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Proceedings

of the Tenth Annual

MILITARY LIBRARIANS WORKSHOP

12-14 October 1966

LIBRARY EMPLOYEE DEVELOPMENT

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U.S. Navy Electronics Laboratory
San Diego, California 92152

ABSTRACT

Paul Howard, Executive Secretary
Federal Library Committee

The 10th Annual Military Librarians Workshop was held in San Diego, alifornia, on 12-14 October 1966 with the Navy Electronics Laboratory s host. The theme explored was "Library Employee Development." A int meeting of the Councils of the East and West Coast Navy Laboratory ibrarians preceded the workshop, and a business meeting of the Military ibrarians Division of the Special Libraries Association followed it.

The first day was devoted to informational presentations on "The ederal Library Mission" by Paul Howard, Executive Secretary of the ederal Library Committee; "Project ATLIS: Army Technical Library nprovement Studies" by Logan O. Cowgill of the Scientific and Technical formation Division, Corps of Engineers, Department of the Army; and Project LEX: Department of Defense-wide Technical Thesaurus" by argaret S. Hicks of the Office of Naval Research. The keynote address "Employee Development as a Science and an Art" was given by Al Beller, mployee Development Officer of the U. S. Civil Service Commission's egional office in San Francisco. Clara E. Breed, City Librarian of San iego, spoke about employee relations under the title "Are Librarians ifferent?"

On-the-job and in-service training for subprofessional staff, librarians, d information specialists was discussed at later workshop sessions. here was general agreement that more emphasis should be placed upon aining subprofessional employees [redacted] raining, library chnicians could perform duties no[redacted]ns. There was ncern that the grade structure reflect the responsibilities of these jobs. was recommended that librarians be advised to take correspondence urses when library schools are not locally available. The Federal brary Committee was urged to work toward securing more uniform

interpretation of Civil Service standards for library positions in the librarian, the library technician, and information specialist series. It was also urged that information concerning education facilities be made more freely available to library employees.

Preceding the business meeting, J. Lee Westrate of the Bureau of the Budget gave an informative background report on the establishment of the President's Committee on Libraries and the National Advisory Commission on Libraries.

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INTRODUCTION

The 10th annual Military Librarians Workshop was held 12-14 October 6 in San Diego, California, under the sponsorship of the U.S. Navy ctronics Laboratory. The Workshop host was Wm. E. Jorgensen, NEL rarian. Program Chairman was Mrs. Carolyn J. Kruse, Librarian, 5. Naval Ordnance Test Station, China Lake, California.

The annual Workshops serve to stimulate the exchange of information l ideas and to increase the effectiveness of military libraries. They vide a forum in which librarians from all Department of Defense ivities discuss new technical and professional topics.

"Library Employee Development" was the theme of the Workshop gram this year. Keynote speakers discussed implications of the me for military librarians and established a common frame of reference the discussion sessions. Participants were assigned to one of three cussion groups -- Academic, General, or Technical -- according to e of library each represented. Discussion leaders assisted and guided groups toward productive discussion and recommendations on the me topic.

The meeting was opened by CAPT M.D. Bennett, USN, Acting mmanding Officer and Director, Navy Electronics Laboratory, who eted the Workshop attendees on behalf of the Commanding Officer and ector, CAPT William R. Boehm, USN. CAPT Bennett then explained organization and mission of the Laboratory. He described, with the of slides, the principal facilities of NEL and the scientific and hnical tasks with which Laboratory personnel are concerned.

CAPT Bennett was followed by Dr. T.J. Keary, Associate Technical Director of NEL. Dr. Keary discussed the place of NEL in the Navy and in the Department of Defense research laboratory organization. NEL's history and relation to other Navy laboratories were outlined. He then presented a broad picture of the major areas of scientific and technical achievements and current projects under way at NEL.

After the opening remarks by CAPT Bennett and Dr. Keary, the Workshop presentations were made. These are summarized in the following section of these Proceedings. Next, the recommendations of the three Workshop discussion groups are provided.

Complete texts of certain papers were made available for these Proceedings. These papers will be found in Appendix A. The Workshop program is furnished in Appendix B and the list of participants in Appendix C.

Wm. E Jorgensen, Host; Carolyn J. Kruse, Program Chairman; and CAPT M. D. Bennett, USN, Acting C. O. & Director of sponsoring activity.

WORKSHOP SUMMARIES

A DECADE OF WORKSHOPS

Robert Severance, Director, Air University Library, Maxwell Air Force Base, Alabama

Mr. Robert Severance, host of the first annual Workshop, presented the background of the establishment of the Military Librarians Workshops and the history of the first nine.

Statistical comparisons of the several Workshops were made; for example, the number of attendees at each and the number of individuals who had attended one or more annual meetings. Five people (DeWald, Hetrick, Holloway, Liberman, and Martin) attended the first nine. All are present at number ten except Hetrick.

The value of the Workshops in promoting the exchange of information and promoting the effectiveness of military librarians was discussed and a tabulation of topics covered was presented. Mr. Severance concluded that the greatest return on the government's investment in the Workshops is the stimulation and professional development that result from personal contacts at the meetings.

HOW TO SURVIVE THIS WORKSHOP; A FEW POINTERS ON ITS ORGANIZATION AND PROCEDURES

Carolyn J. Kruse, Librarian, Naval Ordnance Test Station, China Lake, California, Program Chairman

The keynote of the Workshop is benefit to the individual, according to Mrs. Kruse. She explained that the workshop technique provided a means for all attendees to participate fully. The theme of library employee development allowed conclusions to be reached and specific recommendations made. Each individual was encouraged to join in the analysis and discussion sessions to obtain maximum benefit to himself and to military librarianship.

LOYEE DEVELOPMENT
. SCIENCE AND AN ART

ler, Employee Development Officer, U. S. Civil
e Commission Regional Office, San Francisco,
rnia

. Beller spoke of the urgent need to combat
lual employee obsolescence caused by the
edge explosion. By way of example, he showed
ontinual acceleration of scientific progress is
panied by a corresponding increase in facts to
rned. The cure for obsolescence is lifelong
ig, and libraries are, of necessity, at the heart
movement.

brarians should know the principles of human
or and of sound management. They should
ize that automatic data processing can play
cant part in library management, organization,
ocedures. Also important is the strategy for
nicating successfully with top management.

e keynote of employee development is to take
age of all the career development opportunities
ble, for to maintain the status quo is to be-
obsolete.

ARE LIBRARIANS DIFFERENT?

Clara E. Breed, City Librarian, San Diego, California

Are librarians different from other employees and, if so, how? This was the question posed by Miss Breed. She then proceeded to enumerate four ways in which librarians are different:

(1) Library budgets include a very large percentage, 75 to 85 percent, for salaries of library personnel. The quality and quantity of their output is a paramount consideration for library administrators and top management. Employee development in libraries merits the most serious concern.

(2) Librarians are in short supply, we no longer interview candidates for positions, they interview us! We must give better training to the librarians we have to offset this scarcity.

(3) Work increases in libraries much faster than the number of hands or brains available to do the work. Workshops such as this might provide new solutions to the problem of keeping current while taking time out for employee development.

(4) Library work still seems to attract too many women; not enough men. We must develop the capabilities of our women librarians so that they are as ready and eager as men are to fill top-level jobs.

