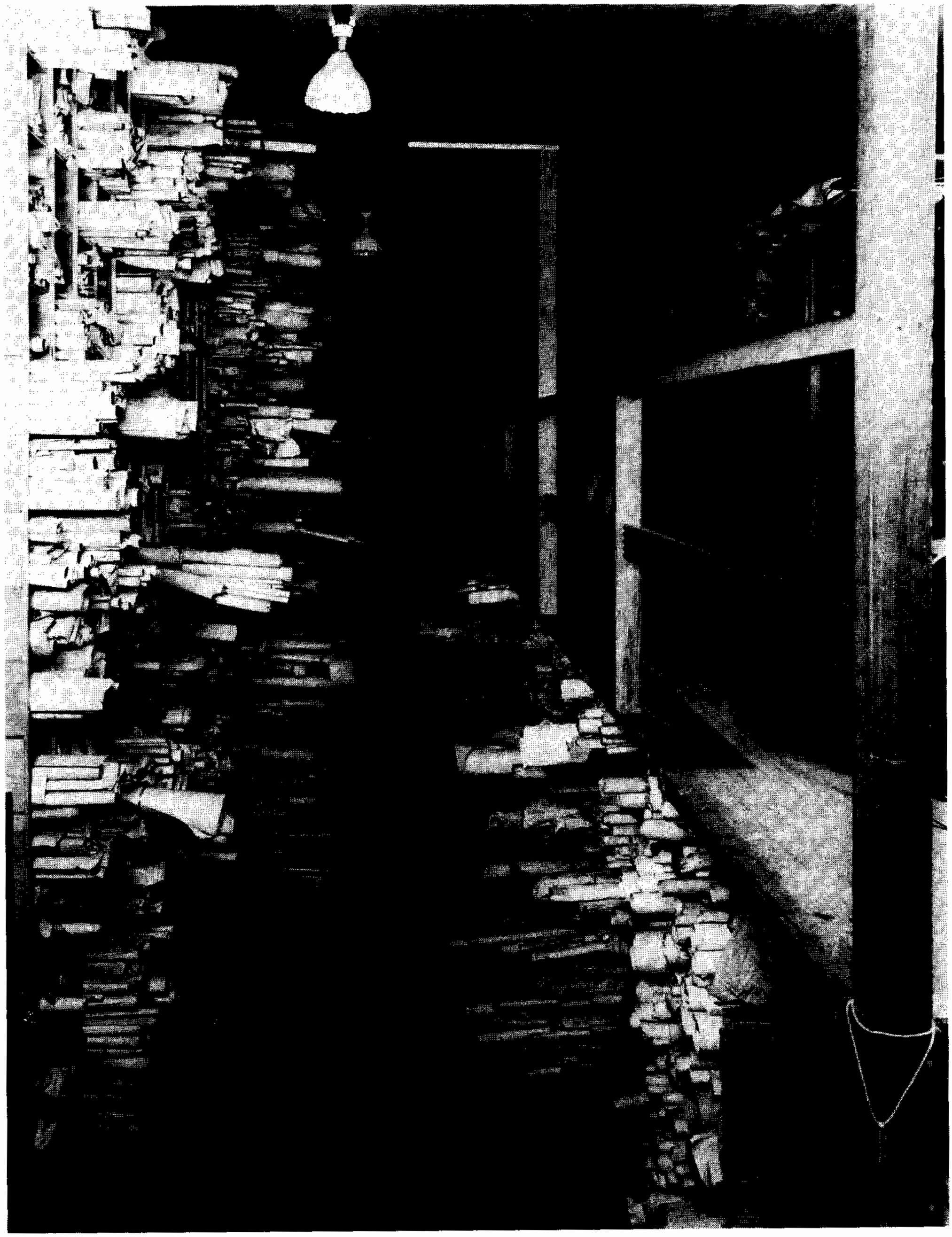
One of the great woes at Olmsted has been the predominance of nitrate negatives in the collection. Because of their critical condition and research importance, their conservation topped the list of priorities established when NPS took over the site. A $120,000 project, one quarter of which was funded by the Andrew W. Mellon Foundation, enabled the copying of 33,200 negatives by the Northeast Document Conservation Center (NEDCC), and the purchase of freezers in which to store those originals which could be saved. About two-thirds of the negatives have been copied so far.

Olmsted also encountered unique preservation problems because of the huge number, size and physical condition of the acquired documents. All of the 115,000 oversize drawings, some as long as twenty-five feet, had been rolled and stored in a separate vault. They had not always been rolled singly, but often in stacks consisting of a number of (usually) related drawings and prints. These were then stuffed into wooden cubbyholes lining the walls of an old brick vault and left thus to mold and stiffen over the decades. **(see photo I)** For fifteen years prior to 1980 there had been no climate control at all—prior to that time there had at least been heat in the winter—and it is believed that the worst of the mold growth and other damage occurred in the period after 1965. Where to temporarily store that many rolls that size while the vault was being renovated was one of the first issues to be tackled; how to get that many rolled items flattened, treated and in usable condition was one of the next. To address the first problem, the plans were put into rigid tubes and transported, in forty-seven trips, to another national historic site seventy-five miles away. To address the second problem, one regional dream—a paper conservation laboratory—was established at Olmsted, under the direction of Regional Conservator Janet Stone. While the lab serves the entire region, at present Olmsted has a special and understandable claim to much of its attention.

An additional complication to the preservation issue faced by many national parks is the limitation on structural changes that can be made to historic sites. Federal laws and NPS guidelines have been carefully drafted to prevent the destruction or major alteration of many kinds of historic buildings. While another kind of institution might have little difficulty knocking out an old wall, adding on a new wing or leveling an antiquated structure in favor of a new, more efficient one, most NPS sites are centered around buildings which form part of the historic scene and which they can and should do little to alter. In some of the most difficult cases, the collections themselves form part of the historic scene. The library in Edison's laboratory, **(see photo II)** which is the high point of the public tour, still contains over 10,000 volumes plus framed documents and photographs. Temperatures range from the 90s in summer to the low 50s in winter, and there are no ultraviolet-filter storm windows. The toll in baked books and faded documents is lamentable.

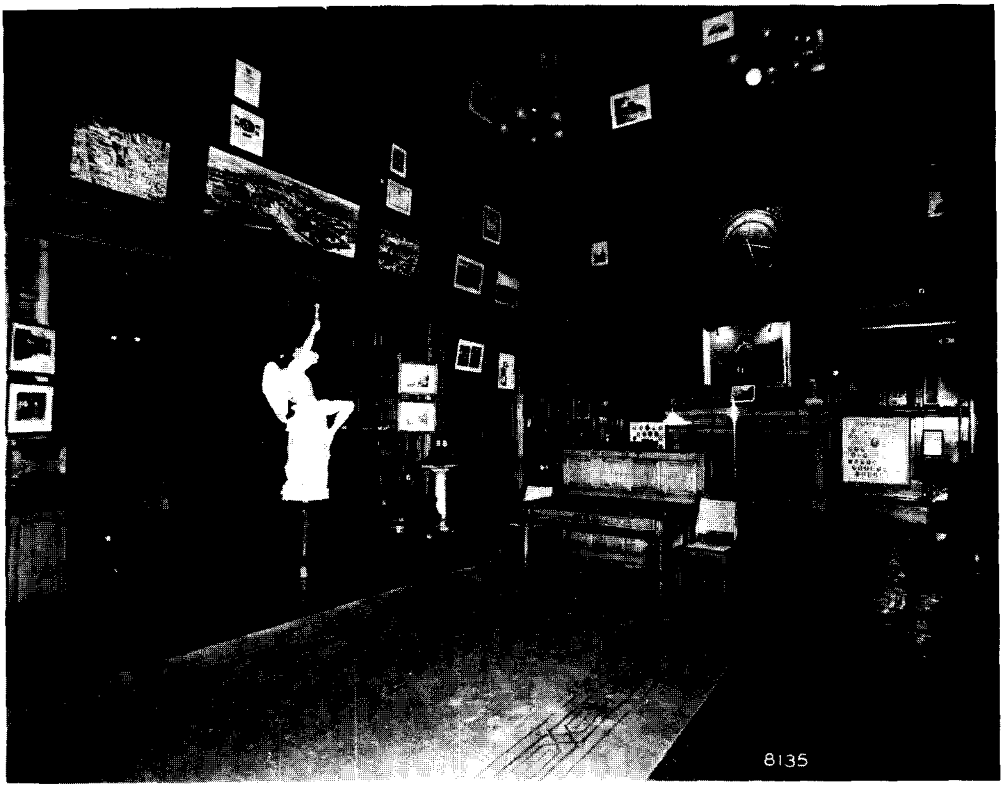
Research Use

In seeking to provide access to the archives in their care, NPS officials are usually strong advocates of liberal access policies and far-reaching reference services. These preferences are bolstered by the strong NPS emphasis on public service and public education. Furthermore, the fact that these collections are Federal property (and therefore, to a degree, public property) renders invalid a number of the access conditions found in university and other research repositories. There is no need in the Federal government to debate what might constitute a "qualified" scholar since "unqualified" scholars have equal rights under the law.



I. Historic storage system for Olmsted drawings at the time of acquisition by National Park Service in 1980.

National Park Service, Frederick Law Olmsted National Historic Site.



II. Thomas A. Edison's library in the laboratory at the Edison National Historic Site.

National Park Service, Edison National Historic Site.

However, this does not mean that those in charge of collections must abdicate all responsibility for protecting them as much as possible from harmful handling. In issuing an "Interim Policy Governing Use of Archival Materials" in January 1984, the Olmsted staff were within their rights to state that, during the years it takes to process the materials, "research requests will be evaluated individually" and scheduled in advance. The Edison policy states that the "Archives are open to persons engaged in specific research projects, whose information needs exceed the usefulness of the numerous available published works on Edison." Equally supportable is the statement that "because of the damage it causes to fragile historic documents, browsing use of the collection is not permitted." Once material is in use, both repositories follow the registration, supervision, documentation and general reading room procedures common to most special collections.

Other techniques have been used to help managers of archival collections walk the access/preservation tightrope. Making material available through microfilming and micropublication is one such option. Use of Edison's 3,000 laboratory notebooks has been restricted to the microfilm copy for many years. The publication in February 1985 of *Thomas A. Edison Papers, Part I (1850–1878)* (4) has already made a great body of Edison documentation available to a much wider audience than ever before possible. A grant from the Japanese newspaper publisher Yomiuri Shimbun enabled the Edison Archives to contract with NEDCC for the preparation of a microfiche visual index of the one thousand oversize photographs in the collection. The fiche, containing eight images on a card, follows the subject arrangement of the classification system. When completed it will be used for on-site reference and loan and may be published and offered for sale. It is expected that the entire photograph collection will ultimately be microfiched.

It is also possible, when circumstances allow, to dissuade some would-be browsers by offering to check a limited number of files for them. This is especially applicable where, as at Edison, large personnel files exist and numerous family historians seek information. Most of these individuals, unfamiliar with the handling of original materials, are perfectly happy to let the archivist do the looking—and, given the alternatives, so is the archivist.

When none of these things seems to work, Elizabeth Banks at Olmsted takes a magic wand from its holder on her desk and asks, "You want it when?"

Manuscript Collections and Personal Papers

Many more parks have smaller collections of documents than large archives. These present essentially the same management concerns that archives do, but on a smaller scale. Examples of parks with these sorts of collections are the Morristown National Historic Park in Morristown, New Jersey, and the Longfellow National Historic Site in Cambridge, Massachusetts.

Because these are seldom massive collections, they almost never warrant the hiring of a librarian or archivist, but instead become one among many of the responsibilities of a museum curator or interpretive staff member. Most of these personnel are well trained in their own fields and all are well-intentioned, but few of them have the specific training to handle manuscript collections optimally. Occasionally they have contracted out the work of such things as manuscript finding aid preparation, as the Morristown site did with the NHPRC in the 1960s and with NEDCC more recently. More often, however, the approach has probably been a do-it-yourself one, leading to wheel-reinvention at every park.

The Morristown National Historic Park is the site of George Washington's headquarters during 1779–1780. Its library contains about 23,000 rare books and over 35,000 manuscripts in four major collections, mostly amassed by the Washington Association of New Jersey and one of its members, Lloyd W. Smith. The collections are predictably strongest in the subjects of the American Revolution, George Washington, the War of 1812 and the French and Indian War, but also have some spectacular individual items including incunabula and part of the manuscript of Governor Thomas Hutchinson's *History of the Province of Massachusetts Bay, 1769–1774.* Some items and local history collections, when deemed not truly related to the theme of the park, have been deaccessioned, usually by being deposited in a nearby repository such as the Joint Free Library of Morristown and Morris Township.

The collections are under the care of museum curator Susan Kopczynski and their use is overseen by a part-time librarian. With the exception of some parts of the Hessian Transcripts, copies of records of German army units in the American Revolution from 1775 to 1783, all the collections have been both photocopied and microfilmed, so that use is restricted to copies. The rare materials are stored in a separate vault (which, although it lacks an elaborate climate control system, maintains low and even temperature and humidity) in acid-free materials; manuscript materials are shelved, as they should be, flat.

The collections at the Longfellow National Historic Site are part of a house owned and occupied by Henry Wadsworth Longfellow and his family for over one hundred years and which, ironically, was also one of George Washington's headquarters for nine months of the Revolutionary War. Longfellow had first occupied the house as a boarder, renting several rooms from the widow of Andrew Craigie in 1837. When he married Fanny Appleton in 1843, the house was presented to the couple as a wedding present by the bride's father. The house was subsequently occupied by Longfellow's daughter Alice and by his grandson, Henry Wadsworth Longfellow Dana, until 1950. From 1913 on it was owned by the Longfellow Family Trust, which operated it as a museum until NPS took it over in 1973. It was Dana who assembled the family papers, building on those materials left in the house by collecting papers from other family members and outside sources. Dana arranged the materials into distinct collections for each individual, and his arrangement of the approximately twenty collections is maintained. At one time a librarian position existed at the Longfellow Site, but when vacated it was not filled; the collections are under the care of museum curator Kathleen Catalano. With the recent completion of a renovated climate-controlled space in the basement of the house, materials are being transferred from their previous locations in closets and safes throughout the house.

These collections have been cataloged and described internally and externally in a variety of ways. There is some level of control over all parts of the Morristown collection, and item-level control over the Park and Smith Collections, the two largest components. The public finding aids available in the library are idiosyncratic: a box list provides access to the Hessian Transcripts but contains no summary collection-level description of the standard data on source, dates or scope and content. Both a dictionary catalog and the "Guide to the Manuscript Collection" compiled by Bruce W. Stewart and Joan Reilly for NHPRC in 1967 mix entries for the Park and Smith Collections into one alphabet, although the two collections are physically distinct. It can be stated, however, that the organizational integrity of collections of individual manuscript items is of much less importance than the concept of original order in organizational archives, except, customarily, to the donors of those collections.

Information on the Morristown collection has been supplied to both the NHPRC *Directory* and the *National Union Catalog of Manuscript Collections* (NUCMC). At Longfellow there are no internal finding aids as such. Potential users of the collections tell the curator what Longfellow family member they are researching or what types of material they are seeking, and the appropriate boxes or folders are brought out. The collections are cited in the NHPRC *Directory*, and they also appear in *American Literary Manuscripts* (*5*), the standard reference work for original sources on American writers. Neither Morristown nor Longfellow has made any attempt to enter their manuscript collections into the NPS cataloging system. Although each site has an entry in several major reference works for manuscript material, the curators at both places point out that research use of the collections is low, perhaps because NPS repositories are outside the standard research library realm.

Conclusion

The future of archives and manuscripts in National Park Service collections is uncertain. The major threat to the improvement of their status, not surprisingly, is budgetary. In the early 1980s the Park Restoration and Improvement Project, a three-year initiative to restore and enhance existing parks, led to an infusion of funds into many park programs, including cultural resource management. This created such benefits as a renovated work space at Edison giving curators, for the first time, large work tables in a climate-controlled area, rooms for sound-re-recording, microfilm readers, and a computer. It also enabled the purchase of archival storage boxes and 40 wire bakery racks, dubbed the poor person's movable compact shelving.

But with recent attempts to reduce Federal non-military spending have come not only the elimination of the modest increases for which some parks were scheduled, but the imposition of across-the-board cuts. The prospects are dim at present for bringing into the government many new personnel with strong archival backgrounds or for major new preservation or storage management projects. Many parks have been forced to become aggressive fund-raisers, establishing "Friends" groups and actively seeking corporate support; the most obvious and successful example of this is resulting in the current restoration of the Statue of Liberty and Ellis Island. But income from these sources is not often quick to come. Americans are still too accustomed to thinking of all parts of their government as having limitless resources.

But other factors will have a positive impact on the outlook for NPS manuscript and archival collections, namely that interest in their improvement has been sparked at the grass roots level, and this is mirrored by increased awareness of cultural resource management at the higher administrative levels. In the North Atlantic region, following a proposal from the archives staff at Olmsted, plans are being formulated for a three-day training seminar or archives and manuscripts. This groundbreaking event, concentrating on archival principles, preservation basics and an approach to NPS cataloging, will offer many NPS personnel their first systematic exposure to the standards and tools they need to manage their document collections. It will also provide an unprecedented forum for both lateral and vertical communication specifically on archives and manuscripts in the Park Service. On a smaller scale, a one-day workshop was initiated in January 1985 by the interpretive staffs of the Edison and Morristown Sites. Part of the day was spent discussing archival issues with interpreters who have contact with manuscript material. It is hoped that this program can be offered again in other locations.

On the national level, there seems to be growing awareness that, as Jerry Rogers stated, the parks' cultural resources are "our permanent and undivided obligation." The goals of the NPS Preservation Assistance Division, as stated in the *Courier,* are, among the other things, to increase resources, staff and funding for improving the storage and cataloging of collections, and to increase the number of trained personnel for collection planning and preservation. How these increases will be attained under the current budget is not specified. But we hope that the combined energies of both those in Washington and on the archival front lines will contribute not only to consistently improving management of the NPS documentary collections. We hope for a heightened knowledge of our unique resources that will spread far beyond the Park Service to the benefit of the scholarly world and the American public.

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Special Libraries Association Long Range Plan: Overview and Highlights, 1985–1989

James B. Tchobanoff

SLA, Long Range Planning Committee.
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BY 1979, the information profession and the Special Libraries 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 and information professionals. Special librarians were beginning to recognize that the information profession, as well as their role in organizations, would change in the transition. Members were also questioning whether the Association's name reflected their current and anticipated roles. The complexities of the information society were beginning to emerge.

The Board and the Association staff also recognized that SLA could no longer merely react to issues; continued effective management of the Association would require strategic planning. A long range plan would allow the Association to move towards systematic, proactive, and mission-oriented decision making.

The SLA Board realized very early that in order to have an effective long range plan we had to use a formula combining board planning, membership input, and staff input and implementation.

The process itself began in August 1979, when Executive Director David R. Bender sent a "Request for Assistance in a Planning Venture" to the Board of Directors, chapter and division officers, committee chairmen and SLA representatives. Responses to this request resulted in a document entitled "Priorities for the 80's". At the 1981 Winter Meeting, President Jim Dodd called an informal session on long range planning, where participants discussed this document. Following the 1981 meeting, a Special Committee on Long Range Planning was appointed and charged to develop a planning model.