THE FEDERAL LIBRARY MISSION AND GUIDELINES FOR ITS IMPLEMENTATION

Paul Howard, Executive Secretary, Federal Library Committee, Library of Congress, Washington, D.C.

A report entitled The Federal Library Mission: A Statement of Principles and Guidelines for Their Implementation was presented for comment and discussion by Mr. Howard. Copies of the report had been distributed earlier to Workshop participants in preparation for this discussion. The consensus of the group was highly favorable toward the statement as a whole; comments centered on particular parts of the draft, such as the inclusion of the concept of agency personnel ceilings as an additional limiting factor in the budgetary process.

The report is, according to Mr. Howard, a basic document drafted for the purpose of establishing a common understanding of what a library is, what it does, and what role it plays in Federal programs. A statement of mission in the report is followed by a series of guidelines designed to establish common checkpoints against which Federal agencies should evaluate their library policies, programs, and practices for the purpose of improving library management and services.

Consultations are being held with representatives of the Bureau of the Budget looking toward issuance of the report as a Bureau action paper for all Federal agencies.

PROJECT ATLIS: ARMY TECHNICAL LIBRARY IMPROVEMENT STUDIES

Logan O. Cowgill, Chief, Scientific and Technical Information Division, Corps of Engineers, Department of the Army, Washington, D.C.

A brief report on Project ATLIS was reported by Mr. Cowgill, Project Manager. The objective of the project is to improve the effectiveness of Army technical libraries by developing new procedures and services, both manual and automated, for support of the scientific and technical efforts of the Army.

The ATLIS program effort is divided into four task areas:

(1) Management and technical direction includes development of the overall project concept and objectives, identification of problem areas, and coordination of objectives and resources requirements.

(2) Library operations area covers operational standards and techniques for acquisitions, cataloging, interlibrary mutual support, staff training, and user orientation.

(3) Library services task area includes internal selective distribution and circulation procedures, advanced abstracts distribution, interface of information systems and library services, and loan and circulation procedures for security-classified material.

(4) Advanced technology area encompasses an investigation of the applicability of advanced technology, its evaluation in pilot operations, and the incorporation of selected aspects into a design for Army-wide technical library systems.

ROJECT LEX: A D.O.D.-WIDE CHNICAL THESAURUS

rgaret S. Hicks, Project LEX, Office of Naval search, Department of the Navy, Washington, D.C.

The goals of Project LEX and the methods used to umulate information and compile the thesaurus were plained by Mrs. Hicks.

She then discussed the several subject fields to be ered and the work of the subject experts who served panels to lend technical assistance to the Project. e system of collecting lists of terms and subject dings and combining them into a master list was lined, showing the role of the subject specialist, lexicographer, and the librarian in the process.

It is planned to complete the Project and publish D.O.D.-wide technical thesaurus in the summer 1967.

NOT FOR THE BOOK: INDISCREET RECOLLECTIONS OF AN ANTIQUARIAN BOOKSELLER

Jake Zeitlin, President of Zeitlin and VerBrugge Booksellers, Los Angeles, California

Mr. Zeitlin illustrated the hazards and pleasures of a career in bookselling by recounting a series of anecdotes. His recollections of 40 years of bookselling contained many intimate glimpses into the joys and disappointments of such work, with no attempt to cover the embarrassment of his mistakes or to conceal the thrill of his successes.

He told of a fruitless but enjoyable trip to Europe to keep an appointment with an elusive professor whom he later caught up with at the University of California in Los Angeles. He also related how he found and verified the authenticity of ownership of a book which had been lost from the library of the famous eighteenth-century French chemist, Lavoisier. He then had the pleasure of selling the book to a collector who was reconstituting Lavoisier's original library.

NATIONAL ADVISORY COMMISSION ON LIBRARIES

Dr. J. L. Westrate, U. S. Bureau of the Budget, Washington, D.C.

Dr. Westrate, who has been closely associated with the establishment of the National Advisory Commission on Libraries as well as the Federal Library Committee, honored the Workshop by coming from Washington to address the group.

The antecedents of the present Commission were outlined by Dr. Westrate and the reasons for the emergence of such a body were explained. Dr. Westrate also provided a wealth of information on the political and bureaucratic processes by which such accomplishments are usually achieved.

The duties of the Commission are to:

(1) *Make a comprehensive study and appraisal of the role of libraries as resources for scholarly pursuits, as centers for the dissemination of knowledge, and as components of the evolving national systems.*

(2) *Appraise the policies, programs, and practices of public agencies and private institutions and organizations, together with other factors, which have a bearing on the role and effective utilization of libraries.*

(3) *Appraise library funding, including Federal support of libraries, to determine how funds available for the construction and support of libraries and library services can be more effectively and efficiently utilized; and*

(4) *Develop recommendations for action by Government or private institutions and organizations designed to ensure an effective and efficient library system for the Nation.*

The Commission and its staff will attempt to identify and give adequate consideration to key problems in the field. Expressions from people such as those in the Military Librarians Workshop will be useful to the Commission, according to Dr. Westrate.

A more complete summary of Dr. Westrate's talk as well as the text of Executive Order 11301, which established the National Advisory Commission on Libraries, appear in Appendix A of these Proceedings.

WORKSHOP BUSINESS MEETING

Conducted by John L. Cook, Chairman, Military Librarians Division

The business meeting covered a variety of items relating to the Workshop and the Military Librarians Division.

Michael Costello, Military Librarians Division Program Chairman, reported on plans for the MLD meeting in New York at the Special Libraries Association convention in May 1967.

Elizabeth Milner, Chairman of the membership committee, reported on the proposed military librarians directory. The list will be based in part on the directory cards included in the Workshop registration packet.

There was a discussion of the desirability of establishing a Federal librarians division in the Special Libraries Association or the American Library Association. No action was taken and the matter was postponed for future consideration.

Dr. Vernon Tate distributed copies of the list of periodicals included in the Military Journals Microfilming Project. The project was initiated by the Air University Library and is being continued by the Photoduplication Service of the Library of Congress. The purpose of this project is to make microfilm copies of complete files of 43 significant military journals available to libraries and researchers at reasonable cost. The list of periodicals is furnished in Appendix A of these Proceedings.

The next Military Librarians Workshop will be held during the first week in November 1967, at Wright-Patterson Air Force Base, Ohio, with John Cook as host. The theme will be: "How to Inform the Library User."

WORKSHOP RECOMMENDATIONS

RECOMMENDATIONS OF ACADEMIC LIBRARY DISCUSSION GROUP

By COL George V. Fagan, USAF, Librarian, Air Force Academy, Colorado, and Frances L. Carey, Assistant Director of Libraries, U.S. Naval War College, Newport, Rhode Island*

STATEMENT OF THE PROBLEM

Employee development for both professional and subprofessional personnel is a vital part of every library program. The chief question is: How can this training process be improved and expedited?

CONCLUSIONS AND RECOMMENDATIONS

1. Selection

a. Academic libraries may be forced to choose between persons with library training and inadequate subject specialty on one hand, or people with subject matter specialty and no library training on the other. Employee development must proceed from either point.

b. Of necessity, selection of subprofessionals has been on the basis of clerical skill [illegible] ice a sufficient number of subprofessionals with library training or broad experience cannot be found.

*Presented by COL Fagan

c. On-the-job training in library methods on all levels is necessary.

2. On-the-job Training

a. General indoctrination

(1) All military activities should conduct orientation for new employees which includes information on the mission and organization, a tour of the facility, and where possible, the entire base. Orientation should be initiated by the chief librarian and carried on by the supervisor.

(2) In addition, a staff member should be assigned to new employees to assist them in becoming acquainted with their surroundings, with other personnel and with the resources and services of the library.

(3) A tour of the activity for families of new personnel is also recommended as part of the orientation, to familiarize them with the aims and purposes of the activity and the role of employees in fulfilling them.

b. Specialized training for specific positions

(1) There was general agreement on the importance of rotating personnel in order to foster better understanding and cooperation. This method of training also results in the development of a more flexible staff.

(2) As a corollary to the above, the consensus was that the exchange of personnel between related libraries of other services would be beneficial to Government libraries as a whole.

(3) Retraining and refresher courses for staff members are recommended to increase adaptability to new library technological developments.

(4) It is recommended that intern programs for recent library school graduates be established which at the end of one year would result in promotion to the next grade level.

3. External Training Programs

a. All interested and qualified personnel should be entitled to formal training at Government expense to enable them to perform their duties more effectively.

b. Full utilization should be made of Government-sponsored courses, eminars, workshops, etc. On a selective basis, library employees should lso be provided specialized training. Information regarding such courses hould receive wide dissemination.

c. Those who qualify, should enroll, at Government expense, in ourses offered by nearby educational institutions.

d. It is recommended that a study be made of the feasibility of corres-ondence courses in library science, for credit, by accredited educational nstitutions. These should be on both the professional and subprofessional evel.

. Career Development

a. Career development should be carried out on all levels including hat of top-level administration. Continuing education should include pro-essional reading, courses in both library science and management science. Training and development should not be limited to staff members but should lso apply to the heads of libraries who have a responsibility for keeping urrent in new developments in the field.

b. It is recommended that investigation be made of the possibility of leveloping a career program for librarians either DOD-wide or Government-vide.

c. To encourage subprofessional development, it is recommended hat the Federal Library Committee list subprofessional as well as pro-essional vacancies.

5. Library-Academic-Management Liaison

a. Better liaison between the library staff and the academic and dministrative staffs of our institutions must be developed in order to btain cooperation in carrying out effective employee development programs.

6. Information Specialists

a. Although the possible role of the information specialist in academic ibraries was discussed, no conclusions were reached.

7. Motivation

a. It was concluded that in the training program, whether on-the-job, external, or a combination of both, the attitude of the trainee and that of he supervisor are important factors.

MAJOR RECOMMENDATIONS

1. That a study be made of the feasibility of correspondence courses in library science, for credit, by accredited educational institutions. These should be on both professional and subprofessional levels.

2. Investigation be made of the possibility of a career program for librarians on a DOD-wide or Government-wide basis.

3. That the Federal Library Committee list subprofessional as well as professional vacancies.

RECOMMENDATIONS OF GENERAL LIBRARY DISCUSSION GROUP

By Walter B. Greenwood, Librarian, Navy Department Library, Washington, D.C., and Paul Burnette, Director, Army Library, Washington, D.C.*

RECOMMENDATIONS

It is the recommendation of the General Group that appropriate measures be taken to establish in selected geographical areas programs of training to:

1. Develop in each GS-1411 employee competence in three broad areas -- library technical processes, library services and library resources.

2. Develop in each GS-1410 employee competence in management and administration of library operations -- budgeting, reporting, public relations, cost analysis and effectiveness.

Such training might be accomplished under the aegis of libraries, library associations, appropriate Federal agencies, educational institutions, either direct or through contractual agreements. Such training could include short term in-residence courses and extension or correspondence courses.

SUMMARY OF CONCLUSIONS

1. Subprofessional Staff Members

*Presented by Mr. Greenwood

a. Selection of personnel for subprofessional positions is dependent more on native intelligence and interest of the individual in library matters than background experience. While previous library experience is theoretically useful, it should not be a dominant factor in filling such positions.

b. On-the-job training, an indispensable aspect of employee development, will be governed by the experience and receptivity of the individual.

(1) Indoctrination in the mission of the library and in its organizational structure will depend also on the individual's qualifications. A general briefing by the Librarian on the mission and organization should be given upon the arrival of a new employee. It would be desirable to spread the detailed indoctrination over a period of several weeks to facilitate better understanding of the relationships involved. Written and graphic materials should accompany the instruction. Supervisors should be prepared to discuss briefly pertinent questions as they arise.

(2) Special training for specific positions should be given by the immediate supervisor and should be aimed at the continuing development of each employee, to help him achieve goals within the potential of his ability. This may be conducted within a single field of specialization or over a group of specialities depending, of course, on the particular library's size and needs.

(3) Assignment to other library functions (cross training) or emergency substitution in other positions will broaden the experience range of the individual when accompanied by proper on-the-job preparation. There is always the risk that the new experience or challenge may make the individual dissatisfied with his original assignment.

c. External training programs geared to the requirements of the GS-4 and GS-5 subprofessional would be of valuable assistance to both the small library and to the individual who, on his own initiative, may wish to enroll. Though such programs do exist in some major metropolitan areas, most military libraries located some distance from these areas have little chance to take advantage of such opportunities.

(1) It was felt that a series of appropriate correspondence courses or short term (2 to 4 weeks) in-residence instructional programs geared to the GS-4 to 5 level was much needed.

d. Promotion policies are usually flexible enough to recognize the advancement of deserving staff members. The larger the library, the greater the flexibility.

e. Motivating employees is the secret of success in any undertaking and is the real test of the supervisor's or the head librarian's abilities in handling personnel. Training programs, properly oriented, can assist greatly in adding meaning and purpose to otherwise mundane occupations. This is preliminary to other efforts at motivation.

2. Professional Staff Members

a. Selection of professional staff members is fairly well circumscribed by the new GS-1410 qualification standards. The 5th-year library school graduate entering as a GS-7 can be expected to have certain minimum professional training.

b. The mission and organization of the library should be explained in sufficient detail by the supervisor or a senior librarian in an appropriate functional area. Routine questions from the new employee should be adequately answered as they arise.

(1) Rotation of assignments can be a beneficial training device and should be carefully planned to avoid disruption of library routines. Assignments should be of sufficient duration to ensure adequate time for thorough familiarity with the new area and an understanding of the points of view involved.

(2) Training can be continued in the various post-graduate courses, seminars, institutes, etc., in schools and colleges. Staff meetings at which new tools and materials are discussed can be a useful training device.

(3) The "Army Civilian Career Program for Librarians" (CPR 950-21, Washington, D.C., February, 1966) contains many useful points for the development of professional level training programs.

3. Information Specialists

It was the consensus of the General Group that this category was not now a factor in training programs. Possibly the future may dictate a change and find the larger libraries with a billet for the GS-1412 or some other kind of specialist.

RECOMMENDATIONS OF TECHNICAL LIBRARY DISCUSSION GROUP

By Virginia L. Parker, Librarian, Naval Ordnance Laboratory
Corona, California*

In light of the shortage of librarians, it is important that subprofessional duties that are too often performed by librarians be performed by library assistants. This should result in better grades for both.

It is agreed that an important factor in the selection of Library Assistant candidates is their desire to work in a library.

Library assistants are being trained effectively by:

1. Informal and formal on-the-job training

2. Correspondence courses offered by several universities

3. Short courses, institutes, and seminars held at installations

Specific training should be given by the immediate supervisor. A written set of procedures is highly desirable. Instruction and actual work should be alternated.