At the June 1982 board meeting, the planning model was adopted and a Board Long Range Planning Committee was appointed. The committee conducted a Delphi inquiry of the Board members to identify issues and problems within the Association or the profession at large. The Delphi study generated 94 issues which were condensed into 26 statements. The Board reviewed these 26 statements and assigned them a priority ranking. The resulting six highest priority issues were presented to the Chapter and Division Cabinets at the 1983 Winter meeting. Chapter Cabinet members had their Chapter members rank the six priorities. These priorities then became the priorities under which the current plan has been organized.

In June 1983, the Board prepared a mission statement and developed goals for the Association. Also, the Board developed and approved the assumptions under which the plan would be made. The Long Range Planning Committee then proceeded to draft objectives for each of the six priority issues. These objectives were reviewed by the Board at the Fall 1983 Board Meeting. By the Winter Meeting in 1984, the Board had objectives addressing each of the priority issues, and needed membership input for preparing action plans for each of the objectives.

A two-day meeting of Long Range Planning Committee members, staff and member action planners was approved for April. Working with representatives from the Education Committee, a Special Committee on Public Relations, the Finance Committee, the Chapter and Division Cabinet officers, and staff, the Long Range Planning Committee and these action planners prepared draft action plans. At the June 1984 Annual Meetings, these action plans were reviewed and second drafts were prepared. During August 1984, staff prepared an implementation plan and cost estimates for each of the action plans. Then the Long Range Planning Committee prepared the final draft of the plan, which was presented to the Board at its Fall 1984 Meeting and approved in concept. The plan was communicated to the Cabinets at the Winter 1985 Meeting.

So that's where we've been. Now let's look at the plan itself.

The plan is arranged in four parts: the mission statement, goals for the Association, the six priority issues, and the action plans necessary to achieve each of the six priority issues.

The Mission Statement

The mission statement reads 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 intent is to equip members with the skills needed to be at the forefront of the developments in information management, both as an Association and as individuals.

To achieve its mission, the Association has five goals:

- Provide an Association that will attract individuals and organizations having a common interest in special libraries and information management and to nurture the careers of all information professionals.
- Provide a forum wherein professionals can advance their intellectual capabilities in managing information to benefit their organizations and society at large.
- Respond to the needs and concerns of the Association's constituents through a full range of support services, including regular conferences and meetings, professional publications, network development, educational programs, and other activities to facilitate the exchange of knowledge.
- Increase the awareness, credibility, and influence of information professionals among the general public and decision-makers in industry, government, and professions, and
- Cooperate and communicate with other library and information organizations around the world.

To achieve these goals, the Board of Directors and Chapter members identified the following issues that are ranked in their priority order: Continuing Education, Public Relations, Membership Services, Finances, Graduate Education and Accreditation, and Chapter and Division programming.

I will now discuss each of the priority

issues, and look at one or two objectives within each priority.

Continuing Education

The Continuing Education priority is concerned with reinforcing and expanding the existing continuing education programs in order to:

- reflect the needs and desires of the membership,
- assist members in developing the skills to handle technical and economic changes occurring in library and information management
- train members to market information services,
- provide mid-career upgrading and retraining and
- develop or improve members' management skills.

One CE objective is to offer a career development program at each annual conference in conjunction with the Employment Clearinghouse activities. This program was offered at the Winnipeg Conference in June 1985. After that, the intent is to broaden the Career Advisory Service.

A second objective is to identify the different types and levels of jobs for information professionals and to develop continuing education programs to meet the needs of these different groups. A survey to gather information is already underway and four courses at different levels—beginning and advanced—were given at the June 1985 Conference. The intent of the CE objectives is clearly to provide the educational experience members need in assuming leadership roles.

The Professional Development Committee and Ellen Gerber, Professional Development Specialist, are charged with the general responsibility for implementing these action plans.

Public Relations

The second priority deals with public relations, where the intent is to 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.

One PR objective is to establish a standing committee on public relations for the Association. That committee was established by the Board in June 1984 and its definition and composition have been approved at the 1985 Winter Meeting.

A second objective is to formalize three PR programs each year that can be given and repeated to diverse audiences. For example, one program could be given to SLA members as a continuing education seminar on public relations skills; another could be presented to other associations or organizations on the benefits of information management, and a third could be given to upper management groups in a company on the benefits of a library. The intended outcome of this objective is to design a program that will link high technology with special librarians. These programs will be developed during 1985, and the programs will be presented in 1986.

Another objective is to promote the Chapter Consultation Service to outside groups. This is a highly visible method of reaching organizations without a library. This program is expected to be completed during 1985.

The Public Relations Committee, the Consultation Services Committee, and the Communications Specialist have overall responsibility for implementation of these objectives.

Membership Services

The membership services priority deals with reappraising all membership services with the specific goal of encouraging greater membership involvement. We also need to identify and evaluate conference alternatives that will permit greater membership participation. The intent here is to assure that the services provided help us to achieve our mission.

One objective is the reevaluation of all membership services through a periodic needs assessment and cost analysis. During 1985, a "Super Survey" will be distributed. This survey will give the Association a comprehensive sense of membership demographics along with your feedback and suggestions. I encourage you to take the time to fill it out completely and thoughtfully and return it.

Another objective is to improve the usefulness of *Who's Who in Special Libraries.* One idea is to explore the possibility of online access to this directory for numerous membership services. During 1985, the issues related to this will be studied and recommendations for future actions are expected at the Fall 1985 Board Meeting.

Various staff members are responsible for the implementation of membership service action plans.

Finances

The finance priority reviews the finances of the Association and its constituent parts and develops a plan for maintaining a strong financial base. It is one that anticipates dues increases, develops alternatives to supplement conference revenue, and investigates other sources of outside support. Programs and services cannot be offered if we lack resources. The intent here is to keep the Association financially sound.

One financial objective is to develop a five year financial plan at the Association level to support the Association's Long Range Plan and, at the unit level, to develop support services to Chapters and Divisions. The Association's five year financial plan is currently being developed. During 1985, the Finance Committee will also help to develop support services to Chapters and Divisions as they look at their financial plans.

Another financial objective is to pursue outside sources of funding to support new initiatives both at the Association and at the unit level. During 1985, Association level sources will be investigated and a plan prepared for implementation in 1986. At the unit level, a fund raising manual for Chapters and Divisions has been prepared and was presented at the 1985 Winter Meeting. Further, a conference program for Chapter and Division offices on fund raising techniques is being developed; the first program will be presented at the June 1986 conference.

The Finance Committee and David R. Bender, the Executive Director, have responsibility for implementing these objectives.

Accreditation

The fifth priority relates to Graduate Education and Accreditation, where the intent is to develop curriculum objectives for graduate library education and to become a full participant in the accreditation process for graduate library education. Just as we need to keep ourselves up-to-date on the job as practitioners, it is equally important to provide library school students with the appropriate skills they will need when we hire them for their first job in a special library.

Objectives in this area include working with other information-related organizations to identify and forecast the marketplace for employment of special librarians, and to identify ways in which library schools might best meet this need. During 1985, the Association is participating in the Accreditation Project of the U.S. Department of Education and ALA's Council on Accreditation.

A second objective is to provide guidelines for educating and training special librarians and to submit them to the deans of library schools for consideration and implementation. During 1985, issues will be examined and information will be gathered. In 1987, the Association will host a conference of library school deans to present the findings.

The Professional Development Committee and Ellen Gerber, our Professional Development Specialist, have the general responsibility for implementing these plans.

Chapter and Division Programming

The sixth priority deals with Chapter and Division programming where the intent is to develop a plan and mechanism, with full Chapter and Division involvement, to improve Chapter and Division programming. Programming is a key strength of our Chapters and Divisions, and the intent of this priority is to keep it vital and to improve it.

One objective, is to provide a professional development and leadership program for Chapter and Division officers. This program, nicknamed DACOLT, began in June 1984 and is designed to give Chapter and Division officers an insight into their duties and their roles within their units.

A second objective is to involve the Chapter and Division Cabinets in developing approaches for new programs and services. The feedback session that was held at the 1985 Winter Meeting is part of that and other informal sessions are also anticipated.

The Cabinet officers and Richard Griffin, the Associate Executive Director, have general responsibility for implementation of these objectives.

Summary

In summary, then, action plans have been developed to address each of the priority issues. Although these six issues were assigned various priorities by the membership, they are all important issues that we need to address. Therefore, the Plan outlines a simultaneous advance on all six fronts so that some actions can be taken on all priorities. We have an ambitious action plan before us, and I'm optimistic that we can achieve all of the objectives.

As to the future, there are several activities that are planned right now. The plan was communicated to the division and chapter officers at the 1985 Winter Meeting. We also will be listening to your feedback on the plan. We need your input to help determine the focus and/or direction of future plans. In recent months the Long Range Planning Committee and staff members have worked on the suggestions made at the Winter Meeting to prepare draft action plans. We have continued to listen to membership input. In the coming months the Long Range Planning Committee will present its recommendation for 1986 priorities for Board approval. The Board, at its post-Conference meeting, will set the priorities for 1986. During the summer, the Committee, together with staff, will finalize the action plans and revise the present Long Range Plan.

The revised Plan will be presented at the 1985 Fall Board Meeting for action, and then in January 1986 we will begin again the communication and revision process just outlined.

Throughout this planning process, there are three elements that predominate:

- Board members do the planning
- Members contribute their input
- Staff contribute their input and implement approved action plans.

This combined effort produces the Association's Long Range Plan. This formula is critical if we are to effectively implement a Long Range Plan for SLA.

With the adoption of the present plan, we have taken a giant step towards meeting the needs that led to the development of the current plan. We still have much to do, as the present plan needs to be integrated with the major activities of the Association, because it only addresses six priority issues and not all of the Association's activities. This will be accomplished with the 1985 revision.

The present plan takes a longer view of our activities and plans for the future, but as John Naisbitt remarks, "Future planning is worthless without future vision".

I am reminded of the words of Robert Kennedy who, quoting George Bernard Shaw, said "Some men see things as they are and ask why. I dream of things that never were and ask why not?" I invite you to dream with me about the Association's future and participate in the long range planning process. Together, we can shape a stronger Association and have an impact on both our profession and society at large.

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All Things Researched: Internship at National Public Radio's Library

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■ The reference library at a broadcasting organization provides accurate, concise background information for the people who produce news programs. The author worked as an intern at National Public Radio's reference library during the summer of 1984. NPR is the network of non-commercial, listener-supported radio stations throughout the U.S. Broadcast librarianship is a rapidly developing field which could benefit greatly from systematic study and the attention of other professional librarians.

THE REFERENCE LIBRARY at a news broadcasting organization is responsible for providing ready reference information and background research for the reporters and producers of news programs. As an introduction to this field (about which very little has been written in American library journals), I spent 100 hours during a seven-week period in the summer of 1984 working in the reference library at National Public Radio in Washington, D.C.

This paper was written while the author was a graduate student in the School of Library and Information Science at The Catholic University of America in Washington, D.C. It represents the culmination of a summer independent study project under the direction of Dr. Mathilde V. Rovelstad.

National Public Radio. NPR is a national network of non-commercial radio stations. From its Washington headquarters it provides news and performance programming on a daily basis to over 300 radio stations throughout the country.

The ready reference and archival services at NPR are separate operations. The Reference Library maintains collections of standard reference books, periodicals and clipping files, and subscribes to several database systems. It serves reporters and producers for two daily news programs during the week and one on the weekend ("All Things Considered," "Morning Edition," "Weekend All Things Considered"), as well as limited series and specials. The Tape Library performs the archival function for all of NPR's Programming Division—performance and minority programs in addition to news—while also maintaining collections of sound effects, news scripts, old radio broadcasts and sound recordings of a historical nature. My internship was served in the Reference Library under the supervision of Robert C. Robinson.

The Reference Library operates seven days a week. The head librarian works Monday through Thursday, ten hours per day; his assistant covers Friday through Sunday. The collection—overflowing its allotted space—includes approximately 100 magazines, eight daily or weekly newspapers, and twenty-five magazines and newspapers on microfiche. Reference sources include the *Encyclopedia Britannica, World Book Encyclopedia, Facts on File, Congressional Quarterly, Reader's Guide to Periodical Literature, Books in Print,* almanacs, government information and several biographical sources. *The New York Times* and the *Washington Post* are clipped daily for an extensive personality/subject/geographical filing system. The library subscribes to DIALOG as well as to NEXIS, SDC, and Vu-text database systems.

NPR is the headquarters and production center for its membership system. The Washington News Bureau is an entity within the national operation. There is also a large news bureau in New York City and several smaller regional bureaus whose staff can call upon the central Reference Library for information. Approximately forty-five reporters and production personnel work for the Washington Bureau and other bureaus.

There is only one librarian available on a given day to locate background articles, confirm facts, or track down information not available inhouse. This has necessitated an open stacks policy which is not common among other broadcast organizations. Reporters and producers at NPR are free to search the shelves and files, and periodicals circulate.

The librarian clips world and national news stories from *The New York Times* and the *Washington Post* for the files at the beginning of each day. Intact copies of each paper are also kept in the library, and several copies circulate among the staff. While some libraries hire clerks to do the clipping, NPR's librarian feels that the librarian ought to be familiar with everything in the files, and clipping a story is most helpful in remembering it. A card file of experts and subject headings is kept as a searching tool for the clipping files.

Since NPR operates on a twenty-four hour basis (broadcasting a two-hour program at 6 A.M. and a ninety-minute program at 5 P.M.), requests for information can come in at any time. No statistical records are kept by the library on type of inquiry or search strategy and results. Government, politics, science, and economics are major subjects, but art and entertainment information and events are regularly researched as well. Local public and academic libraries and the Library of Congress are used when NPR's resources prove insufficient.

I read articles to reporters calling from noisy street corners, coaxed information from a wire service to which NPR did not subscribe, and answered questions from listeners about the network.

Most inquiries are requests for general background and are answered either with an existing clipping file or by searching through *Reader's Guide* or a database and then providing copies of cited articles. There are also ready reference questions: "Who was. . . ?"; "When did . . . happen?"; "How do you pronounce . . . ?" (in newspapers it would be "How do you spell . . . ?"). More complex requests require information compiled from several sources to provide a thorough overview of a subject.

In my experience at NPR, inquiries have covered a wide range, from marriage contracts to border collies, from archeology to genetic engineering, from international economics to hot dogs.

Reader's Guide was the immediate source for answers to many questions. Computer databases were used for very specific queries or where a particular article had to be located. I was assigned several questions each day, some requiring more than one day to locate information, some demanding immediate answers.

I also spent time reading articles to reporters calling from noisy street corners, coaxing information from a wire service to which NPR did not subscribe, and answering questions from listeners about the network.

This project gave me an inside view of the demands and the pace of a national news organization. Reporters want accuracy and speed from their reference library, and the consequences of error can be serious.

Working at NPR's Reference Library also allowed me to see firsthand some of the problems inherent in operating such a service. Many of NPR's difficulties are unique and result from budgetary considerations.

Though the service provided is considered excellent by most reporters and producers, it was obvious that having a summer intern increased the library's ability to meet user requests. No funds are available to increase the staff. The low yearly allotment for database subscription ($8,000) does not compare favorably with the $10,000 per month spent by ABC-TV's Washington Bureau. (However, NEXIS and DIALOG have recently given NPR substantial grants of service which will somewhat alleviate this problem.) Budgets also affect space and capital equipment, and the Reference Library is waiting for additional shelving and offices requested some time ago.

The necessity of an open stacks system (because the librarian is sometimes away from the office) leads to the major problem for this reference library: theft. Certain popular periodicals tend to

Sample NPR Searches

- An independent producer was working with one of NPR's news hosts on a story about anesthesiologists. To add some interesting sound, they wanted to include a poem that related to pain and its relief. I tried *Granger's Index to Poetry* under headings for "pain", "medicine", "physician," and "dentist". But the library which had *Granger's* did not have all of the anthologies indexed, nor did the public library. I located the anthologies at the Library of Congress, but only one of the poems proved appropriate.

- A request came at 9 a.m. from the host of the morning news program who was planning a 10:30 a.m. interview with an Illinois reporter jailed in a civil libel case for refusing to divulge his source. Before calling the jail cell, the host wanted to confirm some facts in *The New York Times* story and get a sense of the legal situation (civil vs criminal libel; state statutes, etc.). The Reporters' Committee for Freedom of the Press was known to NPR staff as a primary watchdog on first amendment issues. A fast-acting law clerk on the Committee's staff was able to provide the factual and descriptive information needed in time for the interview.
- A reporter, remembering a print story on a family in Pennsylvania, wanted to do an update on their problems living in an underground house where wood preservatives used in construction were causing health concerns. The name of the chemical—pentachlorophenol—did not elicit the precise story from *Reader's Guide* or DIALOG; nor did more general subject terms. I called *The Washington Post's* Real Estate section whose editor remembered the story—correctly. The reporter was confusing two separate stories: the Pennsylvania family had a problem with radon gas; pentachlorophenol is a dangerous termiticide not normally used in home construction.

disappear, and searches can be delayed when a magazine in the collection turns out to have gaps in its continuity. Having only one (busy) librarian available makes weeding an almost impossible task; there is never time to go through old files. The NPR Development Office might consider applying for grants specifically for library improvement.

This project was conducted as an introduction to a developing field which is not well-covered in library literature. As a relatively new but fast-growing phenomenon, broadcast libraries could benefit greatly from the increased attention of their professional colleagues.

It is only in the past ten years that news organizations on the regional and local levels have begun providing sophisticated reference services to their reporters. The next decade will most likely see the continued impact of new information-transmission technologies influencing the development of library facilities at news bureaus and local television and radio stations.

My experience as an intern at National Public Radio provided me with a basic understanding of how these libraries function, of the importance of the services they provide, and of the need for more systematic study of their structures and procedures.

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Technical Reports: A Comparison Study of Cataloging with AACR2 and COSATI

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■ **This article describes results of a study comparing technical report cataloging records in the Library of Congress MARC format using AACR2 cataloging rules and in the DTIC format using COSATI rules. Differences found include treatment of corporate bodies, report and funding numbers, physical description and those stemming from the physical differences between monographs and technical reports. This information is valuable to library personnel evaluating options for achieving bibliographic control of technical reports.**

MANY SPECIAL LIBRARIES have technical reports collections of significant size. These documents have been difficult to control because traditional book cataloging procedures did not provide adequate subject coverage and were complicated and costly. One approach to technical reports description that has become very popular is that embodied in the *Guidelines for Descriptive Cataloging of Reports: A Revision of* COSATI* *Standard for Descriptive Cataloging of Government Scientific and Technical Reports. (1)*

The Defense Technical Information Center, the NASA Scientific and Technical Information Facility, the National Technical Information Service and the Department of Energy's Office of Scientific and Technical Information are clearinghouses for government generated technical reports. These organizations have implemented the COSATI rules to describe the technical reports and, as an outgrowth of the clearinghouse function, produce databases of scientific and technical information described in the COSATI format.

COSATI citations work well in online systems and in printed bibliographies and indexes. Recently, libraries have be-

* Committee on Scientific and Technical Information. Federal Council for Science and Technology.

come very interested in using the *Anglo-American Cataloguing Rules,* 2nd Edition (AACR2) via the Library of Congress MARC format for cataloging technical reports. The MARC format for technical reports is a communications format established by the Library of Congress. *(2)* Its aim is to add fields to the MARC format for monographs so that the unique requirements of technical reports can be accommodated. The cataloging rules guiding the use of the Library of Congress MARC format are the *Anglo-American Cataloguing Rules,* 2nd Edition. *(3)* Rules for monographs are to be applied to technical reports. This guidance has been supplemented by publication of *Cataloging Government Documents: A Manual of Interpretation for* AACR2 *(4)* Librarians with significant technical report collections are interested in having access to a shared cataloging network for technical reports similar to those existing for books. COSATI cataloging is not seen as inadequate, but MARC/AACR2 format is the norm for bibliographic networks.

Background

In 1977 the Defense Technical Information Center began a shared cataloging system using the existing database and inhouse developed software. The network is COSATI-based. While the system works very well, it suffers from the limitations of the implementing software. The format does not readily permit modification, and no software exists to download files for local control and manipulation. Consequently, there is a growing interest by Department of Defense libraries in the Integrated Library System (ILS) developed by the Lister Hill National Center for Biomedical Communications. This system automates a variety of library functions, including cataloging, and is based on the Library of Congress MARC format for bibliographic records. The possibility of controlling technical reports using this system, which can provide local control and function as a vehicle for communicating with shared cataloging networks, is being explored by several Department of Defense libraries. However, it is generally acknowledged that the COSATI rules provide excellent technical reports cataloging, while questions remain about the adequacy of the MARC-based system using AACR2 for document description.

This article summarizes the results of a study comparing COSATI cataloging as implemented by the Defense Technical Information Center to cataloging of technical reports using AACR2 and the MARC format on OCLC. The study was performed by the cataloging rules committee of the Resource Sharing Advisory Group to the Defense Technical Information Center. The committee is made up of representatives of organizations processing a large number of technical reports including the Corps of Engineers, the Institute for Defense Analyses, the National Technical Information Service, the Naval Research Laboratory, the Army Training and Document Command, and the Defense Nuclear Agency. *(5)*

The committee realized that it is possible to put COSATI-type information into fields in the MARC format. This was not considered a desirable way to catalog these materials. It makes for inconsistency within a cataloging system if the books are cataloged using one set of rules while a second, different set of rules is used to describe technical reports. The problem is further complicated when the same fields are used for different purposes within the same system.

Study results. The committee found that the AACR2 rules for cataloging monographs can be used to catalog technical reports. In fact many users of technical reports are unlikely to notice the differences between the two different kinds of records. There are differences in the way some data appear, however, and it cannot be denied that when used to catalog technical reports, the AACR2 rules for monographs must be stretched and data forced into some fields.

Differences between books and technical reports (see Table 1)

The reason that the AACR2 rules for monographs work awkwardly when used to catalog technical reports most likely stems from the care with which a published book is compiled and printed compared to the relatively haphazard way in which technical reports are issued. The value of technical reports lies in the short amount of time between the actual research and the availability of the report. Because the emphasis in technical reports publication is timeliness and because the information being reported may be preliminary or confined to a small portion of a larger project, the front matter of the report is generally not so well crafted as the title page of a book.

AACR2 depends upon the title page as the "chief source of information" from which cataloging information is taken. This means that all books are cataloged consistently, because the information from the title page, not from the cover or elsewhere on the document, is always used. If there is internal inconsistency, the information on the title page will prevail. When cataloging monographs using AACR2, there are provisions for using information that is not on the title page. However, the fact that cataloging information has been taken from elsewhere on the document must be noted in the bibliographic record.

Technical reports generally do not have title pages. Some are printed, others are typewritten. Some contain a report documentation page, a page designed to carry the kind of information appropriate for a title page, but this information is often compiled separately from the report and may conflict with other information in the report. This means that in AACR2 records for technical reports a note such as "cover title" is inserted very frequently because cataloging information is not taken from the title page. Given the nature of technical reports, the note requirement is superfluous.

In one of the reports in the sample that the committee cataloged, the title on the cover differed from that on the title page. COSATI, recognizing that many reports may not have title pages, allows the cataloger to choose the most descriptive title. In this instance the titles in the AACR2 and COSATI records differ because they were taken from different places.

Corporate authors

Books have publishers, technical reports have corporate authors and may have monitoring and sponsoring agencies associated with them. A monitoring or sponsoring agency is usually a govern-

Table 1. Differences Between Technical Reports and Books

Monographs	Technical Reports
Title page almost always present.	Generally without title page.
Published.	Not published as such but is produced as a result of corporate funding that must be acknowledged.
Either personal author or corporate author.	Both personal author and corporate author.
Seldom known by an identifying number.	Several numbers can be associated with a report and are used when identifying it for retrieval.
Carries ISSN.	Does not carry ISSN. Does carry project, work unit, task and contract numbers.

ment organization for whom research is undertaken and the report written. For many reports this organization, as well as the one for whom the personal author works, are important pieces of identifying information. The concept of publisher, however, does not transfer easily from monographs to technical reports. Consequently, the information entered in the publication, distribution, etc., area is often forced. Sometimes the organization designated as the publisher is the corporate author, other times the monitor or sponsor is used. The information can be superfluous if the organization used as publisher is also the author affiliation, since that is given earlier in the record.

Corporate authorship is a concept very important to technical reports and it is handled inadequately using AACR2 and the Library of Congress MARC implementation. The corporate author is the corporate body intellectually or contractually responsible for the report. MARC permits entry of author affiliation, publisher and the use of any corporate body in the title statement or funding note.

In most cases in the committee's sample, the corporate author was entered as the author affiliation (with the relator code "org," originator/performer) or the publisher. Because the corporate author is so often used by patrons to describe or identify a report, it should be consistently entered in the same place and labeled "corporate author."

In one instance in the sample, there were three organizations affiliated with a report. The COSATI record picked up the contractor as the corporate author; the MARC record contains the subcontractor as "originator/performer" and the monitoring organization as the "publisher" and does not carry the contractor. Because the monitor is often used as the publisher or is mentioned in a funding note, using AACR2 a cataloger can enter the monitoring agency (labeled in the added entry as "funder"). The cataloger cannot do this using the DTIC implementation of COSATI, because while COSATI permits entering the name of monitoring organizations, DTIC's software system does not yet permit it. This is a clear advantage of the MARC technical report format.

In addition, the format of the name of an organization differs between AACR2 and COSATI cataloging. Format for corporate bodies is prescribed in Chapter 24 of AACR2. The basic rule for corporate bodies is, "Enter a corporate body directly under the name by which it is predominently identified, except when the rules that follow provide for entering it under the name of a higher or related body or under the name of a government." According to COSATI, "Only two organizational elements may be chosen from those displayed on the title page and cover of the report. When two elements are chosen, they are the largest and the smallest elements; the city and the state name of the smallest element follows the largest element of the corporate author heading." In practice this means that corporate bodies are presented differently in AACR2 MARC records and COSATI records.

Other differences. In the Library of Congress MARC format, there are provisions for entering project, task, program element and work unit numbers. However, they are all entered into the same field which can be repeated as necessary. Because users manipulate information by these numbers, it is important to differentiate among these numbers. While this could be done by prefixing the data with a label of "WU," we believe that separate subfields should be provided for separate kinds of data. The DTIC implementation of COSATI, on the other hand, provides separate fields for project and task numbers but no fields for entering work unit and program element numbers. Therefore, neither system is ideally suited for handling this kind of information.

Limitations of AACR2

A general criticism of the AACR2 rules for monographs as applied to technical reports is that they require adding superfluous information to the records. Examples include, "place, publisher, date" statements; the physical description; indication of the source of cataloging information (if other than title page); the requirement to mention individuals and corporate bodies in the body of the cataloging if they are to be cited as added entries in the 700 fields; call numbers; most of the fixed field information; and the entry of a personal author's name both as main entry and in the statement of responsibility.

A limitation of AACR2 when used for technical reports is the so-called "rule of three" which states, "If responsibility is shared between more than three persons . . . and principal responsibility is not attributed to any one two or three, enter under title (for main entry). Make an added entry under the heading for the first person . . . named." *(3)* This means that if three or more people authored a report, as if often the case with technical reports, only one person is mentioned in the cataloging entry.

Report numbers pose problems in AACR2 MARC records. AACR2 employs the concept of "monographic series" to link all numbered documents from the same organization into one series. This means that for some reports the report numbers are treated as series numbers. This is not usually a reflection of a true link among the documents, however, because the existence of a common issuing agency and numbering format does not necessarily indicate that the documents have a common theme as it often does for monographs. In addition to allowing entry of series information, the Library of Congress MARC format for technical reports provides fields for "report number" and "standard technical report number". The wisdom of differentiating between standard technical report numbers and other report numbers is questioned because it is difficult to tell the two apart and it doesn't matter to patrons anyway.

Summary and conclusion

There is a problem in the library community in the handling of technical report citations. The problem is that the automated systems and networks available for controlling monographs are not yet available for controlling technical reports.

One way to cope with this difficulty is to catalog technical reports as if they were monographs. The information in this article is necessary for anyone exploring this option. The detailed comparison provided shows the differences between cataloging using rules for technical reports and those for monographs. There are drawbacks to this second option which the comparison highlights. The main one is that the AACR2 cataloging rules impose added requirements on the cataloging record that make the record more expensive to produce. A second drawback is that corporate authorship can show up in more than one location.

Another way to handle the problem is to use the MARC communications format, inserting COSATI-derived information into hospitable fields. A difficulty with this approach is that the resulting records will not be compatible with records based on AACR2. In an era where information is readily shared, it is risky to create records based on local conventions.

A third way to deal with this problem is to develop software to allow creation of a cataloging network for technical reports. This is, of course, the optimum solution because it permits economical creation of cataloging records and full description of the documents. Because this software has not been developed although the market exists, options such as the one described in this paper must be explored.

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A New Gateway to Information: Special Library Wins PR Award

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■ Only a few special libraries enter the annual John Cotton Dana Library Public Relations Award Contest. When they do enter, they tend to be capable competitors in securing awards. A contest judge reviews the contest procedures and offers suggestions on how special libraries can increase their chances for winning awards in the future.

THE NATIONAL GEOGRAPHIC SOCIETY Library of Washington, D.C. has won a special award in the 1985 John Cotton Dana Library Public Relations Award contest. The NGS Library received the award for a creative, well-planned effort to promote its services to specifically identified user groups. Utilizing the occasion of a move into a new centralized library facility, the NGS Library pursued a three-pronged strategy to fulfill its public relations goals. This strategy included the use of publications, events, and administrative reporting methods.

The NGS Library was one of sixteen entrants to receive an award in the contest this year. The contest features two types of awards: the John Cotton Dana Award and the Special Award. Fifteen entrants this year won a Special Award, which grants recognition to one component of a library's overall, long-range public relations program. In contrast, a John Cotton Dana Award honors a comprehensive, annual library program that has successfully integrated a number of discrete promotional components in a coordinated manner.

Each year a panel of eleven judges meet for a week during March to evaluate approximately 150 contest entries. This year 173 libraries submitted contest entries, two of which came from special libraries. Last year, four special libraries entered the contest. Since 1980 an average of 3.6 special libraries per year have entered the contest. *(1)* This pattern of limited participation by special libraries may be attributable to the common misconception in the library world that only public libraries are eligible to enter. Sponsors stress the fact, however, that all sizes and types of libraries and information centers are encouraged to participate in the John Cotton Dana Library Public Relations Award contest. Table 1 summarizes both the numbers of entries and award recipients by type of library for the 1985 contest.

Special libraries entering the contest in recent years generally have experienced a noteworthy rate of success in securing awards. This winning pattern cannot be explained as the result of the employment of a quota system by contest judges for each category of library. Contest results reveal that during some years none of the entrants in a particular category receives an award. Contest judges actually make every effort to evaluate entries from all categories by the same set of standards.

The rate of success for special libraries entering the contest instead may be attributable to a number of other factors. First, many special libraries operate in competitive organizational environments where survival depends upon constantly providing evidence of the usefulness of their resources and services. Second, special libraries normally serve more narrowly defined and easily-accessible target populations than do other types of libraries. This more specialized focus can make identification and communication with target audiences a far easier task. Third, the presence of a large number of SLA members who operate in the private sector where public relations constitutes a widely-respected activity might explain the more ready acceptance of public relations methods among special librarians.

It seems then especially ironic that few special libraries enter the contest. After all, the contest pays homage to one of SLA's principal founders and its first president. John Cotton Dana (1856–1929) earned a respected reputation during his career as an innovator and pioneer in the library world. Perhaps his greatest achievement was his insistence that libraries promote their services. Although this type of promotional activity arouses no controversy today, in the eyes of his contemporaries, Dana's ideas about public relations seemed revolutionary. The H.W. Wilson Company and ALA's Library Administration and Management Association began jointly sponsoring this award contest in 1946 in memory of Dana. This annual contest has provided an ongoing challenge for libraries to promote their resources and services successfully.

Table 1.
John Cotton Dana Library Public Relations Award Contest Entries and Winners, 1985

Library Category	Number of Entries	Special Award(s)	JCD Award
Academic	4	1	0
Public	67	9	1
School	8	2	0
Military	75	0	0
Special	2	1	0
Other*	17	2	0
Totals	173	15	1

* Includes state, consortia, associations, and library schools.

This year's winner

The National Geographic Society Library's entry provided judges with ample evidence that it had conducted a thorough, expertly-administered public relations program. The NGS Library staff capitalized upon the re-unification of resources and personnel previously dispersed throughout the city to educate certain target populations about the breadth and depth of available services in a new headquarters library. Judges reviewing the entry praised the library staff's sophisticated knowledge of public relations, particularly in the planning aspects of the program.

As its primary mission, the NGS Library strives to provide superior research and cartographic services to 1,500 Society employees. Its secondary mission consists of providing these same services to the general public. The NGS Library normally regards Society employees as members of one of three distinct target audiences, classified in accordance with their functions: administrative, editorial, and research.

In planning its promotional program for the re-unification project, the NGS Library established realistic, attainable public relations goals that were derived from its mission statement. The entry scrapbook explained how these goals were directly related to specific, measurable objectives. Each of the activities described in the NGS Library's entry included unit-cost, distribution, and evaluation information. The scrapbook supplied only pertinent information and samples to explain the program. The entry scrapbook skillfully captured the NGS Library staff's spirit of teamwork and its feelings of enthusiasm for the various promotional projects.

Through promotional activities involving publications, events, and administrative reporting methods, the NGS Library attained its public relations objectives and ultimately its program goals. Diverse activities were employed to reach the different target populations identified during the planning process. The entire public relations program cost the library a modest $2,600. By prudently utilizing the Society's art, photography, and phototype departments, the library was able to contain program expenditures while producing a series of attractive publications.

The library newsletter, appropriately entitled the *Gateway to Information,* captured the spirit of the NGS Library's promotional activities. This publication was distributed to all target audiences within the Society. As with other publications produced for this program, the newsletter reflected the great amount of thought, care and creativity employed in its preparation. Likewise, all NGS Library publications were concise and to the point in communicating their particular messages. The library adorned all of its publications with an eye-catching "The Reading World" logo (see Figure 1) for ease of identification of its stationery, bibliographies, press kits, newsletters, and user guides.

The public relations program also included special events and administrative reporting activities. Events consisted chiefly of high teas, orientation sessions and receptions. The library further promoted its services by way of both written and oral annual reports to the Society's management and governing bodies. In evaluating the NGS Library scrapbook,

Figure 1

The Reading World logo appears on all NGS Library publications. Logos generally assist users in quickly identifying library publications.

one contest judge described the program as "an excellent piece of work," adding that she thought it would be "hard to find fault with this promotional project."

Guidelines for entrants

Special librarians wishing to participate in future John Cotton Dana Library Public Relations Award contests will want to understand the judging process. A number of helpful articles and essays have been written on the topic in the library literature. Prospective entrants are strongly encouraged to review these publications. In addition, interested special librarians may want to peruse a new annual ALA publication that features winning entries from the contest. *(2)*

As a veteran of the contest selection process, this judge can offer the following advice on how to submit a winning entry:

- **Audience:** Entrants need to educate the judges about their particular library environments. The judging panel consists of mostly public librarians. It also usually includes at least one academic librarian, one school librarian and a public relations consultant. Thus, entrants may want to consider that these judges probably will be unfamiliar with the kinds of clientele, problems and resources found in special libraries.
- **Brevity:** Entries must be concise. This year eleven judges evaluated 173 entries within the course of five working days. Given the time constraints placed upon judges, scrapbook or audiovisual entries should be designed for easy evaluation in no more than fifteen minutes. Supporting materials should be selective and representative of the program described by the entry.
- **Documentation:** Entries are always strengthened by the inclusion of relevant evidence that indicates the public relations program accomplished its goals. The inclusion of measurable objectives in the program will facilitate the documentation aspects of the entry.
- **Quality:** The judges are more impressed by how wisely entrants have used available resources than by the size, glamour or expense of the program. Every year libraries possessing modest public relations budgets win awards in the contest. For example, in 1984 the Albert Mann Library at Cornell University spent less than $200 on its award-winning public relations program. *(3)*
- **Past Winners:** Prospective entrants can gain insight about the essential characteristics of winning entries by personally examining scrapbooks and/or audiovisual items from past contests. Award recipients for the year are displayed at each ALA Annual Conference. Winning entries from the past three years can be obtained via interlibrary loan from the ALA Headquarters Library in Chicago. Reviewing award recipients' entries from past contests outside of the Special Library category may give interested special librarians a broader perspective on the essential qualities found among submissions from contest winners.
- **Knowledge:** Entrants should possess a firm grasp of the fundamental principles of public relations. For instance, contest participants should avoid the common pitfalls of confusing goals with objectives, or of equating publicity with public relations.
- **Creativity:** Entrants are advised to emphasize the creative, unique elements in their programs. Otherwise excellent, well-administered entries have been eliminated in the final judging selection process due to an absence of program creativity.
- **Begin Early:** Even if their public relations programs are still in the initial planning stages, prospective entrants may benefit from reviewing an information packet regarding contest guidelines. The sample judging form found in the packet will be particularly helpful. This information packet can be obtained from the H.W. Wilson Company's Marketing Department at 950 University Avenue, Bronx, NY 10452-9978. The National Geographic Society Library actually organized its public relations program, while still in the formative stages, around the suggested guidelines in the contest information packet.

Conclusion

This article has suggested that special libraries can successfully compete in the John Cotton Dana Library Public Relations Award contest. The National Geographic Library won a Special Award in the contest for a short-term project related to a larger, long-term program. It seems unfortunate that many special librarians feel excluded from a contest named after a major figure in the history of SLA. We hope this article will encourage special libraries to participate in future John Cotton Dana Library Public Relations Award contests.

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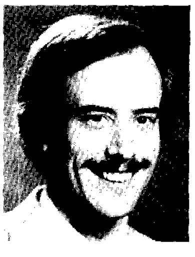

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Libraries in Kuwaiti Financial Institutions: Their Functions and Potentials

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■ The purpose of this study is to examine the expanding role of libraries and information centers in Kuwait's financial institutions, to explain their potential and to explore their prospects in a changing financial and technological world. This study illustrates how a particular class of special libraries is striving to grow in a developing country with immense financial resources. The role of information in financial institutions, and financial institutions in Kuwait, are studied.