Training in other library functions should be geared to the capacity of the learner.

Promotion should be given to those who show ability.

When the provision of additional billets or space is a problem, the use of part-time employment which does not count as a billet should be used.

PROFESSIONAL STAFF MEMBERS

On-the-job training for librarians can be accomplished effectively by:

1. Orientation

2. Rotation from 4 to 6 months in various branches of the library. Librarians in different areas might recommend procedures that would not otherwise be brought out.

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*Presented by Hope S. Smith, Librarian, Naval Civil Engineering Laboratory, Port Hueneme, California

3. Intern programs

Further formal training is available for librarians by attending library school or by taking courses in a specific subject area.

INFORMATION SPECIALIST

It is believed that the promotional ladder has presented a major problem to the information specialist. The GS-1412 series has probably changed this.

IT IS RECOMMENDED

That the Federal Library Committee make a study of the shortage of librarians for the purpose of establishing a shortage category.

That the Federal Library Committee attempt to secure uniform interpretations of personnel standards.

IT IS FURTHER RECOMMENDED

That library school directors consider including more courses dealing with automation and mechanization to prepare the librarian for the age of specialization. More attention should be paid by schools to the needs of special libraries.

That military librarians become thoroughly acquainted with available training programs; that they take advantage of courses and seminars offered through membership in professional societies; that they explore such areas as cooperative work study programs.

That emphasis on training at the professional level be on subject matter advancement in areas pertaining to the specialized missions of the several agencies. This training may consist of survey courses, lectures by specialists in-house, or formal training through review or advanced courses.

That a course in public relations be taken by the Head Librarian.

That emphasis on training for subprofessionals may be on techniques. Familiarity with automation is recommended.

That special training in each area (reference, cataloging, acquisitions, etc.) must relate to the needs, mission, procedures, and techniques of the particular agency.

That management provide career development opportunities.

That the value of seeing how others do things be acknowledged by exchanging employees with other agencies for a specific period of time, or by visiting other libraries to learn how problems are being solved. Personal visits to other activities should be encouraged.

That the information specialist be used in accordance with the mission and needs of the activity. Especially avoid fragmenting the organization. The information specialist should be used in new ways to find out from the users their requirements, then he should return to the library with new approaches to meet their needs. Utilizing his background he will concentrate on highly specialized areas. He could work with and contribute to the library staff in each of the special library functions.

COMMENTS ON RECOMMENDATIONS

By Dwight C. Lyman, Librarian
Navy Underwater Sound Laboratory
New London, Connecticut

Last evening I would have been glad to feed into a computer the several thousands of words that faced me as the result of the Workshop sessions. Undoubtedly we would have received a neat little, meaningful package. But it would have lacked the flavor, or seasoning, of the human hopes and disappointments and the planning once again that are reflected in the distillation of the thinking that has gone into these recommendations.

This Workshop has employed a new method of attack, utilizing the contributions of three interest groups working on the same problems. Their findings and recommendations disclose little concern at the moment, or perhaps, misunderstanding of the role of the information specialist. There are so many matters of immediate concern: straightforward library positions and their incumbent, or lack of incumbents, for example.

The situation predominates in which the librarian must look for competent professional and subprofessional people; they do not seek him out. Our stated intention to develop the talents of our present staffs may show us the way to closer, finer working relationships in our libraries.

Implicit in all that we have said is our challenge to management to accept us on the level of other professional staff members, and to let us participate in the planning and development of programs that need our support to succeed.

Our request to the Federal Library Committee is honest and realistic. We hope it will supply us with space to list our subprofessional vacancies as well as the professional ones. We hope it will secure for us uniform interpretation of personnel standards. We ask its help with many of our recommendations.

APPENDIX A *PAPERS*

A DECADE OF WORKSHOPS

Summary of a talk by Robert Severance, Director,
Air University Library, Maxwell Air Force Base, Alabama,
and Sponsor of the first Military Librarians' Workshop

The first ten workshops demonstrate that libraries are important in the military and that they get support. For example, we have held government-sponsored meetings from coast to coast, our published proceedings contain a thousand pages, a thousand librarians have participated, and the average cost of a workshop is probably 20 thousand dollars. A statistical review of the workshops follows.

Sponsors. There have been three Air Force, three Army and three Navy hosts with one DOD host, ASTIA (now DDC). Five academic and five technical libraries have sponsored us.

Geography. Four workshops have been held in the East (Washington, West Point, Montgomery), two on the West coast (Monterey and San Diego) and four in the central part of the country (Air Force Academy, Fort Sill, White Sands, and Kirtland). Military planes have flown to eight workshops to provide transportation for some of the attendees.

Proceedings. The useful elements of the published proceedings include a copy of the program, copies of the papers presented or summary of the speeches, minutes of discussions, recommendations and business sessions, and a list of participants. In the first nine workshops only one (ASTIA) issued no proceedings. The various issues have varied in length from 40 to over 200 pages. Six contained all four of the useful elements, one lacks a copy of the program and one has minutes only.

People. One of the major problems in planning the workshops has been deciding on an invitation list. Each workshop is officially an effort of the host and not of the SLA. Some of the workshops have had limitations in the number of invitations issued because of the nature of the program or logistical details including transportation distances. Six workshops have had less than 75 attendees and four, counting this one, have exceeded 130. For the first nine meetings, the average attendance by service is Army 25, Navy 22, Air Force 21, DOD eight, Canada nine, and "other" nine. By type of library: technical 43, academic 16, base or post five, and other six. By individual agency (total representation at nine workshops) Air University 66 (includes eight from Institute of Technology), Army Library in the Pentagon 21, Army War College and Redstone Arsenal 20 each. Twenty-six libraries have had eight or more.

Individual librarians. Five people (DeWald, Catherine Hetrick, Holloway,

Liberman, Martin) attended the first nine. All are present at number ten except Hetrick. Three have attended eight (Cason, Severance, Slattery). Table A summarizes the individual attendance.

Table A

Individual Attendance

Meetings	9	8	7	6	5	4	3	2	1
Number	5	3	8	4	11	21	32	76	284

The table shows a total attendance of 960; counting out duplicates, 444 different individuals have participated in one or more workshops.

Program planning. Programs with the exception of the first and fifth, have been planned by a committee established for the specific purpose. Only one committee was local. The first was planned by the host and the fifth by a non-local individual. In format only two have been "pure" workshops, all others adding papers or formal presentations. All have included some degree of discussion.

Program content. In ten meetings, by time devoted to the subject, the most popular topics have been mechanization and automation (4 and 7), personnel (6 and 10), orientation of the host institution, and workshops. In terms of appearance on the ten programs, in decending order, the topics are: workshops ten, bibliographic services seven, personnel five and mechanization five, problems of technical libraries and problems of academic libraries four each. Sometimes these have been combined.

Cost. [A personal opinion of salary, transportation and per diem cost was expressed.]

Observations. This review of the workshops leads me to a few conclusions:

1. Attention should be given the publication of proceedings with a view to complete information and timely publishing.

2. There has been an obvious emphasis on technical libraries in program and attendance.

3. With secondary emphasis in academic libraries, there has been no attention to the general or base (post) library programs of the services.