THE DRAMATIC GROWTH of financial institutions all over the world in size, diversity of operations and volume of transactions has been accompanied by a vast increase in the quantity of information generated and handled. Information is required in financial institutions, particularly banks, for two purposes. The first is to conduct daily financial transactions; the second is to make strategic and operational decisions. Information for financial transactions is usually current and lies outside the scope of this study. Examples of bank decisions are: formulating investment and credit policies, liquidity planning, determining branch location, selecting and evaluating investment projects, and managing foreign currency inventories. These decisions are usually based on studies or research on financial markets, economic trends, anticipated changes in interest rates or in prices of major commodities, forecasting of technological change, and other subjects of economic, financial, marketing and technological interest.

The formation of research departments in banks and other financial institutions resulted in the establishment of libraries to provide the information needed for research. Bank libraries are an evolving type of special library, sometimes groping for a clear role to play and seeking to define a range of functions to perform. Currently, bank libraries range from simple book, periodical, newspaper and magazine depositories to highly sophisticated information centers such as the one maintained at Chase Manhattan Bank, which offers library services to outside users at a fee (*1*).

The State of Kuwait, located in the northeastern corner of the Arabian Peninsula, borders Iraq on the north and west, Saudi Arabia on the south, and the Arabian Gulf on the east. With an area of about 6,880 square miles (17,818 square kilometers) it is slightly smaller than New Jersey and contains a population of 1.6 million, as of 1980. The name Kuwait is said to come from "Kut", Arabic for fort (*4*).

The spectacular growth in Kuwait's economy and financial resources since the early 1970s has been matched by a parallel expansion of its financial system. The Kuwaiti commerical banks increased their total assets more than tenfold during the period 1970–1981, reaching about $22.5 billion by the end of the period (*2*). Kuwait's financial system now includes, apart from the Central Bank, seven commercial banks, one Islamic Bank and three specialized banks, seventeen investment companies, several insurance companies, and a number of exchange dealers and stock brokers and the Social Security Authority (*3*). This represents a huge system for a country this size.

Several Kuwaiti financial institutions established economic research departments to conduct studies, surveys, and analyses on subjects of interest to the institution and to issue publications for internal use or external circulation. Libraries were established largely in response to the needs of economic departments in Kuwait's financial institutions. However, of approximately 40 financial insitutions in Kuwait, only five have a library or an information center. It is the intent of this paper to examine the role of these libraries and their prospects in Kuwait, and to investigate the potential for widespread establishment of libraries in Kuwait's financial insitutions.

Methodology

Because of the wide variety of financial institutions and their information acquisition practices, several approaches were followed in the study. The main research vehicle was the questionnaire. This was augmented by personal interviews and telephone calls for clarification and verification purposes, familiarization with the institution's publications, and consultation of general published literature.

Two types of questionnaires were distributed. The first was designed for libraries in banks, and the second for key information users in banks without libraries. The findings were sent in draft form to those who supplied information, and their comments were incorporated in the final version whenever appropriate. Other sources of information were also consulted to fill information gaps in the responses.

Libraries in Banks: the Questionnaire: The questionnaire sent to bank libraries aimed at surveying the users, services, and resources of these libraries. It sought to determine whether the libraries are performing useful services, if they are adequately utilized, and if they are providing the fullest possible range of services.

The questionnaire was distributed to the following five financial institutions:

- Industrial Bank of Kuwait (IBK)
- National Bank of Kuwait (NBK)
- Central Bank of Kuwait (CnBK)
- Commercial Bank of Kuwait (CmBK)
- Kuwait International Investment Company (KIIC)

The librarians of the first four banks, who hold master's degrees in library science, responded to the questionnaires. The person in charge of Kuwait International Investment Company library, who does not hold a library degree, completed it jointly with a major user from the Economics and Finance Research Department. The following section provides a summary of results.

Summary of Results: The major users of libraries in the banks surveyed were a diversified group, indicating the broad range of people who do, or who potentially can, make use of the services of bank libraries. The intensity of use ranged from three to 150 requests per week. As the variety of users increased, so did the intensity of use.

Reference services were also varied. They included provision of directory information, bibliographic verification, foreign exchange information, evaluation of foreign and local economic situations, statistics, summaries of investments and loans, banking world tables, etc. The amount of reference services offered varied with the level of activity of the library. Only one of the libraries surveyed, that of the Central Bank of Kuwait, has reported access to the use of computers. The Central Bank of Kuwait library is using computers for its circulation activities and for storing a list of periodicals.

All the libraries surveyed are active in selective dissemination of information. All provided current awareness material (arrival of new books, articles of major interest, etc.) and news clippings, and most provide tables of contents of periodicals of interest to particular users. All of the five libraries surveyed provide material for inclusion in bank publications. Some of these publications are regular, ranging from weekly to annually, and some are irregular publications.

Books are ordered both directly and through jobbers. Librarians undertake the responsibility for book selection in four libraries, aided by the users in three of them, while in one library book selection is initiated entirely by the users. No comprehensive acquisition policy has been established in any of the libraries. In four libraries, the unwritten guidelines are, "Acquire material as needed, within a given set of acceptable subjects." Material ordering is done manually.

Four libraries reported cataloging by inhouse staff, and in two of these, precataloged cards are obtained whenever possible. The Dewey system is followed in three libraries, and the Library of Congress system is followed in one.

Direct contact and telephone communications ranked interchangeably as first or second among the media used in performing research services. Other media used are Telex and computer services. Book collections range from 60 to 6,500 books and constitute from 70 to 100 percent of the material provided by the libraries. It is interesting to note that in two of these banks, Industrial Bank of Kuwait and National Bank of Kuwait, the great majority of the books were acquired in the last two to three years. Numbers of periodicals range from 36 to 360. Volumes of reference material vary from 80 to 350. In both cases, the sudden increase in acquisition and other activities coincided with the appointment of qualified librarians. No microform material existed in any library.

The managers of the active libraries report to persons in high executive positions in the bank. The location within the organization of a library reflects the attention given to it by management, which in turn affects the quality and level of its activity. Reports on libraries' annual budgets were not useful for comparison purposes because the budgets reported do not cover the same budget items in every library. Four libraries have copiers and of these, two have terminals accessing news agency daily reporting.

Four libraries engage in both lending and borrowing as part of an informal local interlibrary loan network.

Information Services in Banks without Libraries: The purpose of the questionnaire distributed to key information users in banks which do not have a library is to find out how they obtain the information they need to conduct their operations. The ultimate aim is to assess if their information needs would be better served through the establishment of a library. The questionnaire sought to determine the type of reference material most commonly used; non-standard sources of information; where the reference collection was housed; perceived need for a library to provide information and expand services; and plans, if any, to establish a library.

The questionnaire was distributed to the following financial institutions:

- Bank Burgan, a commercial bank.
- Gulf Bank of Kuwait, a commerical bank.

- Bank of Kuwait and the Middle East, a commerical bank.
- Securities Group, a security-trader.
- Euro-Kuwaiti Investment Company, an investment company.
- First Trading Co., an investment company.
- Kuwait Investment Company, an investment company.

All seven financial institutions responded; the respondents were researchers in the research departments. The following section summarizes the results.

Summary of Results: All standard forms of material are reported in use: books, magazines, periodicals, special reports, newspapers and bulletins. None of these stand out as more important than the others. Other than standard material collected, up-to-date news releases are a prominent source of information. Databases, computerized and noncomputerized, are additional sources of information. In the absence of a formal library, users find their material in personal collections, an associate's collection, informal collections within their departments or in the bank at large, or in local libraries. Information is also obtained through personal contacts, telephone conversations, telex messages, correspondence, and computer terminals.

All financial institutions, except one, were emphatic that libraries would help in providing their information needs, and would facilitate the efficiency of their research and report writing activities. These financial institutions reported that some steps have been taken in the direction of establishing libraries/information centers.

Analysis

Information retrieval is not an easy task for researchers in Kuwait. A great distance separates the researcher from major foreign sources of information in Europe and the United States. Even local sources of information, such as publications of similar institutions, are not circulated on a regular basis. A factor which compounds the difficulty of information retrieval is the lack of qualified personnel, particularly experienced bilingual librarians (versed in English and Arabic) with a master's degree in library science, and computer specialists. This is a typical situtation in most developing countries. Even though Kuwaiti banks have enormous financial resources, human resources are very scarce.

The growth of information services in financial institutions in Kuwait has been the result of a two-way interaction between librarians and users. The establishment of a library in a bank came as a response to a perceived need for a more efficient system of information acquisition and has in turn helped to facilitate the provision of information to researchers. But the benefits have gone beyond that. The appointment of qualified librarians has helped to expand the variety of information services and make available to researchers sources of information and other resources of which they were not aware. This is evidenced by the expansion in library collections and the variety of services offered in the four banks served by professional librarians.

In addition to the information services libraries have provided to researchers, professional library staff have helped their clients indirectly by relieving them from the activities normally classified under technical services. Librarians naturally assume responsibility for such functions as acquisition, periodical binding, physical maintenance of the collection, cataloging and classification. However, it is in this area that most librarians have suffered from a backlog because of the demand made on their time by other activities and the lack of supporting staff. Because of the limited number of users and the small size of the collection, librarians in Kuwaiti banks have been unable to justify a large staff. They have had to perform a variety of technical and administrative services, leaving little time to specialize in any of these functions.

Although research reports produced in one bank can be of great use in another, they are often not readily available in other bank libraries. Books, periodicals, and reference materials represent an impressive collection in bank libraries as a whole, but not in any single library. However, there is no mechanism such as a union catalog to make libraries aware of the collection of others. In general, sources of information of one library are untapped by other libraries.

The situation is worse in financial institutions without libraries. Researchers in all but one institution surveyed indicated their need for libraries and mentioned that some steps would be taken or were being taken to establish one. However, no information exchange was taking place to provide for more uniformity in the design of the new libraries or in the types of resources to be acquired.

The survey revealed that the effectiveness of a bank library and its level and variety of activities is related to the physical and organizational proximity to high executive personnel and, to a smaller but significant degree, to its major users. It was also related to the qualifications of the librarian.

The role of computers in library operations was almost nonexistent in all Kuwaiti banks. At the time of the questionnaire, only the Central Bank of Kuwait was using computers in circulation and in storing periodical lists.

Recommendations

There are several challenges facing Kuwaiti bank librarians. The most important of these are the expansion of information services and the improvement of the efficiency of technical services with minimum increase of resources. The particular difficulties confronting librarians include widely scattered sources of information, to the variety of services required, and the lack of resources. The most promising alternative is the use of computers and advanced communication systems. In bank libraries, computers can be used for cataloging and classification, creating union catalogs, circulation, serials control, literature searching, collecting and storing inhouse bibliographies, and abstracting and indexing. Their use can improve the efficiency of these functions, save the time and effort of the librarian, and obviate the need for a large support staff.

The quality and variety of the information services of Kuwaiti bank libraries can be improved by pooling the resources of these libraries. A union catalog, preferably computerized, represents an important vehicle. As a first step, libraries can build a common database of the reports published by their respective research departments. This database can then be expanded to include all collections. It can be later extended to include the collections of other bank libraries in the region.

Pooling of resources will require coordination and cooperation in the acquisition of hardware and software, the selection of cataloging and other systems, the establishment of an interlibrary loan system, and the organization of training programs. The benefits are apt to multiply as more libraries are established in other Kuwaiti financial institutions. Librarians in existing bank libraries can play an active role by helping the officials in other institutions to plan the establishment of a library. Arranging visits to their libraries, offering advice on the library system design and assisting in the selection of hardware and software are possible courses of action. Librarians may wish to establish standards for bank libraries, particularly where computers are used or union catalogs are involved. The widespread establishment of libraries with pooled resources will no doubt enhance the visibility of and lend support to all bank libraries. Such support is needed for the libraries to perform their services effectively.

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Preservation Planning for the Small Special Library

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■ **Preservation planning for the small special library should be considered one of the managerial objectives of its librarian. This planning should reflect the nature of the library's collections, its user groups and its physical and financial environment. The importance of determining priorities, articulating needs and integrating preservation activities into the mainstream of day-to-day routines is discussed. Longevity of collections is seen in terms of: (1) the nature of the materials, their manufacture, chemical/physical make-up and their *inherent vice;* (2) the nature of the storage conditions in terms of temperature, relative humidity and light; and (3) the nature of the collections handling and treatment. Preservation decision-making and treatment options are generally discussed, with the emphasis on curatorial responsibility that is the librarian's.**

PRESERVATION* PLANNING and all subsequent preservation and conservation efforts in the special library depend wholly upon the nature of that library's collection and are based upon its reason for existence. For some, the issues and technicalities of preservation, conservation and restoration have taken on their own mystique based upon the complex chemistry and physics of book and paper deterioration. The truth is that there is a great deal that can be accomplished in the preservation of the library collection by the alert and informed librarian in the small special library. The planning and implementation of preservation efforts in the special library is one of the many aspects of good library management.

Special libraries generally house books and other materials that have importance only for the information these sources contain. Statistical tables, dates, names,

*Terms used throughout this paper are taken from Carolyn Clark Morrow's use (1982) in the literature cited in the Bibliography. "Preservation" as used in this paper's context is the action taken to anticipate, prevent, stop or retard deterioration. "Conservation," a more specific term, generally means the maintenance of each item in the collection in a usable condition. "Restoration," when used, describes the act of returning the deteriorated item to its original or near-original condition.

addresses, even illustrations and general written concepts, are what can be considered "intellectual content"—information that is important to the library user for its easy access and storage and its quick retrieval. Its physical form as *data, fact, information,* is secondary to its availability in some usable medium. Most times it does not matter to the user if the needed information is available as a paperbound almanac, on microfiche, or as a print-out from a database—as long as the information is accessible within a reasonable amount of time and obtained with relative convenience. At times the format of this information or medium is important: microfilm is not an appropriate format for the piano player, nor is a black-and-white photocopy of a painting usually acceptable to the art historian.

Despite the growing importance of information in digital electronic format for the special library, most will need to maintain certain amounts of material, ephemeral or not, in paper-based format. The preservation of this type of material becomes the process of maximizing its useful life in that appropriate format, or in another acceptable format, until that information is no longer required by the library and its users.

On the other extreme is the type of material, found in many types of collections, that has its value as a rare or intrinsically valuable book, photograph or other object. This kind of artifact may have value much as that of a museum piece. For example: books, old or relatively new, that have a direct connection or association with the founder of the library's parent organization; books that have been autographed or inscribed by famous persons or by significant persons within the organization's history; rare and valuable old maps or globes; rare or unique early photographs of the institution or its founders; manuscript letters from the early days of the institution; and so on. Preservation efforts in dealing with these materials must assess specific approaches aimed at maintaining these artifacts in a usable condition in their original format.

Between the two extremes of ephemeral information and rare artifacts often lies a body of library material that has value to its collection in the long term. This material's counterpart in the larger research or academic collections has been described by Paul Banks and others as having "permanent research value"—not necessarily rare or unique, but having considerable long-term research (and probably monetary) value to the collection. The proportion of this type of material in the special library will vary considerably from collection to collection. But most special librarians will recognize this segment of their collection as valuable—and difficult or expensive to replace. Preservation planning for this type of material must aim toward obtaining the maximum longevity in the most appropriate format for these materials.

Providing a strategy for maintaining these disparate generic types of materials in the collection requires an approach that:

- states the collection's preservation situation and its practical needs;
- determines priorities for action or treatment, based upon the nature of the collection's size, value, replaceability, condition and age; and based upon the library's institutional support in terms of staffing, funding, and physical facilities; and
- builds a preservation organizational structure and mentality, integrating appropriate behavior and action into the mainstream of day-to-day routine in the library operation.

In pursuing this strategy it is important for the librarian to understand that there are three basic components for the preservation and conservation of most individual items and collections:

- the chemical and physical structural make-up of each individual item in the collection;
- the physical environment in which each item is stored; and
- the human environment—handling and treatment—to which each item is subjected.

Imperfect technology or, "inherent vice"

Library materials that contain what conservators have labelled "inherent vice" are by their nature physically or, more often, chemically unstable and cannot be maintained in usable condition indefinitely without deliberate treatment. Inherent vice, a delightfully (or alarmingly) descriptive term, might be defined as the property of an object or substance, desired for permanent or long-term retention, that carries the seeds of its own destruction within its own physical or chemical composition.

The most oft-cited example of inherent vice is the paper used in books and documents produced since approximately 1870. These papers were sized with alum rosin, a chemical that leaves an acidic residue that over time weakens and eventually destroys papers through acid hydrolysis. Consequently, their shelf life is very limited. Less than 50 years of usage can be expected from them unless deliberate and conscious effort is taken to alter their chemical formula or unless optimum storage conditions are provided to minimize the chemical activity.

Newsprint provides another excellent example. As a medium for the daily newspaper it is perfectly suited: a highly absorbent, inexpensive printing paper that works well with the modern high-speed printing processes. Its vice, chemical instability, is noticed only when the newspaper or its press clipping is kept in its original form for a long period of time. Newsprint's instability is caused by the existence of impurities in the paper stock (most notably the existence of lignin), by the inherent physical weakness of the paper (very short paper fibers) and often by the acidic substance used to size its printing surface.

Some other examples of what might be considered inherent vice may exist in many special libraries. Perhaps the most dangerous form of this is found in the cellulose nitrate negative films used in still- and motion-picture films before about 1950. These films are now extremely flammable, even explosive, and must be kept in a secure, cool, fire-proof storage environment until they can be copied and destroyed. Libraries holding these types of materials are advised to seek expert assistance and have the films removed from the library as soon as possible.

A final example of an impermanent, non-durable technology that the library routinely requires is the modern publisher's hardcover edition. The binding structures of many, perhaps most, publisher's editions are of inadequate strength and durability to withstand the rigors of any working library's usage.

The librarian with responsibility for the physical maintenance and preservation of collections should be familiar with the terms "permanence"—a material's chemical stability and its ability to withstand chemical deterioration over time—and "durability"—that material's ability to withstand the wear and tear of usage. The ideal library material possesses both properties. But these ideals are rarely found in the modern library.

The physical environment

Given the physical and chemical nature of the objects in the collection, one faces the challenge of doing something to maximize the usable lives of those unstable materials. Consequently, the importance of the storage environment can scarcely be overestimated. The most practical solution for dealing with the inherently unstable nature of much of the library's collections is a controlled physical environment. The enemies of such an environment are: heat, light, dryness, dampness, pollution, vermin and usage. The *ideal* (read: unobtainable) environment for most library collections is a dark room maintained with purified air and kept constantly at about 60°F and 50 percent relative humidity.

Since most material is most often on the library shelves unused, the condition of this storage is crucial. Usually the most important of these is the constancy of cool temperatures and moderate relative humidity levels. Research into the relationship between storage temperature and book/paper longevity indicates a startling finding: all other conditions being equal, a collection stored at 60°F will endure twice as long in usable condition as one stored at 78°F. Of course, the cost of energy and the all-too-real need of mixing people areas with book areas moderates these conditions to a compromise ideal of about 68°F–70°F and relative humidity levels at between 40 and 50 percent—with only a few percentage points seasonal variance in these levels. The constancy is critical to avoid the perils of cycling on the physical and chemical structures of the materials.