4. We need a definition of military libraries, not only for the workshops but also for professional organizations.

5. We need advance planning of workshops, probably five years ahead, with flexibility built in. In planning, consideration should be given geographic location, type of library interest (special separate meetings for academic and technical?), meetings for journeymen librarians as well as supervisors, and especially appropriate liaison with general (special services) librarians.

Finally, libraries are books, journals, documents, maps, buildings, tables, chairs, and machines, but most important of all libraries are people. The greatest return on the government's investment in the workshops is the stimulation and professional development that result from personal contacts at the meetings.

EMPLOYEE DEVELOPMENT AS A SCIENCE AND AN ART

Summary of a talk by Al Beller, Employee Development Officer
U. S. Civil Service Commission Regional Office
San Francisco, California

Our Mutual Goal: To Combat Obsolescence

First of all, let me begin by saying that you, as librarians, and I, as one concerned with employee development, have a mutual goal: To combat obsolescence. We are growing obsolete at an incredible rate and this rate is accelerating!

> "A slow sort of country!" said the Queen. "Now here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!"
>
> Alice Through the Looking-Glass

Consider, for example, some of the important scientific discoveries and the time lapse involved until these discoveries were applied.

Photography	112 years
Telephone	56 "
Radio	35 "
Radar	15 "
Television	12 "
Transistors	5 "
Lasers	10 months

As another illustration, let us look at the duration of the ages of man.

Stone Age	500,000 years
Bronze Age	50,000 "
Iron Age	5,000 "
Industrial Age	500 "
Atomic Age	50 "
Space Age	5 "

You, as librarians, are well aware of the increase in the number of books published each year and well know that we are now in a knowledge explosion. In a recent year, the Harvard University Library put 955 new books on the shelves and removed 253 obsolete ones daily.

Derek J. de Solla Price, the well-known historian of science, has estimated that 80-90 percent of all the scientists who have ever lived are alive today. With this increase in the number of scientists there is a corresponding increase in the literature of science. It has been prognosticated that, without the benefit of microfilm, by the year 2050 the literature on the earth would be equal to the earth's weight.

Employee Development

Lifelong learning has thus become a way of life--the only way to stave off obsolescence.

Libraries are, of necessity, at the heart of this movement. For example, the decision to establish the Executive Seminar at Berkeley was due in large part to the proximity of the University of California library.

The availability of a good library can be a recruiting aid or, conversely, a liability if it is absent. Do you make certain the recruiters at your activity have up-to-date information on your library?

In 1958, Congress recognized the value of employee development and training by passing the Government Employees Training Act which makes available to practically every Federal agency the authority for training individuals.

Big business is also keenly interested in learning and education as evidenced by a recent article in the newspapers which told about the purchase of D. C. Heath Publishing Company by Raytheon; that of American Book Company by Litton Industries; creation of the General Learning Corporation by General Electric and Time, Incorporated; and the acquisition of Science Research Associates as a division of IBM.

Indeed, workshops such as this one, as opposed to "chowder and marching society" meetings are excellent examples of employee development.

What Every Chief Librarian Should Know

First of all, it is presumptuous for me to tell you, but nevertheless I'll wade right in.

You should, above all, know the principles of human behavior. The image a person presents may be entirely different from the reality. As the real librarian is something other than the image many people have of a little old lady who stamps due dates in books--so others are not necessarily as they seem. Those of you who are married may remember the impression you tried to create during courtship versus the real you.

You should know the strategy for communicating successfully with top management. This is possible only if you understand top management's concerns and goals.

You should know for yourself the principles of sound management.

You should know the part that automatic data processing can play in library management, organization, and routines.

You should know of the developments in programmed learning and reading improvement. The devices, machines, and texts associated with these should be a part of your library.

You should know of all the career development opportunities available to you, to your staff, and to your library users. You should become a partner with your activity's employee development officer.

And finally, you should know that to maintain the status quo is to become obsolete. That "...If you want to get somewhere else, you must run at least twice as fast..."

ARE LIBRARIANS DIFFERENT?
EMPLOYEE DEVELOPMENT AS A SCIENCE AND AN ART

by Clara E. Breed, City Librarian, San Diego, California

I feel like an interloper at this workshop. No one could know less about the military than I do. My only qualification for being here is that I have been a library administrator for twenty years, and--like you--I work for government within the rigidities and the opportunities of Civil Service.

Let me confess in the beginning that I have unlearned more than I have learned about employee development. It would be very pleasant if learning progressed ever onward and upward on a kind of ascending scale toward heaven. It doesn't. There are roadblocks and detours and the most astonishing surprises. Employees, even good ones, sometimes deteriorate and fall apart, and others who may have seemed perfectly hopeless get religion, or fall in love, and are suddenly transformed. This will happen in spite of the best employee training and development program, because individuals have a way of escaping from patterns and molds, and what goes on on the job is only a part of life, not the whole.

These introductory remarks are not intended as heresy: they are only intended to make you somewhat more skeptical than you might otherwise be about accepting general statements such as the ones I am about to make about the peculiarities of library employee development. Are librarians different from other employees, and if so, how?

First difference: and this is one that tugs at my conscience even though I agree with you that librarians are usually underpaid, a very large percentage of every library's budget, whether it is yours or mine, goes for salaries. The cost of books and other library materials may be escalating, but personnel costs are still often 75-85% of public library budgets, and probably military library budgets as well. Moral: We'd better take employee development seriously!

Second difference: librarians are in scandalously short supply. We no longer interview candidates for positions; library school graduates interview libraries and pick and choose between dozens of positions. (I expect NEL doesn't have very much trouble because it has Bill Jorgensen as librarian, a fine view of the harbor, and plenty of marriageable males, but some of you work in less desirable surroundings.) The San Diego Public Library also has its troubles, although I find my heads of departments sometimes live in a dream world unaware of this. When we have a vacancy one of them is sure to come to me and say, "We need someone with a strong subject background in science," or, "Couldn't we hire a children's librarian who already knows how to tell stories and has taken some courses in children's literature?" I like to please, but

the Civil Service eligible list has two names on it, neither with these particular qualifications. The choice too often is whether to leave the position vacant, throwing an added burden on an already overworked staff, or whether to hire someone who has none of the proper qualifications--but is alive and willing and intellectually curious.

I had an applicant once who was a male cataloger from Reno, married, with two children, and he wanted to move to California. At that time, I had only a children's librarian vacancy and no children's librarian applicants. He was willing and I was desperate. The branch librarian where he was assigned was sure we were making a terrible mistake, but she was wrong. He was willing to work hard and to drown himself in children's books. He has always been that kind of person in every job he has ever held, and today he is head of the central library in the Los Angeles Public Library. Moral: The best librarians are adaptable and can do several jobs well, or, You might as well start training the employees you've got.

Third difference: almost every library I know has terrible space and work load problems. The proliferation of print, the necessity of keeping up with the flow of reports and periodicals, the explosion of information, the demands of readers, the changes brought about by automation are overwhelming. Work increases much faster than the number of hands or brains available to do the work. How does one ever stop the daily squirrel cage drudgery of "keeping-up" long enough to indulge in the luxury of employee training? I'm a poor person to talk on this subject because I too often feel snowed under, pushed beyond my limits, and overburdened. But I think the moral of this story is to get out from under and take a deep breath and a long view. A workshop like this one can give you a better perspective from a sharing of common problems, the suggestion of new solutions.