Excessive heat (which might be considered anything over 72°F) is damaging to paper-based materials because as it accelerates chemical reactions within the paper, hastens the process that makes paper brittle, has a direct relationship upon the relative humidity and encourages fungal growth when relative humidity levels rise much above 65 percent. Fluctuations in relative humidity are equally damaging, especially in certain areas where seasonal variations from 5 to 90 percent are common.

Environmental protection of the collection is not simply a matter of providing air conditioning. During the summer, the practice of some libraries is to operate air conditioners in their general collections or even in their "treasure rooms" only between 8 A.M. and 5 P.M. weekdays. The resultant cycling of temperature and relative humidity levels are arguably more damaging than the effects of no air conditioning at all.

Light is damaging to nearly all types of library collections. Direct or reflected sunlight and incandescent and fluorescent lighting are all forms of light energy whose damaging effects are cumulative. One must be expecially vigilant against the tendency to display library materials, especially the collection's special items, for long or indefinite periods of time under uncontrolled light sources. Ultraviolet filtering mechanisms are readily available to screen fluorescent lights and the damaging rays of the sun.

Airborne pollutants and particulates (dust) are factors that adversely affect the collections in large urban centers. Especially damaging is the sulfur dioxide that is plentiful where higher concentration of fossil fuels (notably coal, diesel and gasoline) are burned. These pollutants are not only a nuisance and an annoyance, they are potentially damaging to collections of intermediate- or long-term value. Air filtration or purification systems can be used to rid the library's environment of most pollutants, although electrostatic purification systems should be avoided because their use creates ozone, a substance harmful to books and other documents.

To summarize the importance of creating proper environment storage condition for collections of intermediate- to long-term value, appropriate environmental storage conditions may well be the most cost-effective, long-term approach to the preservation of those collections.

Even though the librarian in most small, special libraries may have little direct control over physical environment, it is important that he or she do everything possible to make the best out of the less-than-ideal situation:

- Apply for exemption from Federal (and/or local) government energy regulations that restrict the use of cooling and heating equipment. Argue against the short-sighted policy of turning off cooling or heating equipment for nights and weekends.
- Maintain a good rapport with physical facilities staff—and don't take lightly a general "deferred maintenance" policy from building administration.
- Where possible, avoid storing collections under air conditioning systems or any pipes, or over or near heating sources.
- Be prepared for the unexpected water or fire disaster by drafting a written plan of action for you and your staff to follow during an emergency; be prepared with a cache of supplies (plastic sheeting, paper towels, etc.) to help cope with the disastrous situation.
- Learn the answers to these questions: Is your collection insured? What fire protection does the collection have?
- Provide good general housekeeping by insisting upon a policy of cleaning the collection and its surroundings regularly.

Handling—cumulative damage

The type of treatment that a book, a pamphlet, a map, a slide transparency, or other item receives at the hands of a user or a staff member obviously has a direct affect upon its longevity. Similar in importance to the item's inherent physical/chemical nature and its storage conditions, the effects of handling are also cumulative over time. The almost imperceptible degrees in which damage occurs in handling and the cost involved in correcting this damage makes preventative action a very worthwhile endeavor. The librarian as preservation officer and manager ought to be aware of any and all damaging handling practices in the collections.

The enumeration of guidelines for proper handling is really nothing more than outlining common sense for shelving, retrieval, copying, moving, shipping, and so on. The important link is the transmission of this common sense to staff and user, those who do most of the actual handling in most collections.

The general ambiance of tidiness and good order in the collection does a great deal to promote appropriate handling. Conversely, poor collection housekeeping does a considerable amount to induce continued poorer housekeeping and inappropriate handling in that collection. There is much to be said in favor of this subliminal approach.

Staff book handlers should be trained to shelve and maintain shelves of material in a proper manner: providing proper vertical support, never packing volumes too tightly, shelving oversized volumes flat, allowing appropriate air flow behind volumes, and generally keeping shelving areas neat and tidy. Fore-edge shelving should always be avoided, preferring flat or vertical shelving or, when necessary, shelving on the spine edge. Book returns and mechanized handling systems can be notoriously damaging, as anyone who has emptied an after-hours book return can testify. Elimination of these "book drops" (a telling term) is the ideal.

Frequent and overly-enthusiastic photocopying from bound volumes is another relatively modern phenomenon, and one which can have a tremendously negative impact upon tightly bound, brittle or fragile materials. Since photocopying is part and parcel to the mission of dissemination of information, most librarians are loath to forbid it except in extreme cases. In some collections, in fact, the availability of cheap photocopying actually preserves materials by discouraging user mutilation of the original volume. Once again, a commonsense approach is in order in limiting copying damage: try to purchase or lease the least-damaging copy machine; and provide signage that reminds those copying of the damage possible in the process.

Moving entire collections or portions of them from one physical location to another may be an occasion for massive damage. Or, if done properly, it could have little impact on the collections. The same goes with sending materials through the mails. Appropriate methods to do both have been outlined in the lit-

Inherent vice, a delightfully (or alarmingly) descriptive term, might be defined as the property of an object or substance, desired for permanent or long-term retention, that carries the seeds of its own destruction within its own physical or chemical composition.

erature. (See Banks, in *Encyclopedia of Library and Information Science* for mailing, and Spyers-Duran for moving.)

Preservation Decision-Making

Even with preventive measures, with time and usage portions of any collection will require treatment of some sort. The action taken to correct and repair the ravages of use and time depends entirely on the individual items and the preservation management approach that the library dictates is appropriate. Some libraries must take on the burden of preserving (in some format if not its original format) each and every item they acquire. Others, certainly most special libraries, must manage their collection with the view of replacing or discarding a considerable amount of the various short-lived materials they collect in a program of calculated loss to keep the collection vital and usable.

All other conditions being equal, a collection stored at 60°F will endure *twice as long* in usable condition as one stored at 78°F.

It is important that all staff members that work with the collection be trained to recognize problem items and to direct them into a routine program that provides appropriate decisions on whether to replace, repair, or other otherwise treat these items. One suggested menu of options for book-format materials in the special library might be as follows:

- Replace it with a reprint edition.
- Replace it with a copy from the out-of-print or antiquarian market.
- Rebind it using the facilities of a commercial library binder.
- Replace it with a photocopy, produced inhouse.
- Replace it with a commercially available microform copy.
- Phase-wrap or box or encapsulate the item and return it to the shelf.
- Do nothing and return the item to the shelf.
- Repair it inhouse.
- Provide a full restoration treatment by a trained conservator.

Certainly for the special library there is much that can be done by an alert, trained staff—without a professional conservator—if that staff is made aware of the true nature of the item to be treated, and is properly trained in basic repair techniques.

Conservation Treatments

Even items that have been made well, stored well, and handled appropriately will need conservation attention if they receive frequent or heavy use. Here the librarian's difficult decision is how these repairs or other treatment procedures be done, by whom, where, and at what cost. If the collection is not part of a larger institution's preservation/conservation arrangement, or if its commercial binding arrangement cannot (or should not) handle the materials requiring repair or treatment, the librarian may need to consider an inhouse approach to treatment for certain materials.

Undertaking the inhouse treatment of the library's materials is something that should not be undertaken without full knowledge of the costs and the limitations that define the activity. The principles of conservation treatment are that the treatments (or repairs) should be: (1) non-damaging; (2) permanent and durable (i.e., chemically stable and able to withstand usage) and (3) reversible. For this reason, no material of artifactual or intrinsic value should ever be repaired in an inhouse repair facility. For materials of artifactual or intrinsic value, only a trained conservator should undertake treatments.

The existence of the inhouse treatment facility presumes the availability of properly trained staff, supervised by a librarian who is aware of the facility's narrowly-defined purpose and its real limitations. The roles that screening and decision-making play are absolutely crucial, to prevent inappropriate "repair" procedures for certain items in the collections.

The following conservation operations are appropriate for most materials in a working collection:

- "dry cleaning" soiled papers or pages;
- tightening "shaken" joints/hinges in cased-bound volumes;
- repairing or replacing damaged book spines;
- providing new cases or new covers for volumes;
- providing covers for pamphlet-type materials that need to be shelved;
- repairing torn paper with Japanese paper and wheat starch paste, or with "heat set tissue";
- tipping-in replacement pages;
- treating leather volumes to maintain the leather's suppleness;
- making preservation wrappers, "phase boxes", portfolios or even clam-shell type boxes;
- encapsulating flat materials in polyester film;
- protecting original dust jackets with polyester film wrappers.

These procedures all require varying amounts of training, staff time, skill, manual dexterity, tools, supplies, equipment and work space. Several excellent written sources (among them Greenfield, 1983; Gunner, 1980; Horton, 1975; Kyle, 1983; Morrow, 1982; and the Library of Congress Preservation Office publications, 1975–83; all listed in the Bibliography) are available to provide background and explanation. A hands-on demonstration for these operations, however, is invaluable. Many workshops providing this training are available around the country.*

* Some conservation demonstration workshops that have been successful: Ohio Cooperative Conservation Information Office, 65 S. Front St., Columbus, OH 43215; the Midwest Cooperative Conservation Program, Morris Library, Southern Illinois University, Carbondale, IL 62901; and, the New York Botanical Gardens, Bronx, NY 10458.

Summary

In the special library it will probably be true that most of the collection is not considered permanent. Nevertheless, it is in the library's interest to maximize the useful life of each item in that collection. And, since very little of the collection can or should expect the attention of a trained conservator, it is imperative that the responsible librarian/curator oversee the many aspects of the collection's preservation and maintenance, from preventive action to routine handling to narrowly-defined treatment.

A growing body of up-to-date, specific and practical information (see Bibliography) is readily available to the librarian who wishes to obtain preservation and conservation information for a particular format. These titles provide guidance for the decisions that, of course, must be the ultimate responsibility of the library manager.

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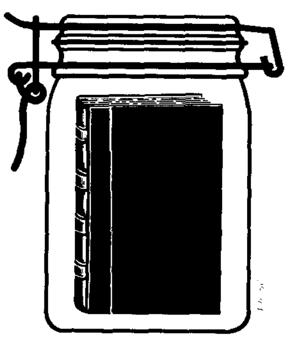

SLA BOOK SALE ON UNTIL AUGUST 1

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Professional Awards:	**Hubert E. Sauter** **Herbert S. White**

Hall of Fame Awards

Jean Deuss

Jean Deuss has served as Chief Librarian of the Research Library, Federal Reserve Bank of New York since 1970. After receiving her BA degree with a major in history from the University of Wisconsin in 1944, she was employed approximately twelve years in secretarial and personnel work. Upon completing her degree work for an MSLS at Columbia University in 1959, she became a cataloger at the Council on Foreign Relations Library. In 1961 she went to the Research Library of the Federal Reserve Bank of New York as Head Cataloger. She subsequently served as Assistant Chief Librarian from 1969 to 1970 and became Chief Librarian in 1970.

Her activities in Special Libraries Association have been numerous and varied. In 1959 she joined SLA and soon became involved in the New York Chapter activities by serving as 2nd Vice-President/Editor—*Chapter News* from 1961/62. She chaired the Membership Committee (1962/63), the 50th Anniversary Year Committee (1964/65) and was Program Chairman (1966/67). In 1970 she was elected President-Elect and subsequently served as President of the New York Chapter in 1971/72.

In the Social Sciences Division she served as Secretary/Treasurer in 1962/64. In Business and Finance Division she has shown an active interest in many of the Division's projects and has provided that all important support at the Division's Annual Business Meeting as parliamentarian over an extended number of years.

At the Association level, she served on the Teller's Committee (1965/66), the Consultation Services Committee (1966/68) and as chairman of the Convention Printing Committee (1966/67). In 1967 she was elected to the Board of Directors as Treasurer (1967/70). During this time she also served on the Finance Committee and Headquarters Operations Committee, providing crucial support on a day-to-day basis during the financial crisis experienced at this time. From 1970 to 1976, she served as Assistant Secretary of the Board and continued to serve on the Finance Committee until 1973. From 1972/74 she was appointed to serve on the Board as Chapter Liaison Officer, playing a key role in the smooth transition necessary for the organizational changes instituted by the membership at this time. In 1974 she was elected as Chapter Cabinet Chairman-Elect and subsequently served as Chairman of the Chapter Cabinet in 1974/75. During this time she also served on the Awards Committee. From 1978 to 1984 she was chairman of the Committee on Committees and in 1984/86 she is serving as chairman of the Nominating Committee for the Spring election in 1986.

In her spare time, she has also found time to write and lecture. Most recently, she put together a lively history of SLA and the New York Chapter, which was featured in a special edition of the *Chapter News* published for SLA's 75th Anniversary Conference. She edited

Banking and Financial Collections published by Haworth Press in 1984. Last December she participated in the Elizabeth Ferguson Seminars held at the Ballard School.

The long list of activities is only a superficial analysis of the long career of Jean Deuss. She has set a high standard and demonstrated a keen interest in each activity she has undertaken. Her continued interest in the Association's activities at all levels has been an inspiration to her colleagues and has presented an outstanding example.

Eugene B. Jackson

Eugene Jackson holds bachelor's degrees in science and a master's degree in library science, the equivalent of a doctorate. During his many years of service in the library profession he has held a variety of responsible positions. Most notable of these were Head, Library Department of the Research Laboratories of General Motors and Director of Information Retrieval and Library Services at IBM Corporation. He also was Chief, Division of Aeronautical Intelligence of NACA, the forerunner of NASA. Mr. Jackson has been Professor of Library Science, Graduate School of Library Science, University of Texas at Austin since 1971; he plans retirement in 1985. During his professional positions, spanning almost forty years, he has seen automation develop from punched paper tape of the nineteen-forties to the distributed processing of the eighties.

Mr. Jackson has continually been involved in a number of significant projects relating to the use of information in the sciences which bear mention here. He was deeply involved as a member of the Board of Directors of the Engineering Index, Inc. from 1960–1973, serving that organization as vice president for one year and as president for five of those years. The appointed group of directors was responsible for establishing policy, determining the scope and depth of coverage, setting standards for operation and hiring staff. Although this was a non-paid position, Mr. Jackson's employers (GM and IBM) sponsored his participation which he estimates as 30% of his workweek. The hundred-year-old Engineering Index is certainly one of the most universally respected information services in the scientific community.

Mr. Jackson incurred other honors during his career by being named as official delegate to such bodies as the Gordon Research Conference on Scientific Information (1964), the task force on United Engineering Information System (1966), and the general assemblies, Federation International de Documentation, 1968–72. One of his assignments during employment at NACA was as U.S. member of the documentation committee advisory group on aeronautical research and development, NATO, in Paris; he served as delegate from 1953–1961 and chairman during 1955–56. Other honors are listed in *Who's Who.*

Mr. Jackson's SLA activities span several chapters and involve several Association-level responsibilities. He has been a life member since 1946 and served as SLA president in 1961–62. He served twice on the Board of Directors (1953–56, 1960–63); during each term the Board was involved in searches for a new Executive Director.

He was vice chairman of the Science-Technology Division (1950–51) and chairman (1951–52), a period during which this division claimed 50% of the Association membership. Mr. Jackson was the official SLA delegate to the International Federation of Library Associations held in Edinburgh, Scotland in 1961 and The Hague in 1966.

He served the Cincinnati Chapter as President (1948–49). Other chapters he has been active in are Washington, D.C., New York, Michigan, and Texas. His contributions to the Texas Chapter have been concentrated in the area of student affairs, as he has been SLA Faculty Advisor at the University of Texas since 1973; he has also served on the Long-Range Planning and Consultation Committees. His wise counsel is always appreciated by newer members who serve in roles of leadership in the Texas Chapter.

The mangement roles he assumed in prestigious corporations and the voice he had in international bodies dealing with issues of documentation standards are testimonies to the impact he had on the profession from the earliest days of his career. Many SLA members know him and remember his influence. His later position as professor and as a role-model has helped to inspire hundreds of students to enter the profession. In short, his career of thirty-eight years as a special librarian par excellence qualify him most decidedly for the honor of SLA Hall of Fame. As he reluctantly retires this year, we know that he will never retire from the support and promotion of Special Libraries Association and the library profession he has served so well.

Martha Jane K. Zachert

Positions as a Special Librarian/Library Educator. Wood Research Institute, Atlanta, Ga., 1947 (Head Librarian); Southern College of Pharmacy, Mercer Univ., Atlanta, Ga., 1952–1963 (Head Librarian and Prof. of History of Pharmacy); Emory University, Div. of Librarianship, Summers, 1955–59; academic years, 1956/57, 1959/60 (Visiting Instructor); Florida State University, School of Library and Information Science, 1963–1977 (Professor); University of South Carolina, College of Library and Information Science, 1973/74, 1978–1984 (Professor).

During her years as a library educator, Martha Jane's central focus was on the education of special librarians. She taught courses in special library administration, health sciences library administration and in specialized materials and services for these types of libraries. Martha Jane's former students from these three schools now form the core of the special libraries profession in the Southeast. She is widely recognized as a master teacher both within the classroom, because of her keen interest in teaching methodology, as well as outside the classroom, because of her interest in and friendship with her former students.

Martha Jane has been active as a consultant to many special libraries and academic libraries. She was a member of the TISA consulting team to the Army Corps of Engineers, 1970–72.

Summary of SLA Activities: Member, 1947–date. Editor, *Georgia Chapter Bulletin,* 1953–55 (established the Chapter bulletin); Chair, Recruitment Committee, Georgia Chapter, 1957/58 (developed a traveling exhibit to Georgia colleges and libraries for recruiting SLA members); President, Georgia Chapter, 1959/60 (developed state-wide meeting programs; worked actively for increasing membership of the chapter); Chair, Research Committee, 1969/70 (did first full scale planning for this new committee; instituted state-of-the-art reviews; developed funding program proposal); Chair, Education Committee, 1967/68 (laid the foundation of SLA continuing education program; did first full scale study of CE needs of SLA members); President, Florida Chapter, 1973–74 (instituted active meetings program throughout the state; began active CE program for the chapter); Special Citation Award, 1978 (award given for textbook, Simulation Teaching of Library Administration (Bowker, 1975) and for "acknowledgement of outstanding service to or exceptional support and encouragement of special librarianship").

In addition to the above summary, Martha Jane has served on dozens of committees of national SLA and the divisions and chapters. She has taught several of the SLA CE workshops and presented many papers at SLA conferences.

She has been particularly active in the preservation and writing of SLA history. She supervised the only oral history program that SLA has sponsored and has authored several articles on the history of special libraries and SLA. She has been an active and enthusiastic founder and supporter of SLA student chapters at Emory Univ., Florida State Univ. and the Univ. of South Carolina. She is an active member of the Pharmaceutical Div., Marketing Section of the Library Management Division and the Business and Finance Division.

Work with other Library Associations: Member, Medical Library Association, 1953–date; Life Member, American Library Association, 1953–; Member, Southeastern Library Association, 1953–date; Member, Oral History Association, 1967–date; Member, American Printing History Association, 1975–date; Member, Florida Library Association, 1963–date; Member, South Carolina Library Association, 1978–date; Member, Beta Phi Mu, 1952–date; President, Beta Phi Mu International, 1973/74.

Martha Jane's work with the Medical Library Association has been particularly extensive throughout her career. She has chaired several committees of MLA and has been active in the MLA Certification program. She was chair of MLA's Education Committee and has worked closely with MLA in the development of its notable continuing education program.

Publications and Editorial Work: More than 50 books and articles published in the professional literature. Approximately 90% of these items were devoted to special libraries and special library education. Notable works are:

Library History Seminar No. 3, Proceedings, ed. by Martha Jane Zachert. Tallahasse, FL: JLH, 1969, 202p. *The World of the Special Librarian is a World of Information.* Special Libraries Assoc., 1969. (recruitment brochure) *Simulation Teaching of Library Administration.* NY: Bowker, 1975, 297p. *Standards and Planning Guide for Pharmacy Library Service,* ed. by Martha Jane Zachert. Washington, DC: AACP, 1975. *Teaching Skills for Library Educators.* Chicago: MLA, 1976, 1983. "The Health Sciences Librarian." *Handbook of Medical Libraries.* (scheduled for publication in 1985). "Knowledge put to Work: SLA at 75." (with R.V. Williams) *Special Libraries* October, 1983.

Assoc. Editor and Managing Editor, *Journal of Library History,* 1966–1976.

Consulting Editor, *Journal of Library Administration,* 1979–date.

Awards and Honors: Beta Phi Mu; John Cotton Dana Lectureship, SLA; Janet Doe Lectureship, MLA; Evalene Jackson Lectureship, Emory Univ.; Special Award of Recognition, American Assoc. of Colleges of Pharmacy; Special Citation Award, SLA; Visiting Fellow, The British Library, 1979/80; Rothrock Award, Southeastern Library Assoc., 1984; Zachert Special Libraries Scholarship, Univ. of South Carolina, College of Library and Information Science, 1984.

The SLA John Cotton Dana Award

Constance Ford

Constance Ford (300 Mansion House Center, Apt. 1008, St. Louis, MO 63102) was chief librarian, Union Electric Company, St. Louis, MO until she retired December 1, 1984. She received a BA in French from Harding College (1941) and a BS (LS) from Washington University (1950). She served as assistant librarian, Harding College (1947/48), and circulation librarian, interlibrary loans, and architecture librarian, Washington University 1948/52). In 1953 she went to Union Electric Co. as technical librarian (1953/60) and supervisor (1960/67) before assuming her latest position in 1967. Her memberships include Missouri Library Association, Zonta Club of St. Louis (2d vice pres.), and St. Louis Library Club.

She is a member of the Missouri State Recruitment Network, the Committee on Library Cooperation of HECC (Higher Education Coordinating Council of Metropolitan St. Louis), and the Advisory Council (Downtown Activities Unltd.), Downtown St. Louis, Inc. Constance served as a member of the Advisory Council Committee on the Missouri Governor's Conference on Library and Information Service in 1978. She has been a member of the Board for the Washington University Club since 1982.

SLA Chapter Activities—In the Greater St. Louis Chapter, she was membership chairman (1953/54), bulletin editor/vice president (1955/56), president (1956/57), chairman, Union List of Serials in St. Louis Area (1960), bulletin editor (1962/63), NLW "Librarian for a Day" chairman (1955/56), director-at-large (1964/65), meals and banquet chairman, 1964 SLA Conference, recruitment chairman (1966/67), consultation officer (1967/72), co-chairman EBSCO Challenge Fund Drive (1983/84).

SLA Division Activities—In the Public Utilities Division, she was News/Notes editor, secretary (1966/67), vice-chairman (1967/68), chairman (1968/69), Annual Conference Student Guest chairman (1972, 1974). The Student Guest Program was initiated by the Public Utilities Division at the Boston Conference, 1972. In following years, other Divisions followed suit. Through its success and popularity, it has become an annual Association event. Constance was also secretary (1971/73), Nuclear Science Division.

At the Association level—Membership Committee (1967/69); elected SLA Director (1974/77).

Professional Awards

Herbert S. White

Herbert White received his B.S. in Chemistry from City College, NY in 1949 and his M.S. in Library Science from Syracuse University in 1950. He was Technical Librarian AEC, Oak Ridge, 1953–4, Manager of the Corporate Library at Chance Vought Aircraft 1954–9, Manager Engineering Library IBM, Kingston, NY 1959–62, Manager Technical Info, Center, Poughkeepsie, NY 1962–4, Executive Director NASA Sci. and Tech, Information Facility, College Park MD, 1964–8, V.P. of Info. Management, Leasco Systems and Research Corp, Bethesda MD, 1968–70, Sr. V.P. ISI, Philadelphia PA, 1970–74.

Corporate Director 1971–4 (same company), President Stechert-Macmillan, Inc. Pennsaucken NJ 1974–5, Professor and Director of the Research Center, Indiana University School of Library and Information Science, Bloomington IN, 1975–79, and Dean of the IU School of Library and Information Science from 1980 to present.

Work Address:
Herbert S. White
School of Library and Information Science
Indiana Univesity
Bloomington, IN 47405

Home Address:
Herbert S. White
517 Colony Court
Bloomington, IN 47401

Since Herb joined SLA in 1954, not only has he continually served in elected and appointed offices, he has strived personally to give exceptional support to the Association and the profession, and to encourage students to pursue careers in special librarianship. He's demonstrated leadership as a researcher, lecturer, author and organizational leader. Among his contributions to the profession and to SLA, Herb has served as President of the Texas Chapter and as the Chairman of the Aerospace Division and the Science-Technology Division. He was a member of the Board of Directors for 5 years, including chairman of the Advisory Council and President of the Association (1968–9).

Herb was also chairman of the Recruitment committee and SLA Representative to the American Federation of Information Processing Societies for 5 years serving on the Board of AFIPS. Herb has also been active in the American Society for Information Science, serving as President from 1973–4 and was the recipient of ASIS's distinguished W. Davis award in 1977.

Dean White has contributed eight articles to *Special Libraries,* one of which received the best paper of the year award, out of a total of three books and 80 articles in the literature of our profession. He has spoken at virtually every SLA conference and conducted continuing education seminars at each of the last five. At chapter locations he has averaged about four CE seminars per year. He has also been inspiring students since 1975 as the Student Chapter Advisor at Indiana University. In 1982 the Indiana Chapter awarded Dean White our distinguished award as the Philadelphia Chapter had also done in 1974.

Herbert S. White has striven personally to promote and participate in the profession of special librarianship. He has worked many years to advance the objectives of the Special Libraries Association and to contribute to the progress of special librarians as a whole.

Hubert E. Sauter

Hubert E. Sauter has been the Administrator of the Defense Technical Information Center (DTIC) since December 1973.

Before coming to DTIC, Mr. Sauter was Assistant to the Director for Program Development and Evaluation, National Technical Information Service (NTIS), Department of

Commerce. Before its merger with NTIS, he was Director of the Clearinghouse for Federal Scientific and Technical Information.

Mr. Sauter has a degree in electrical engineering from Marquette University and a degree from the Graduate School of Library Science, University of Wisconsin. He has held offices in the Special Libraries Association and the American Society for Engineering Education, and has been active in the Association of American Library Schools and other national professional organizations having to do with scientific information storage and retrieval. He has been a member of the NATO Advisory Group for Aerospace Research and Development (AGARD) Technical Information Panel since 1974, and served as Deputy Chairman and Chairman 1978–1983.

Besides teaching information science courses at the University of Minnesota and Catholic University, Mr. Sauter has engaged in research information activities with Lockheed Aircraft Corporation, General Electric Company, and the National Aeronautics and Space Administration.

Mr. Sauter lists chess, tennis, and swimming as hobbies. He and Mrs. Sauter, the former Joyce Hinsenkamp, have four sons and one daughter.

Major achievements:

Hubert (Hu) Sauter is responsible for successfully implementing a program for an online shared cataloging of technical reports—security classified as well as unclassified—among Department of Defense (DoD) agencies and their contractors. He began the shared Bibliographic Input experiment in 1977 and made it operational as a shared Bibliographic Input Network (SBIN) in 1981. SBIN participation grew from 6 remote libraries/information centers to some 53 by 1984. Its success is based on the fact that DTIC users wanted the program and that they were given a voice in how it was developed and implemented.

The challenge for DTIC was to move from a centralized to a decentralized cataloging facility, provide the standards and the training, adjust operating procedures to accommodate needs of the local sites as well as the central facility, and, at the same time, assure proper safeguarding of security classified information. The SBIN program is now an integral part of DTIC operations.

Highlights among his related accomplishments are:

(1) Established the DTIC Resource Sharing Advisory Group composed of representatives from the sites involved in SBIN. The Council met regularly and served as a sounding board for system changes and made recommendations for enhancements to satisfy the needs of remote local sites. It continues to work with DTIC and provide requirements for improvement to the system.

(2) Authorized development and testing of a Local Automation Model (LAM) compatible with the DTIC Defense Research and Development Online System (DROLS) so the local sites could catalog reports held, transmit to DTIC records which could be revised, and operate within a security controlled, interactive, coordinated network. This model is now being tested at the Defense Nuclear Agency Library.

(3) Instituted a high level policy seminar within the Department of Defense to identify information issues and to establish directions for long range DoD technical information planning. This was unique in that it was an invitational conference that involved librarians and other information professionals as well as research managers and bench scientists.

(4) Was one of the founders of the CENDI group composed of four major technical information agencies—Commerce (NTIS), Energy, NASA, and Defense. This group developed a common Data Element Dictionary with the four agencies and the Government Printing Office (GPO). This was a first step toward further cooperation by the participating agencies in the processing of Federal Government documents. This is an ongoing program that has great potential for easier and more cost effective access to R&D information produced by or for the Federal Government.

CALL FOR PAPERS—77TH ANNUAL CONFERENCE

Special Libraries Association
June 7–12, 1986; Boston, Massachusetts

"Excellence in the World of Information"

The 1986 Conference will focus on the quality of excellence and its importance in all aspects of the special librarian's professional world. Excellence encompasses individualized service to library clients based on thorough understanding of their needs, skillful packaging of information, and responsiveness to a changing management and technological environment.

Boston, long known for its academic and cultural excellence, today is also a state-of-the-art center of high technology and business. This setting will provide special librarians an opportunity to develop and enhance the skills needed to meet the challenge of the new information society.

You are invited to submit papers on how best to achieve excellence in the special library and information center. Topics may include library management, application of new technologies, subject specialization in meeting client needs, and other aspects you wish to address. Multi-media presentations and poster sessions related to the Conference theme will also be considered. Papers accepted will be presented at the Contributed Papers Sessions. Very specific submissions will be referred to appropriate divisions.

To have a paper considered the following guidelines must be met:

1. A 250–500 word abstract, submitted with the form below, which accurately conveys the scope of the paper, its depth, its conclusions, and the way it contributes to the Conference theme, must be submitted by **October 4, 1985.** Full text of the paper is due **April 1, 1986.**
2. Papers must not have been presented previously to any national or international group or have been previously submitted for evaluations.
3. Papers will be accepted only if the author expects to be present and only if the abstract has been submitted for evaluation.

All papers are the property of Special Libraries Association and will be considered for publication in *Special Libraries.*

To:	Name: ____________
Linda Wagenveld	Organization: ____________
Herman Miller, Inc.	Mailing Address: ____________
Resource Center	____________
Zeeland, MI 49464	Telephone: ____________
Attached is an abstract of my proposed	Working Title: ____________
paper for the 1986 SLA Conference.	____________

Audit Report January 1, 1984–December 31, 1984.

To the Board of Directors
Special Libraries Association, Inc.

We have examined the statement of assets, liabilities and fund balances of Special Libraries Association, Inc. as of December 31, 1984 and the related statements of revenues, expenses and changes in fund balances; and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of Special Libraries Association, Inc. as of December 31, 1984, and its revenues, expenses and changes in fund balances and changes in financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Weber, Lipshie & Co.
Certified Public Accountants
March 22, 1985
New York, New York

STATEMENT OF ASSETS, LIABILITIES AND FUND BALANCES DECEMBER 31, 1984

ASSETS	Total All Funds	General Fund	Nonserial Publications Fund	Scholarship Fund	Special Programs Fund	Building Fund
Current assets						
Cash (Note 2)	$1,240,811	$ 925,090	$ 23,292	$ 21,384	$61,932	$209,113
Marketable securities, at cost (Notes 1 and 3)	231,215	151,097		80,118		
Accounts receivable, net of allowance for doubtful accounts of $3,500 in General Fund, $700 in Nonserial Publications Fund	61.075	44,871	11,344	1,160	480	3,220
Interfund receivable (payable)		78,125	(81,510)			3,385
Inventory of nonserial publications (Note 1)	131,875		131,875			
Prepaid expenses	46,392	46,392				
Total current assets	1,711,368	1,245,575	85,001	102,662	62,412	215,718
Marketable securities, at cost (Notes 1 and 3)	108,836	71,123		37,713		
Furniture and fixtures at cost, net of accumulated depreciation of $62,715 (Note 1)	135,577	135,577				
Other assets	32,550	32,550				
	$1,998,331	$1,484,825	$ 85,001	$140,375	$62,412	$215,718
LIABILITIES AND FUND BALANCES						
Current liabilities						
Subscriptions, dues, fees and contributions received in advance (Note 1)	$ 498,861	$ 481,969	$ 10,907	$ 928	$ 336	$ 4,721
Accounts payable—trade	76,177	76,177				
Withheld taxes and accrued expenses payable	25,354	16,954	8,400			
Income taxes payable (Note 1)	17,797	17,797				
Total current liabilities	618,189	592,897	19,307	928	336	4,721
Lease Commitment (Note 4)						
Fund balances	1,370,142	891,928	65,694	139,447	62,076	210,997
	$1,988,331	$1,484,825	$ 85,001	$140,375	$62,412	$215,718

See accompanying notes to financial statements.

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCES
YEAR ENDED DECEMBER 31, 1984

	Total All Funds	General Fund	Nonserial Publications Fund	Scholarship Fund	Special Programs Fund	Building Fund
Revenues						
Dues and fees	$ 624,816	$ 624,816				
Subscriptions and advertising	188,001	188,001				
Net receipts from conference, less allocation below	381,534	374,772				$ 6,762
Net receipts from education program	78,604	78,604				
Net receipts from mailing list service program	47,392	47,392				
Interest, dividends and net gain on sales of investments	144,393	105,461	$ 1,924	$ 14,604	$ 5,361	17,043
Sales of nonserial publications	112,635		112,635			
Gifts	62,102	4,500		7,458	22,069	28,075
Miscellaneous	10,349	3,571		70		6,708
	1,649,826	1,427,117	114,559	22,132	27,430	58,588
Costs and expenses						
Allotment of funds to sub-units	135,051	135,051				
Salaries, wages and benefits (Note 1)	507,875	507,875				
Office services and occupancy costs	163,762	163,762				
Professional fees and services	59,921	59,921				
Travel and meetings	45,271	45,271				
Program services and promotion	108,801	108,801				
Costs of periodical publications sold, including allocation below	180,449	180,449				
Costs of nonserial publications	106,519		106,519			
Scholarships, stipends and grants	16,465			15,000	1,465	
Miscellaneous	16,184	16,122				
	27,967	27,967				
Allocation of above expenses to						
Costs of periodical publications	(23,014)	(23,014)				
Conference	(48,235)	(48,235)				
Other funds and programs	(15,809)	(28,375)	12,566			
	1,281,207	1,145,595	119,085	15,062	1,465	
Excess (deficiency) of revenues over costs and expenses before provision for income taxes	368,619	281,522	(4,526)	7,070	25,965	58,588
Provision for income taxes (Note 1)	32,600	32,600				
Excess (deficiency) of revenues over costs and expenses	336,019	248,922	(4,526)	7,070	25,965	58,588
Fund balances—beginning	1,034,123	694,106	70,220	132,377	36,111	101,309
Fund transfers		(51,100)				51,100
Fund balances—end	$ 1,370,142	$ 891,928	$ 65,694	$139,447	$62,076	$210,997

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN FINANCIAL POSITION
YEAR ENDED DECEMBER 31, 1984

	Total All Funds	General Fund	Nonserial Publications Fund	Scholarship Fund	Special Programs Fund	Building Fund
Funds provided						
Operations						
Excess (deficiency) of revenues over costs and expenses	$ 336,019	$ 248,922	$ (4,526)	$ 7,070	$25,965	$ 58,588
Charge not affecting working capital						
Depreciation	27,967	27,967				
Funds provided by operations	363,986	276,889	(4,526)	7,070	25,965	58,588
Decrease in other assets	754	754				
Transfer to building fund		(51,100)				51,100
	364,740	226,543	(4,526)	7,070	25,965	109,688
Funds applied						
Purchases of furniture and fixtures	130,439	130,439				
Increase in marketable securities	49,461	32,302		17,159		
	179,900	162,741		17,159		
Increase (decrease) in working capital	$ 184,840	$ 63,802	$ (4,526)	$ (10,089)	$ 25,965	$ 109,688
The changes in working capital were represented by an increase (decrease) in:						
Current assets						
Cash	$ 424,885	$ 292,854	$ 1,925	$ (4,505)	$ 26,017	$ 108,594
Marketable securities	(14,775)	(9,641)		(5,134)		
Accounts receivable	(832)	10,156	(14,700)	279	213	3,220
Interfund receivable (payable)		(22,084)	20,309			1,775
Inventory of paperweights, nonserial publications and insignia	(27,221)	(23,315)	(3,844)	(62)		
Prepaid expenses	(7,446)	(2,872)	(4,574)			
	374,611	245,098	(884)	(9,422)	26,230	113,589
Current liabilities						
Subscriptions, dues, fees and contributions received in advance	(156,905)	(149,738)	(2,334)	(667)	(265)	(3,901)
Accounts payable—trade	(27,707)	(27,707)				
Withheld taxes and accrued expenses payable	(5,221)	(1,423)	(3,798)			
Income taxes payable	62	(2,428)	2,490			
	(189,771)	(181,296)	(3,642)	(667)	(265)	(3,901)
Increase (decrease) in working capital	$ 184,840	$ 63,802	$ (4,526)	$ (10,089)	$ 25,965	$ 109,688

See accompanying notes to financial statements.

SPECIAL LIBRARIES ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS

1—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies that affect the significant elements of the Association's financial statements are summarized below.

Operations

The Association encourages and promotes the utilization of knowledge through the collection, organization and dissemination of information. It is an association of individuals and organizations with educational, scientific and technical interests in library and information science and technology.

Marketable Securities

The marketable securities of the General and Scholarship Funds are combined and managed as one fund for investment purposes, with participating percentages in income and gains and losses based on respective participation accounts at the end of the year. Marketable securities reflected as current assets are valued at the lower of cost or market and those reflected as noncurrent assets are valued at cost. It is the Association's intention not to utilize the noncurrent portion of these assets in the normal course of operations.

Inventory

Inventory of nonserial publications is stated at the lower of average cost or market.

Depreciation

Depreciation of furniture and fixtures is provided on the straight-line and accelerated basis at various rates calculated to extinguish the book values of the respective assets over their estimated useful lives.