Fourth difference: and this is the one that worries me most, library work still seems to attract too many women, not enough men. Don't misunderstand me: I like women. I have only one thing against them, and that is that in general they seem to be less interested in promotion, less ambitious, than men. They are too often content in minor roles, unwilling to take on heavy responsibilities. (Perhaps they are smarter than men, perhaps this is why they live longer?)

Once upon a time I advertised nation-wide for assistant city librarian. The top eight names on the eligible list, after the examination was given, were males. Advertise any top level job and the same thing will happen.

I'm not sure what the moral of this is, but I think that somehow we must discover how to develop our women librarians so that they are as ready and as eager as men to fill top level jobs.

I have only mentioned four ways in which library employee development problems may be somewhat different from other professions or industries. I'm sure there are many ways in which we are not different at all. We in San Diego are blessed with an excellent city government, and we are fortunate because the library is not set aside and considered "different" or "peculiar". I take pride in being part of the City Manager's team, included in the department heads' "retreats" at Warner's which are part of our City's program for continually

jarring department heads loose from their complacency and making us think together about the City's problems and its future. Our staff benefits from participating in city-wide training programs.

Are Librarians Different? My answer, as you can see, is "Yes" and "No".

THE FEDERAL LIBRARY MISSION

A STATEMENT OF PRINCIPLES AND GUIDELINES

THE FEDERAL LIBRARY COMMITTEE. WASHINGTON: OCTOBER 1966.

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PREFACE

The Federal Library Committee is an inter-agency committee established under the auspices of the Bureau of the Budget and the Library of Congress.[1] Its membership consists of representatives of the cabinet departments and six independent agencies, the latter selected for two year terms on a rotating basis. The Committee was organized to:

> (1) consider policies and problems relating to Federal libraries; (2) evaluate existing Federal library programs and resources; (3) determine the priorities among library issues requiring attention; (4) examine the organization and policies for acquiring, preserving, and making information available; (5) study the need for and potential of technological innovation in library practices; (6) study library budgeting and staffing problems including the recruiting, education, training, and remuneration of librarians.

In considering its responsibilities the Committee has concluded that immediate priority must be given to establishing a common understanding of the role of Federal libraries among the Government's information services so as to insure full utilization of library resources. Therefore, the Committee has formulated this statement of mission and guidelines for its implementation.

The Committee plans subsequent statements on specific library operations and services with a view to raising the general level of Federal library performance.

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1 The Federal Register, 30:8557 (July 3, 1965).

INTRODUCTION

All Federal agencies require information to operate effectively. Managerial decisions and professional expertise necessary to successful accomplishment of agency missions depend on an informed staff. The increased complexity of Government, the accelerated growth of knowledge, and the explosion of documentation have focused attention on the need to increase effectiveness of all mechanisms providing information services to Federal agencies among which Federal libraries are of special importance.

The most urgent library problem confronting Federal agencies is identical with that confronting non-Federal institutions, i.e., the problem of providing library service adequate to meet urgent growing demands. The gravity of this problem was recognized by the President when on September 2, 1966 he issued Executive Order No. 11301, creating a National Advisory Commission on Libraries to "evaluate policies, programs, and practices," affecting the nation's libraries.

The key elements of the problem include:

1. A staggering increase in production of information accompanied by an overwhelming demand for access to all types of information;

2. The growing complexity of our civilization, the increasing educational level of our population, and its changing cultural characteristics which have created and will continue to create new and heavier demands upon Government and upon educational and research institutions such as libraries;

3. Cumulative deficiencies in library resources, staff, and services which are not equal to present and anticipated demands;

4. The development of new data processing techniques which are revolutionizing information handling and are placing new pressures on libraries.

Essential to the solution of this urgent problem is a clear understanding within Federal agencies of (1) the services Federal libraries can provide to support missions of their agencies, and (2) the resources the libraries must have to develop those services. The statement of library mission that follows and the appended guidelines are a basis for attacking the problem.

THE FEDERAL LIBRARY MISSION

1. DEFINITION AND SCOPE

Federal libraries support the missions and programs of their agencies principally by providing bibliographically related information services. To achieve this objective they have at least four basic responsibilities.

a. To collect and organize pertinent recorded information, in whatever form required, to meet managerial, research, educational, informational, and other program responsibilities;

b. To provide ready access to their materials and to assist users in locating required information;

c. To disseminate pertinent information from their collections on a selective basis;

d. To make their collections and services known to present and potential users.

2. LIBRARY FUNCTIONS

To discharge these basic responsibilities, Federal libraries perform a range of tasks including assistance to users through literature searching, reference service, bibliographic work, professional guidance to readers, lending and borrowing materials, and by supporting these services through selecting, acquiring, cataloging, indexing, and abstracting pertinent materials. The effective performance of these functions requires continuing appraisal of the information needs of the agency.

3. RELATION TO FEDERAL COMMUNITY

The collections of Federal libraries constitute an important resource for providing information needed in daily operation of the Government, and in the conduct of agency research programs. Interlibrary lending, inter-agency reference assistance, cooperative cataloging, literature searching, and other forms of cooperation are essential to full and efficient use of this resource.

4. RELATION TO RESEARCH COMMUNITY AND THE GENERAL PUBLIC

Increasingly, a community of interest has developed among Federal and non-Federal library users. Federal libraries support those missions of their agencies that relate to non-Governmental groups by extending their library services to other libraries, research institutions, and the general public.

GUIDELINES

For Adequate Federal Library Service

Government agencies* require library services fully responsive to their research and other information needs. This can only be achieved through increased administrative attention, guidance, and support. Agency management should see that its library managerial policies are consistent with the foregoing statement of the Federal Library Mission. The Guidelines which follow provide Government agencies a means for strengthening their library management, resources, and services. Implementation of these guidelines demands intensive program planning and development.

The Guidelines are arranged in three closely related categories: Organization and Management; Library Resources; and Library Services.

A. ORGANIZATION AND MANAGEMENT

Sound organizational and management practices are necessary to insure that agency libraries provide adequate service, responsive to agency needs. Basic to the effectiveness of these practices, however, are full communication and understanding of program goals, a competent library staff, and adequate administrative support for library improvement.

The following practices are recommended:

1. Each agency should formulate a written policy stating its library's mission and its place in the organizational structure. This should be reviewed at regular intervals or at least not less than every five years.

   a. Each Federal library should maintain current operation manuals that explain the agency's mission to the library staff and that establish procedures to serve that mission.

   b. To insure responsiveness to user needs, each agency should locate its library or libraries organizationally where they can maintain most effective communication with agency program and planning officials.

2. Each agency should see that its library program is professionally administered and that the library staff is sufficient in number and adequately trained to fulfill library responsibilities.

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* The word agency is used to cover not only separately organized units of the Federal Government, but also where appropriate, subordinate units thereof. The word library is used to cover not only a department library, but a library system, or libraries serving subordinate units.

3. Agencies should budget for library needs in the same manner as for the needs of other professional services which support agency missions. In doing so, the following factors should be considered:

   a. The full range of services the library must provide in support of the agency mission;

   b. Increased effectiveness of agency management and professional activity to be achieved by using the specialized services provided by the library;

   c. The extent and nature of specialized agency research activities requiring library services;

   d. The range of subject areas the library must cover to fulfill its mission;

   e. The availability of other pertinent information resources and the expenditures required to exploit them in support of the agency mission.

4. The agency should require pertinent reports from its libraries including up-to-date statistical records of library operations, services, and resources upon which sound management and policy decisions can be made. The libraries should make such reports compatible with other library reporting practices currently being developed by the Office of Education.