Subscriptions, Dues and Fees

Except for subscriptions to the periodicals "Specialist" and "Special Libraries," membership in the Association is based on either a December 31 or June 30 year. Dues, fees and subscriptions are credited to income as earned.

Pensions

The Association has a contributory group annuity defined contribution retirement program with an insurance company covering substantially all qualified employees. There is no unfunded past service cost to be paid by the Association. Pension expense for the year was approximately $20,600.

Donated Services

A significant amount of the Association's functions are conducted by unpaid volunteer officers and committees. The value of this contributed time is not reflected in the accompanying financial statements because it is not susceptible to objective measurement or valuation.

Income Taxes

The provision for income taxes is based on unrelated business income, which consists of net advertising income and net mailing list service income. The Association's remaining activities are exempt from Federal income taxes under Section 501 of the Internal Revenue Code.

2—CASH

The Association's total cash assets include $1,161,172 in savings accounts, of which $41,799 is in time deposit accounts having maturity dates in April 1985 and July 1986, and are subject to interest penalties upon early withdrawal.

3—MARKETABLE SECURITIES

Marketable securities consist of the following: **see Table 1.**

4—LEASE COMMITMENT

The Association occupies offices under a noncancellable operating lease which expires in 1987. The lease provides for minimum annual rentals of $24,000, plus certain taxes and maintenance costs.

5—SUBSEQUENT EVENTS

On February 7, 1985 the Association contacted to purchase a building in Washington, D.C. as the new site for the Association's offices. The estimated cost of the property, renovations, moving expenses, severance pay and other costs associated with the relocation will amount to approximately $1,600,000.

Table 1. Marketable Securities

	Cost	Market
Current assets		
Cash	$ 54,651	$ 54,651
Common stocks	176,564	224,460
	$231,215	$279,111
Non-current assets		
U.S. Government obligations	$ 69,211	$ 72,914
Corporate bonds	39,625	27,350
	$108,836	$100,264

Biblio-Graphics
by
Gary Handman

You may have seen Gary Handman's cartoons in *American Libraries* or *Library Journal,* but rest assured that we had him first. Gary had long added his witty visuals to the SLA/SF Chapter Bulletin, and in January he began brightening our days with charming illustrations and envelopes worthy themselves of publication (who can forget the punk rock group **Tyt L. Ceased**?)

With this issue we begin a year-long series, "Biblio-Graphics," by Gary, who describes himself as "cartoonist, reference librarian, and all-around nice guy." We agree!

Reviews

Guide for a Small Map Collection, by Barbara Farrell and Aileen Desbarats. 2d ed. Ottawa, Ont., Association of Canadian Map Libraries, 1984. 101p. U.S. $16.00. soft cover. ISBN 0-9690682-3-9. LC 84-090142-9.

If the maps in your library are rolled up in the corner or tucked away in a filing cabinet, then help is on the way. The *Guide for a Small Map Collection* is aimed at persons new to map librarianship who find themselves in charge of establishing or managing a small map collection. Because of this focus, and the practical nature of this guide, it will be of great use to librarians whose specialties may be in, say, business, but who have a growing collection of maps to organize and make accessible.

Barbara Farrell and Aileen Desbarats were assigned the task of pulling together and publishing the accumulated wisdom of members of the Association of Canadian Map Libraries, for the very purpose of helping newcomers to the field. They succeeded admirably with their first edition in 1981, and the second edition slightly enlarges and polishes the first, most notably in the improved typeface and graphics.

The complexity involved in properly managing maps is evidenced in the following sampling of topics covered—including "cautions" (what *not* to do to a map collection your first day(s) on the job!); awareness of the institutional framework surrounding the map collection; client needs; starting a map collection; sources of map information; assessment of the maps; goals for the collection. There is an overview of maps themselves—their purpose, format, contents, basic types—and information is given on map producers and distributors. (Never fear, old hands have trouble with sources for maps too!) Collection development, selection, ordering, receiving, cataloging and reference use of maps are all covered. Processing and storage of maps are discussed—these become major issues simply because of the typical map format on large, flat, easily damaged paper.

The tone throughout *Guide for a Small Map Collection* is one of helpfulness and practicality. The lack of an index, however, is annoying, despite *detailed* chapter headings.

Librarians with growing depository map collections, or non-map specialists assigned to develop the map stock within larger general collections will find this *Guide,* with its many citations to further reading and direct sources of map information, an extremely useful manual of current map library practice.

Alice C. Hudson
Chief, Map Division
The Research Libraries
New York Public Library
New York City

Copies are available from the Association of Canadian Map Libraries, National Map Collection, Public Archives of Canada, 395 Wellington Street, Ottawa, Ontario, Canada, K1A 0N3.

Local Area Networks: a user's guide for business professionals by James Harry Green. Glenview, Illinois: Scott, Foresman and Company, c1985. xii, 275 pages. Illustrated. ISBN 0-673-18065-4. Softcover: $17.95.

What is a local area network (LAN)? What requirements are necessary to implement one? How is the cost of a LAN determined? These and other questions are explored in this guide to local area networks.

Intended for users and persons responsible for the selection of office automation products and applications such as local networks, the purpose of this book (as stated in the preface) is to help the reader ". . . to understand your application, . . . be aware of the . . . options available on the market, and . . . to decide which option to apply". It succeeds in meeting those aims, and does so in a well written, logical, and understandable manner.

Green begins his book with a "rationale" of the local network. He describes what it is, why one is needed in an organization, some limitations, and issues confronting a user. He then proceeds to examine alternatives, or choices, of networks. Data communications terminology is used throughout the book and is defined as necessary, with major terms included in a glossary following the appendices.

Local network requirement determination, standards, protocols, and transmission media such as fiber optics are discussed, followed by an examination of the various kinds of networks available. These include circuit-switched, contention, and baseband, among others. The last few chapters address LAN maintenance, development of requirements and specifications, and selection of a LAN. In conclusion, the future of local networks is explored with reference to their effect on telephone transmission and the conjecture that LANs will be found not only in the business environment but in the home as well.

The glossary, a bibliography, an index, and appendices are included at the end of the book. One of the appendices contains a listing of the principal LAN suppliers and the name of their LAN products which serves as a representative sample rather than an all-inclusive list.

This book is recommended for business professionals responsible for implementing networks in their organizations. It is also recommended for libraries considering such implementation and for library collections which require materials on networks.

Richard P. Hulser
Senior Librarian
IBM GTD Library
East Fishkill Facility
Hopewell Junction, NY

The ABCs of Lotus 1-2-3: a step-by-step guide by Bill King. Glenview, Illinois: Scott, Foresman and Company, c1985. xxiii, 403 p. Illustrated. ISBN 0-673-15996-5. Softcover: $24.95.

An easy-to-read style, combined with numerous illustrations of sample computer screens, makes this book a good companion to the documentation which is included with the Lotus 1-2-3 software package.

The book is divided into six parts, which are further segmented into chapters, covering the applications of 1-2-3. The applications include its use as a spreadsheet ("the heart of 1-2-3" according to King), a database, the creation and use of graphics, printing of data and graphs, and finally the use of power tools. These "power tools" are: macros, data tables, and lookup tables. The discussion on the creation of macros is clear and simple. An explanation of how 1-2-3 works in the computer is covered in Appendix A, while Appendix B describes printer/plotter configurations. The index contains entries for symbols and commands as well as subjects.

This is a step-by-step guide as the title indicates, and uses sequentially numbered steps for each process described. Boldface type is used to accent the characters and commands which must be keyed into the computer. This results in instructions which are easy both to follow and to comprehend.

One of several assumptions stated in the introduction is that the reader has an IBM PC or PC/XT or a computer on which 1-2-3 will be able to be run. The major focus is the use of 1-2-3 on the IBM machines.

The wire binding of this book allows it to remain flat when open for ease of use while operating the computer. However, a sturdier cover might have been better to sustain extended use by the reader, or library user.

This book is recommended for its intended audience, "business people who know business arithmetic and related skills", owners of Lotus 1-2-3, and libraries which provide services to these people.

Richard P. Hulser
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Hopewell Junction, NY

Schneider, Ben Ross Jr. **My Personal Computer and Other Family Crises.** NY, Macmillan Publishing Co., 1984. ISBN 0-02-949610-1. $15.95.

The subtitle of this book is *Ahab and Alice in Microland,* which probably more accurately reflects the contents and tone of the volume than the original title. We accompany the author on his journey through the Land of Computers, fraught with the obstacles of uncooperative salespeople and ignorant suppliers, and tinged throughout with needless jargon and incoherent instructions. The sought-after goal is the truly personal computer, in which various components unite to fit his specifications—an easy to use, compact and speedy word processor.

Throughout the course of this journey, the reader will become acquainted with concepts such as CPU's and operating systems, as well as computerese terms like S–100, Z80 and CP–M. Among the proliferation of word processors, several are described according to class, order, family and genus, giving an idea of what is currently on the market and what features to look for.

Mr. Schneider did not accidentally fall down the rabbit hole. As an English professor who had decided to mount his own concoction of text-editing software onto a microcomputer, he embarks upon this search hoping to arrive at a system enabling him to pursue his writing career. He continues to follow this project amid teaching duties, personal and family crises, and travels to Europe and Mexico. His Microsoft SITAR is finally implemented in England but does not, however, run happily ever after. It still continues to challenge Mr. Schneider's ingenuity to keep it operating efficiently and productively.

The author deplores the sorry state of computing art, which ideally should change the quality, as well as the quantity, of information as we know it. Instead, we have not only an incompatibility of software, but also an incompatibility between the user and the system. Despite the high level of technology, the human interface is almost totally ignored.

In this book, the reader is given an insight into the chaotic and ever-changing world of microcomputers. One is made aware of the vast number of types of systems available, and given a first-hand account of the persistent efforts of one man to obtain the system best suited to his needs. This mixture of anecdotes, philosophy and practical information serves both as an introduction to the realm of micros, and a word of caution to those anticipating a welcome reception there.

Anita Zutis
Jamaica, New York

Cogan, Elaine & Ben Padrow. **You Can Talk to (Almost) Anyone about (Almost) Anything.** Portland, Oregon, Continuing Education Publications, Portland State University, 1984. ISBN 0-87678-021-4 ISBN 0-87678-022-2 (pbk.). $14.95.

A winning oral presentation is the promised reward if the authors' guidance on its preparation and delivery is followed. Subtitled "A Speaking Guide for Business and Professional People", this book gives specific step-by-step instructions which, after a three-week period, result in a speech whose composition and delivery should guarantee the speaker a return engagement.

Important points stressed in the written work are brevity, directness, use of metaphors and analogies, avoidance of technical jargon, etc. The delivery should include eye contact with the audience, a variety of pitch and speed, and an overall impression of confidence. Use of visual aids and handouts is encouraged, both to reinforce and to supplement information given, and as attention-getting measures. Organization and practice are emphasized throughout as the speaker's most useful weapons in combating the peril of foot-in-mouth disease.

Sections are devoted to the question and answer period following the presentation (and an integral part of it), and preparation of short remarks, used in introductions, farewells, or welcoming speeches, and in making impromptu comments. The unique problems and advantages of women speakers are discussed as well.

The preceding instructions are summed up in a list of the "Ten Commandments of Public Speaking". A helpful checklist at the end of the volume reminds the speaker of last-minute items that could ruin his/her well thought-out presentation.

The contents of this book can be condensed into the time-tested formula: preparation + practice = performance. The steps delineated here will certainly aid the would-be speechmaker in circumventing Murphy's Law.

This guide is the first in a series of handbooks for business and professional people who appreciate the value of time. If future volumes are as clear and concise as this one, they will be well received.

Anita Zutis
Jamaica, New York

Concise Science Dictionary [Text prepared by Market House Books, Ltd.]. Oxford, New York [etc.], Oxford University Press, c1984. vi, 758 pages, illus. $22.50. ISBN 0-19-211593-6. (Oxford Science Publications)

This publication of a leading scientific press is intended for a broad audience but especially for the undergraduate student and the scientist working outside his/her own speciality. At the same time it is one more indication that the day of the single author dictionary is past.

A random sample of 151 entries out of some 7000 was taken to assess the subject matter coverage of entries and their appropriateness for the stated audiences. 36% of the sample were from the life sciences, 28% were from the field of chemistry, 25% were from physics, with the remainder scattered. The absence of computing and applied mathematics entries is explained by the fact that the publisher's series includes a separate *Dictionary of Computing.*

53% of the test entries were found *in the identical form* in *Applied Science and Technology Index* and are accordingly deemed appropriate for undergraduates. Each of the 151 entries was clear, concise and free of jargon. They would not offend specialists from other scientific disciplines.

Non-technical special libraries would find this an inclusion among the limited number of tools to keep by the telephone, while technical special librarians would use it mainly for their technical writer patrons, saving the appropriate discipline's dictionary or handbook for their patrons.

Eugene B. Jackson, Professor
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University of Texas
Austin, Texas

ASIS. **Annual Review of Information Science and Technology,** v. 19, Martha E. Williams, editor. Knowledge Industry Publications, 1984. $50.00 LC 66-25096. ISBN 0-86729-093-5.

Steal this book! Or, if you're plagued by scruples, put it on standing order for your library.

The *Annual Review's* intent is encyclopedic, covering selected fields of information science and technology. Divided into three sections—Planning Information Systems and Services; Basic Techniques and Technologies; and Applications, its chapters span the economics of information (although there is no mention of librarians' contributions), computer-based information storage technologies, visual arts resources, machine-readable dictionaries, psychological research in human/computer interaction, programming languages, machine translation, full-text databases, microcomputers, and sources of business information.

At first glance, there may appear to be blatant gaps in coverage such as no treatment of information systems and databases other than business (Applications section); and no mention of trends in transborder dataflow or international librarianship in the Basic Techniques and Technologies section. But these initial concerns are quickly dispelled when one considers that the purpose of this series is to cover, each year, "a basic core of materials in the field of information science and technology. Selected other aspects of this many-faceted field are chosen for emphasis in individual volumes." Hence, if you do not see what you are looking for in this volume, consult the cumulative author/keyword index for volumes 1–19 starting on page 389. This volume also has its own author/subject index.

A necessary and welcome addition to university and special library collections.

Linda J. Rober, Librarian
Science-Technology Division
William Jasper Kerr Library
Oregon State University
Corvallis, Oregon

Directory of Government Document Collections & Librarians. Fourth edition. Edited by Barbara Kile and Audrey Taylor. Bethesda, Maryland: Congressional Information Service, Inc., 1984. xii, 690 p. ISBN 0-88692-024-8. $40.00.

For many years the standard reference work about depository libraries and document collections was *Government Depository Libraries: The Present Law Governing Designated Depository Libraries.* Still published annually, this document has limitations inherent in its scope. A more comprehensive tool for studying libraries and their collections is this joint effort of the Government Documents Round Table of ALA and the Congressional Information Service. Now in its fourth edition, the *Directory of Government Document Collections & Librarians* does more than augment the information found in the aforementioned G.P.O. listing. It serves as a single sourcebook about documents collections of all types of libraries.

To accomplish this, the directory has nine sections. The first of the nine sections, "Guide to Libraries, Collections, and Staff," provides an extensive profile of libraries with document collections. It is presented in a format similar to other CIS publications (ASI, SRI, etc.). A close check of one state's data revealed that the information was correct and up to date. Especially valuable is section III, which lists collections of non-federal documents. Libraries with strengths in local, state, international, and foreign document collections can be found here. Section IV indexes libraries by subject specialty. The remaining chapters cover a Library Index (II), Library School Instructors in Government Documents (V), State Document Authorities (VI), State Data Centers (VII), Library Staff Index (VIII), and Names to Know (IX).

Librarians in regional depository libraries will find this volume to be an indispensable reference source. The potential of this directory will also be appreciated by librarians in large document collections of all kinds (state and international) as well as special collections librarians. Special libraries will find the book's subject section (with over 244 pages) especially useful because the subject breakdown pinpoints so many collection strengths of other libraries.

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Government Reference Books 82/83: A Biennial Guide to U.S. Government Publications. Eighth Biennial Volume. Compiled by LeRoy C. Schwarzkopf. Littleton, Colorado: Libraries Unlimited, Inc., 1984. ISBN 0-87287-467-2. xxiii, 370 p. $47.50.

The publication of the eighth biennial edition of *Government Reference Books* comes at a critical juncture for government depository libraries. During the last four years, the Reagan administration has vigorously sought to reduce what it considers wasteful spending at the Government Printing Office. While publishing economy has been achieved with the elimination of marginal publications, some useful titles have also been eliminated in the budget cutting process. As a result, this volume has 232 fewer titles than the previous edition. Another reason for this decrease is a concerted move by GPO to publish as much in microform as possible. While reference works are supposedly exempt, a number are being sent to depository libraries in microfiche. These microform-formatted reference sources are not covered in this edition. The Superintendent of Documents has also reduced the number of titles available to the public for sale. In spite of these factors, the 82/83 edition of *Government Reference Books* contains over 1,191 reference titles.

Another change in this edition is the new compiler, LeRoy Schwarzkopf. As the former head of a regional depository library at the University of Maryland and as editor of *Documents to the People,* Schwarzkopf is eminently qualified to serve as compiler of this eighth edition.

This volume is once again organized into four distinct parts: General Library Reference, Social Science, Science and Technology, and Humanities. Typical bibliographic citations contain issuing agency, title, publication date, pagination, OCLC number, *Monthly Catalog* number, LC card number, GPO sales stock number, ISBN, current price, and SuDoc number. A brief descriptive annotation follows each title. A useful 91 page author/title/subject index assists the reader to find the desired entry.

This commercially published reference tool to U.S. government publications comes with the strongest possible recommendation, required for regional depository and large selective depository libraries, both academic and public. It also deserves to be in non-depository libraries with large collections. Other library functions, collection development activities in particular, would benefit from having this on the shelf. As a single source for government document reference books, this Schwarzkopf-edited edition has no peer.

Tom Smith
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The Role of Consultants in Information Management by Ruth Finer. Bradford, England, MCB University Press Ltd., 1984. ISBN 0-86176-205-3. 52-p. $59.95 (overseas). (Also published as *Library Management,* v. 5, no. 2, ISSN 0143-5124.)

Finer, a former member of the Aslib Consultancy Service and later an independent consultant, discusses consulting in the specific context of special libraries and information management. Three topics are covered: the consultant and the job, the consulting process, and consultancy in practice.

The first, the consultant and the job, positions the consultant as a facilitator and change agent and discusses the consultant-client relationship and expectations of client and consultant. The second, the consulting process, outlines the steps in that process. Particular attention is given to the report phase, with helpful advice on what reports should cover and the different audiences to whom reports are addressed. Another interesting section, "The Pathology of Information Systems," describes common symptoms exhibited by ailing information systems.

The third section, consultancy in practice, is an historical overview of Aslib Consultancy Services and analyzes consulting assignments undertaken by Aslib between 1956 and 1979 by client (industry, commerce, government, associations, etc.) and by nature (creation of new service, work with an existing service or system, staff study, efficiency study, etc.). Finally, Finer suggests that one function of consultancy is to disseminate research and advances in the profession, applying research in consulting assignments and reporting on new applications to the profession. Although Finer identifies some evidence of presentations made by Aslib consultants which were based on projects or experience (and these are listed in appendices) she concludes that consultants for various reasons, including confidentiality, do not publicly report on advances achieved.