B. LIBRARY RESOURCES

Basic physical resources of a library consist of recorded information such as, but not limited to: books, documents, periodicals, serials, technical reports, dissertations, pamphlets, manuscripts, films, micro texts, slides, audio discs or tapes, computer tapes, maps and photos, and the necessary related equipment.

The following guidelines are designed to assure that Government libraries have adequate resources organized for optimum accessibility.

1. The agency should require its library to provide, in sufficient quantity, those resources necessary to carry out the agency's mission. In addition to reference materials, these resources should include the indexes and bibliographic tools required to identify pertinent literature available in other libraries.

2. The agency should require from its libraries a carefully developed, written acquisition policy based upon the agency's mission and related library responsibility. The policy should include scope, coverage, and retention guidelines.

3. Each library should develop a policy statement governing the organization of its resources by means of cataloging, indexing, abstracting, and other bibliographic procedures which may include use of machine techniques. The statement should define the scope, coverage, and form of the catalog and its relation to other pertinent bibliographic tools. The agency should require its library to cooperate in, and make the fullest practical use of, centralized cataloging and indexing services.

C. LIBRARY SERVICES

Library services comprise those which involve knowledge of, and interpretation and exploitation of, the collections and their bibliographic apparatus and those which involve lending materials, directional assistance, and record keeping. Where the services enumerated below are not provided, the agency, with assistance from its library, should re-examine the library program in relation to current information needs, and develop a modern program of library services including:

1. Providing factual information responsive to specific inquiries, including when appropriate, the selection and synthesis of information from various sources and directing the inquirers' attention to related information beyond the immediate scope of the query;

2. Providing an organized program for selective dissemination of information based on systematic analysis of agency and staff information needs through interest profiles and program analysis;

3. Compiling comprehensive or selective bibliographies selected for specific purposes and produced either on the initiative of the library or upon request. Such bibliographies may be current or retrospective and should, when appropriate, include annotations or abstracts;

4. Performing literature searches for the purpose of documenting and producing state-of-the-art reviews;

5. Providing professional guidance to readers in the use of library collections and bibliographic resources, and acquainting them with other information sources such as individual subject specialists, information centers, and research organizations;

6. Lending library materials or photo-copying when appropriate;

7. Borrowing, for official use, materials from other Federal or private libraries;

8. Systematically providing information about agency library resources, services, and programs to encourage maximum use of these facilities.

In addition to these services, each agency should define the extent of library service it is willing to provide to other agencies as part of a cooperative network of Federal library resources.

PROJECT LEX: A D.O.D.-WIDE TECHNICAL THESAURUS

by Margaret S. Hicks, Project LEX, Office of Naval Research
Department of the Navy, Washington, D.C.

Project LEX, the DOD-wide technical thesaurus project, was established on October 12, 1965 -- exactly one year ago today -- by a memorandum from Dr. John S. Foster, the Director of Defense Research and Engineering, to the Secretaries of the Army, Navy and Air Force, and to other DOD components. (The Foster Memorandum appears in the Proceedings of the Ninth Military Librarians Workshop, West Point, N.Y., Nov. 1965, p.48-50.)

The mission of Project LEX is "the compilation of a comprehensive interdisciplinary reference authority for the terminology to be used in describing, communicating, and documenting the scientific and technical subject matter associated with such DOD activities as requirements studies, intelligence estimates, program planning, budget analysis, research and development, operations, supply, maintenance, and data element standardization."

The Foster memorandum designated the Office of Naval Research as the organization in DOD responsible for the management of the thesaurus project, and ONR in turn established Project LEX to undertake the preparation of the thesaurus.

In accordance with the Work Plan and Time Schedule of the Foster memorandum, a full-time task force, with J. Heston Heald as Project Director, was assembled during the fall of 1965, and headquarters were set up in Temporary E Building, at Fourth Street and Adams Drive, on the Southwest Mall, in downtown Washington.

The Project staff consists of experienced lexicographers who have been detailed from other information systems activities within DOD, plus one from a non-DOD activity, the Clearinghouse for Federal Scientific and Technical Infor tion. The cooperation of the Federal Clearinghouse is representative of the wide cooperation Project LEX has received in and outside the Government, from scientific and technical organizations, and in fact from all segments of the scientific and documentation communities. Two members of the Project staff are members of the COSATI (Committee on Scientific and Technical Information) Sub-Panel on Indexing and Cataloging, four of the staff are members of the Engineers Joint Council Engineering Vocabulary Panel and one is a member of th Advisory Committee for the thesaurus project of the U. S. Office of Education Educational Research Information Center.

Shortly after getting underway, Project LEX began to coordinate its efforts with those of the Engineers Joint Council, which was in the process of updating the EJC Thesaurus of Engineering Terms, first published in 1964. As a result of this coordination, candidate terms were merged for consideration in joint panel sessions, and identical term rules and conventions were followed by EJC and Project LEX.

The work of the full-time task force has been supplemented by automatic data processing services supplied under contract with the ARIES Corporation in McLean, Virginia, and by the services of Mr. Eugene Wall as leader of the Panel Sessions. In addition, focal point representatives were established for the Military Departments, the Defense Documentation Center, the Defense Intelligence Agency, the National Security Agency, and the Defense Atomic Support Agency, to serve as liaison between Project LEX and their respective departments or agencies. The focal point representatives have provided valuable assistance to the Project by internally coordinating the effort and assuring input to the Project from the activities they represent.

Project LEX has been organized into five phases: Acquisition, Development of Rules and Conventions, Panel Sessions, Review and Edit, and Publication.

During the Acquisitions Phase, Project LEX undertook to acquire a comprehensive collection of term lists, glossaries, and thesauri from every major information activity within and beyond DOD. The separate vocabularies were manually screened for content, then arranged in LEX format and merged by computer. Over 350 vocabularies, consisting of 600,000 terms, were received by Project LEX. Preliminary editing and screening of duplicate entries reduced the term list to 125,000 separate terms including synonyms and variant word forms. Any structuring relations between terms, such as hierarchical relationships and scope notes, that had been provided by the contributors were retained for such terms in the computer merge. The LEX compilation of terms was complemented by the terms collected by the Engineers Joint Council, consisting principally of contributions from industry and from the engineering societies which make up the EJC.

An important responsibility assigned by the Foster Memorandum to Project LEX was the requirement to prepare a manual setting forth DOD conventions for thesaurus building. The second phase of the Project, then, was concerned with drafting the working rules and conventions, publicizing and coordinating these conventions among a wide audience of librarians and documentalists, and finally publishing the manual in April 1966 under the title "Manual for Building a Technical Thesaurus." The manual is available to qualified users from the Defense Documentation Center as AD 633 279, or to the public from the Clearinghouse for Federal Scientific and Technical Information.

The third phase of the Project, the Panel Sessions, started with the session on Metallic and Nonmetallic Materials, held jointly with the Engineers Joint Council in New York City from April 25 to May 6. When the session on Physics and Mathematical Sciences ends on October 19th in Washington, Project LEX will have held 17 Panel Sessions to consider terminology in 17 broad subject areas. Most of these sessions have been held jointly with the Engineers Joint Council and have been attended by over 350 persons, representing

scientists and engineers, who produce and use the literature and coin the terminology; professional science information personnel, documentalists, and librarians, who organize and handle the literature; and others, all working together with experienced lexicographers on the Project LEX staff to decide upon the terms to be included in the thesaurus and upon the useful relationships (class membership, synonymy, scope notes, etc.) to be shown among terms.