In addition to those described above, appendices include "Guidelines for Consultants Working in Librarianship and Information Science," approved by Aslib, The Institute of Information Scientists, and The Library Association; and an extensive bibliography, international in scope, on consulting.

This is not a step by step how-to-consult book; rather it explores the dynamics of the consulting situation and the relationships between the consultant and the organization. As such it has some value for the consultant and for those considering using a consultant. It is concise, easy to read, realistically tempers theory with the experience of practice, and is specific to the special library environment. Although of British origin, this is certainly an instance where commonality rather than difference in experience applies.

The length is deceptive—a large size page (20.5 cm. × 29.5 cm.) accommodates perhaps twice as much text as a smaller format. Unfortunately, in any size the price is a major drawback.

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Corporate America: A Historical Bibliography. Santa Barbara, CA., Oxford, England, ABC-Clio Information Services, c1984. ISBN 0-87436-362-4, LC 83-11232. $28.50.

One might have thought that bibliographical compilations had gone out of style with the advent of online searching. Not so, according to the editors of the ABC-Clio Research Guides. In fact, the series is designed to "save researchers, students, and librarians the considerable time and expense usually associated with accessing materials manually or . . . online". However, the series only saves time and money if one first quickly and easily locates the specific guide, then finds everything needed in the one place. The editors also claim that because each and every item was examined by editors after looking at all the abstracts in their database(!), the breadth of coverage is greater than what one could obtain online or manually. It seems ironic, that a printed abstract journal evolved into a publicly available online database that then spawned a set of printed bibliographies designed to save persons from doing online or manual searches. Where will the cycle end?!? For the particular publication dates covered in *Corporate America* (1973-1982), this may be adequate, but how does one research the preceding and succeeding years: the editors do not suggest any manual or online sources to consult. In addition to being selective by way of publication date, *Corporate America* is very selective in its sources: it represents only journal articles, i.e., 1,368 journal abstracts drawn from ABC-Clio's database. It does not include entries for books, reports, dissertations, or other non-journal publications.

To access articles of interest, a researcher has two possible approaches, either the macro approach via the 10 subject chapters, or the micro approach via the subject or author indexes. Each of the 10 chapters focuses on a different aspect of business history or a segment of American industry:

- Multinationals, Conglomerates and Big Business
- Banking, Investments, and Service Industries
- Transportation
- Communications
- Energy
- Food and Fiber
- Mining
- Manufacturing and Merchandising
- Social Effects and Environmental Impact
- Government Regulation and Intervention.

The subject index uses the ABC-SP Index (Subject Profile Index) method that claims to link key subject terms and the chronology of each abstract, thus providing, at each entry, a total subject profile. Rotation of terms means that the total set of subjects is listed with each keyword (so any one abstract may have several access points). The historical date is not an entry word, however as part of the subject phrase it saves one from checking abstracts where the subject is relevant but the era is not.

Although the editors claim to have cross-references in the index, I found none where

I expected. For example, the British term TIMBER has no cross-references to the North American term LUMBER AND LUMBERING (and vice versa). A local forestry librarian finds it odd to have the British term used as an index term in an American publication—preferably all abstracts should be consistently indexed under the term commonly used in North America.

Another anomaly in the index is the addition of (Thesis) to a subject phrase, but with no further explanation in the entry itself. Does this mean that it is an article about a thesis? There is no explanation, and if one located the item just by scanning entries, one would never know to wonder!

The abstracts themselves vary considerably in length from one line to ten or more lines. This precludes the "consistent treatment" promised by the editors, for how can journal articles of similar length be subject analysed in a consistent manner when their abstracts are so variable? The editors apparently indexed from abstracts, not from the original document, so they were dependent on another person's ability to abstract cogently. Foreign language items are included in the entry section, although the abstracts are in English and there is a note as to the availability of an English summary. This information is not included in the index, but would be a valuable addition to the subject phrase, as is the chronology.

Given the pitfalls discovered in just one subject area, the selectivity (i.e., only journal articles), the problems of updating, and the cost of a bound volume (to order, receive, catalogue, shelve, locate), I would not suggest that every business library rush out to buy this publication. For those with excess funds and an interest in the interdisciplinary aspects of business history, *Corporate America: A Historical Bibliography* would be an interesting but not an essential bibliography.

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Computer and Microcomputer Systems for Small Businesses by Russell E. Wilcox. Phoenix, Arizona, Oryx Press, c1984. ISBN 0-89774-131-5. $27.50.

Written from the perspective of a small business owner with knowledge and experience in the computer industry, the author of *Computer and Microcomputer Systems for Small Businesses* hopes to help small business owners avoid the struggles he had. In Wilcox's own business he made mistakes with the first system installed, learned lessons from this and then from two subsequent systems. He later became a college teacher, author, and consultant for computer systems in small business. Wilcox intends this book to save the entrepreneur time and energy for his or her chief concern—the profitable operation of a small business.

Computer and Microcomputer Systems for Small Businesses starts at the beginning with a brief history of computers in business, then goes into the hardware and software, explaining in non-technical language exactly what it all means. The novice is taken in hand and gently led down the wondrous computer path.

Wilcox discusses the advantages and disadvantages of various approaches one could take in computerizing business operations:

- the owner learning how to program and developing custom programs,
- the owner installing a small system and "off-the-shelf" software,
- purchasing a totally integrated system which is installed by a computer manufacturer or systems house, and
- using a computer consultant to recommend and assist in the installation of the complete system.

Keeping his writing clear and free of technical jargon he goes on to explain the automation procedure, which business records should be top priority, (including whether some operations even *should* be automated at all), the various levels of automating (processes, operations, and business intelligence), and then some basic programming languages. Various software packages typically used in small business are described, for example, electronic spread-sheets, word processing, and telecomputing. There are even examples of searching DIALOG via a microcomputer (but with no mention of "end-users", "intermediaries", or even "librarians"!).

Wilcox then describes the workings of the computer systems marketplace, covering every aspect from the independent retailer to the office equipment and mainframe manufacturer. He also provides addresses of some of the smaller manufacturers and an analysis of the major one with his comments as to the value of their equipment to the small business.

A very useful chapter is the one which explains how to do a "Request for Quotation" in order to ensure a successful computer installation. It also provides a valuable checklist to consider for the contract.

The book ends with a chapter on future directions—what small business will see in the next ten years in the way of computer equipment. Wilcox predicts that the failure rate of small business will diminish with the installation of small business systems.

Included with the appendices are lists of commercial databases and standard business packages for CP/M (plus addresses), a sample contract, a sample checklist and contract rider, and a glossary. There is also an index, essential in such a book.

In summary, *Computer and Microcomputer Systems for Small Businesses* is a worthwhile guide for the owner-manager who feels his or her paperwork is taking over, leaving no time to interpret operating or financial figures and see trends or make projections. This book will assist the small business owner in determining whether to automate, what to automate, and how to automate.

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Towards a Usable Past: Historical Records in the Empire State. A report to the Governer and the citizens of New York. New York State Historical Records Advisory Board. Albany: New York State Archives, State Education Department, 1984. 74p. LC ______. ISBN ______.

From its very first statement this report warns that the documentary heritage of New York State is in great danger. It charts future policy toward archival and historical records programs in New York and could well become a model elsewhere.

Not too many years ago several historical programs in the state were curtailed for financial reasons. Although such programs occupied a minuscule part of the State's budget, archival records and the historical heritage of New York seemed to be rated the lowest of priorities. A rather fine new state archive facility in Albany and an experienced staff were justifiably embarrassed by the lack of governmental support.

Fortunately the National Historical Publications and Records Commission (NHPRC) provided funds to forty states to individually reassess their own documentary preservation programs in archives, libraries, universities, and historical societies. As in so much of federal demonstration funding an attempt is being made to support systematic planning in each state. The NHPRC however has attempted to draw some nationwide conclusions in its 1983 annual report.

This study by New York is one of many that will appear. Dire conditions regarding records are outlined, based on responses from the more than 5500 questionnaires sent out, and numerous public meetings held. New York has more historical record repositories than any other state. A few are outstanding in their collections and services; most are insufficiently supported. After some great strides in leadership, organization, publication and support during the 19th century the state's collections drifted into inept political supervision and control in the early 20th century. New York was the last state to organize a full fledged archival program.

This report provides a good description of types of governmental records, their usefulness, and vivid reasons for their threatened status. New York State's own backlog of archival processing is repeatedly described as amounting to 350 years. The state government also recognizes that nonofficial and private repositories are vital centers of historical records. Such private collections are to be given state assistance through consultation and training in matters of conservation, microfilming, automation, etc. The primary archival role of the state is seen in the preservation of the records and corporate memory of state agencies themselves. Beyond this the state is seen fulfilling an overall planning and management role in regard to other types of collections. The state will seek to avoid immersing itself in many of the specific problems of individual collections. The report recommends certain legislative changes in archival authority, access to sensitive records, court records, etc. It also outlines ways to generate public support and urges the formation of statewide leadership among professional organizations, training and education programs, the use of the latest technical advances and, finally, state-based grants-in-aid. Many other states will be looking at New York's recommendations. While all is pending let us hope the records survive.

Michael O. Shannon
Herbert H. Lehman College Library
Bronx, New York

Cataloging Government Documents, a Manual of Interpretation for AACR2. Bernadine A. Hoduski (editor) Chicago: American Library Association, 1984. 259p. LC 84-6499. ISBN 0-8399-3304-1. $49.00.

The present manual is intended not to stand alone but rather to serve as a convenient source of reference, further explaining and supplementing existing codes. Any cataloger working with a quantity of documents will want this ALA manual ready at hand along with AACR2, a file of the Library of Congress rule interpretations, and the Government Printing Office *Cataloging Manual.* (A further source is ALA's *Complete Guide to Citing Government Documents,* 1984). This ALA "Manual of Interpretation" contains numerous cross-references to AACR2, and covers doubtful and ambiguous rules or those requiring further explanation. The two must be used in tandem.

In recent years the Government Printing Office has performed primary cataloging of federal documents rather than the Library of Congress, using, however, LC-compatible descriptors. GPO also participates in the name authority cooperative project, assigning names under the AACR2 rules, which are in turn accepted by LC. The GPO cataloging guidelines of 1983 implement the more general 1975 revision, and the present volume provides significant explanation of both the GPO guidelines and AACR2 rules. *Cataloging Government Documents* also goes beyond the GPO guidelines in that it makes frequent reference to other levels of government jurisdiction: cities, states, foreign bodies, etc. The GPO guidelines are chiefly of interest to those doing OCLC input. Among the more controversial of cataloging issues has been the use of corporate main entries for government author-agencies, and the degree of specificity in the hierarchy of corporate entries. The AACR2 rules at first seemed to have given less emphasis and detail, while document librarians have favored more. A few librarians may feel that the present manual shifts the focus of the AACR2 rules somewhat in the direction originally advocated by document librarians. Of course all rules are adhered to, but their interpretations and reinterpretations allow for a certain amount of leeway.

On the important consideration of the amount of detail to be included in a catalog entry there are main levels of increasing detail outlined. Rule 029 provides that cataloging must be done "at the lowest level for which all mandatory specifications are met." When discussing general description under rule 1.0D GODORT suggests "whenever possible, government documents should be described at the fullest level with most description, the third level of bibliographic description."

A crucial chapter 24 provides guidance on the choice of a corporate name and its structuring for optimum access. Many librarians will take heart in regard to legislative bodies where it is reaffirmed that subordinate subcommittees are listed under the names of the parent committees. This rule is now extended to include a wider range of legislative committees than just those of the U.S. Congress.

It is a pleasure to read that general rule 21.29 "allows as many additional entries as are needed to serve the user." Throughout the manual examples of misuse as well as recommended use are offered. Where there are several alternatives, the one preferred by GPO is often shown. The complexity of numbered series are discussed, as are problems arising from the inclusion of data sheets (sometimes misleading) in publications, and the occasional lack of title pages. A section on cataloging microforms adds important background information, especially as it pertains to policy changes proposed by the Library of Congress but not yet accepted into AACR2 rules.

Perhaps the best chapter relates to cartographic material, a high portion of which are government documents. Included here are major rule revisions and interpretations of the Anglo-American Cataloguing Committee for Cartographic Materials, which has also developed its own manual. Numerous examples of entries are shown throughout this chapter, and accompanying comments on the incorporation of notes show the great extent of information that can be included. A section on geographic names includes a recommended list of gazetteers and atlases for establishing correct names (a feature absent from AACR2).

The least satisfactory section deals with the listing of machine-readable data files. It very briefly explores the difficulties of catalogers in interpreting information which is not eye-readable, and often not even available. Examples of some entries for data files would have been interesting.

Cataloging Government Documents, will be a blessing to document and map catalogers, and to others as well. Let us hope that GODORT is planning future editions as the rules evolve further.

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The Use of Information in a Changing World. Van Der Laan, A. and Winters, A. A., editors. Proceedings of the Forty-Second FID Congress held in The Hague, The Netherlands, 24–27 September, 1984. Amsterdam, Elsevier, 1984 (FID Publication, 631) ISBN 0-444-87554-9 LC 84-10256 $53.75.

As the title indicates, this meeting focused on the use of information and identified three main trends: a shift from supply to demand; a more economic and market-oriented approach to the information transfer process, and technological innovations.

Major sections address the use of information in

- decision making;
- science, social sciences and research;
- agriculture;
- industry;
- special developments, such as electronic publishing.

Almost fifty papers address these five themes, in 467 pages of dense, camera-ready copy. A one-page author index follows. No subject access to the contents is provided, not even keywords assigned by authors. This is regrettable because the theme is of universal interest and the international scope, of interest to many. As in most proceedings volumes, the content is uneven.

It is difficult to understand why the editors are listed as such. By their own admission, they decided not to make any technical or linguistic corrections in texts that were "understandable to the reader". Since many of the authors were not native speakers of English, numerous spelling and typographical errors occur. The effect is quite spoiled, for example, when one reads in a ringing finale the words of Augustine "and the thruth (sic) will set you free." *(p.24).*

The benefit of getting the volume out fast seems exceeded by the cost to the reader of unedited, unindexed copy. These costs are magnified in view of the hefty price tag on this volume. For large specialized collections.

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Research for Decision Making: Methods for Librarians. Swisher, Robert and McClure, Charles R. Chicago, ALA, 1984. LC 84-12381. ISBN 0-8384-0398-3.

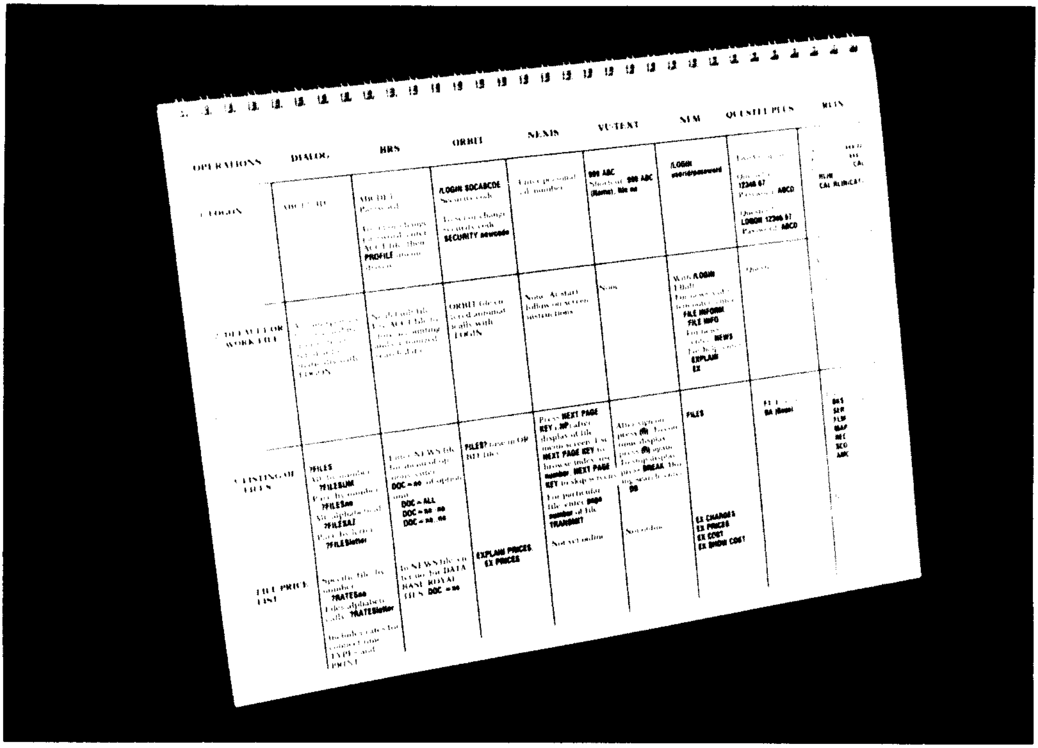
The authors are well known in research and management literature. The practitioner and graduate student are their audience. Both, say the authors, need the "survival skills" of understanding research concepts and methodologies that should support decision making. The emphasis is on "action research", defined as an introduction to the essentials of statistics and how they may be used in decision making, which, in turn, is identified as converting information into action. The authors integrate research with the planning and decision making processes in an overall systems context that focuses on outcomes.

This is a good and useful book, well written, with helpful figures and index, in an attractive, sturdy format. Bibliographies follow each chapter. "Discussion" questions found in the appendices would be equally appropriate for classes and self-paced learners.

Most librarians would benefit from being assigned this book as required reading. Is it useful as a reference book? Will librarians consult it when contemplating or conducting action research? Maybe. Would it be to their advantage to do so? Yes, with a couple of caveats. For the uninitiated, statistical literacy can be compared with computer literacy. It is essential to have a basic understanding of the concepts, but it is unwise to attempt to program or to apply sophisticated quantitative methodologies without consultation. Even minor oversights can be very costly. However, this book would be good for bringing novices up to the point where they would be comfortable discussing research design with an expert.

Recommended for great and small.

Marcy Murphy
Associate Professor
SLIS, Indiana University,
Bloomington



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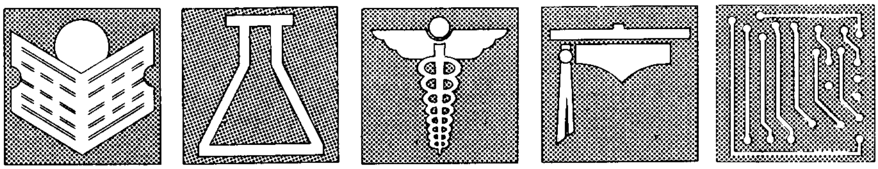

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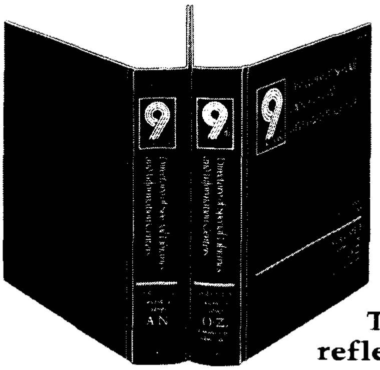

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