After October 20, Project LEX will move into its fourth phase -- Review and Edit. The editing process will be accomplished by both computer and manual techniques, with coordination or consultation with subject specialists as may be required. The thesaurus will be organized into six sections: (1) an introduction that will present the thesaurus philosophy and explain how the thesaurus is to be used in indexing and searching; (2) Thesaurus Rules and Conventions; (3) an alphabetical list of all terms in the thesaurus, which will be the core display of the thesaurus; (4) a section displaying all descriptors categorized according to the fields and groups of the COSATI Subject Category List; (5) a section displaying descriptors in hierarchical arrays, arranged alphabetically by the most general descriptor in each array; and (6) a permuted word display of all terms, alphabetically arranged according to each meaningful word in the single and multiword terms. The format now being considered will include approximately 20 to 25,000 descriptors and will be of good graphic art quality.

The last phase, Publication, will start about April 1, 1967, and the completed thesaurus is expected to be ready for distribution in early summer 1967

NATIONAL ADVISORY COMMISSION ON LIBRARIES

Summary of a talk by Dr. J. L. Westrate
U. S. Bureau of the Budget, Washington, D. C.

A. Antecedents of present Commission:

1. Of more recent proposals, the most serious one had its inception through some conversations and correspondence between Douglas Bryant of the Harvard University Library and Arthur Schlesinger, Jr., then Special Assistant to the President in late 1962.

2. The matter was further discussed and endorsed at a White House conference on libraries (to discuss proposal) on January 22, 1963.

3. The first thought was to establish a Hoover-type commission, but this was scrapped in favor of a Presidential commission.

4. The proposed thrust of the Commission.

a. Evaluate public, educational, and research libraries including Federal libraries and library programs.

b. Study proper relationship between Federal Government, its libraries and library programs, and the Nation's library resources.

c. Examine library methods and costs and problems connected with providing the range of library services for the various user publics.

d. Study need and potential for technological innovation in library services.

e. Review need for additional library personnel, their education and training.

5. The Executive Order creating the commission went to the White House in July 1963. It was not issued. Probable factors: pending congressional action on library proposals and work on some aspects of the problem by existing groups, particularly the newly created Committee on Scientific Information of the Federal Council for Science and Technology.

6. The proposal was briefly revived in August 1964 but again dropped because of a lack of enthusiasm by the interested Federal parties.

B. Creation of the Federal Library Committee, while not a factor in a broad

survey of library resources, indicated concern within the Federal Government that Federal library problems be subjected to study on a broad basis.

C. Creation of the National Advisory Commission on Libraries by Executive Order 11301, September 2, 1966:

1. The diversity of present support makes a context necessary for identifying problems and developing a coherent program. This is represented by passage of such legislation as:

Medical Libraries Assistance Act of 1965
Elementary and Secondary Education Act of 1965
Higher Education Act of 1965
Renewal in 1966 of Library Services Act (note Title II money which is given to Library of Congress to increase greatly the acquisition of overseas materials and to bring its cataloging to currency).

2. The work of COSATI which is moving to an action position on national information systems for science and technology also gives immediacy for a large-scale examination of libraries as an important element in such systems.

3. The quantity of funds involved is also a factor.

a. In 1965 an estimated $2 to $3 billion was spent in the United Sta on library construction, equipment, resources, and salaries.

b. Authorized Federal funds for FY 1966 specifically for library services included:

- library construction	$ 260 M
- library books, etc.	180 M
- education and training librarians	10 M
- r & d in library sciences	10 M
- Federal library operations and facilities	150 M
Total	610 M

c. Federal funds for FY 1967 will probably follow the same pattern and at about the same amount.

4. Move to the Commission:

a. Knox - Howe conversations in January 1966.

b. April - conversations expanded with Cater, Hornig, Howe, and Knox involved.

c. Knox drafted specific proposal which was reviewed and revised.

d. Conversations then expanded to include Bureau of the Budget.

e. The President scooped us all when he announced his intention to appoint the commission at the time he signed the Library Services and Construction Act Amendments (July 20).

5. Brief explanation of the President's Committee on Libraries and the National Advisory Commission on Libraries and their interaction. The responsibility is the Committee's, but it fully depends upon the independen analysis by the Commission.

6. The generalized terms of reference or charter of the Commission permit a free range of inquiry over a variety of subjects which can lead to a comprehensive treatment: (one year of study)

a. Make a comprehensive study and appraisal of the role of libraries as resources for scholarly pursuits, as centers for the dissemination of knowledge, and as components of the evolving national information systems.

b. Appraise the policies, programs, and practices of public agencies and private institutions and organizations, together with other factors, which have a bearing on the role and effective utilization of libraries.

c. Appraise library funding, including Federal support of libraries, to determine how funds available for the construction and support of libraries and library services can be more effectively and efficiently utilized.

d. Develop recommendations for action by Government or private institutions and organizations designed to ensure an effective and efficient library system.

7. The specific topics of study have yet to be detailed and these will have to be determined by the Commission itself in consultation with the staff.

8. The Commission and its staff will be attempting to identify and give adequate consideration to key problems in the field. Expressions from people such as represented in this group of military librarians will be useful to the Commission.

NATIONAL ADVISORY COMMISSION ON LIBRARIES

STATEMENT BY THE PRESIDENT

(Press release: Office of the White House Press Secretary, September 2, 1966)

Our nation is providing better education to more citizens today than ever before. The result of this expanding effort in education is a rising demand for information — and a tidal wave of new information touching every aspect of our lives: health, education, jobs, national defense, goods and services, transportation, communications and environmental use.

But merely piling up valuable new knowledge is not enough; we must apply that knowledge to bettering our lives.

In our effort to do this, we depend heavily upon the nation's libraries. For this reason, the Federal government will spend, next year, more than $600 million in the library field.

But money alone cannot do the job. We need intelligent planning and advice to see that our millions are spent well. We need to ask serious questions about the future of our libraries:

(1) What part can libraries play in the development of our communications and information-exchange networks?

(2) Are our Federal efforts to assist libraries intelligently administered, or are they too fragmented among separate programs and agencies?

(3) Are we getting the most benefit for the taxpayer's dollar spent?

To help answer these questions, I have signed today an Executive Order creating the National Advisory Commission on Libraries, composed of distinguished citizens and experts.

I have asked the Commission to appraise the role and adequacy of our libraries, now and in the future, as sources for scholarly research, as centers for the distribution of knowledge, and as links in our nation's rapidly evolving communications networks.

I have also asked the Commission to evaluate policies, programs,

and practices of public agencies and private organizations -- and to recommend actions which might be taken by public and private groups to ensure an effective, efficient library systems for the nation.

I believe that this new Commission, aided by public and private efforts, will bring real advances in our progress toward adequate library service for every citizen.

Dr. Douglas Knight, president of Duke University in Durham, N. C. will serve as the Commission chairman.

The members are:

Douglas M. Knight, President of Duke University -- CHAIRMAN

Verner Clapp, President, Council on Library Resources

Herman Fussler, Library, University of Chicago

Carl Overhage, M.I.T., Cambridge, Massachusetts

Theodore Waller, President, Teaching Materials Corporation, New York

Wilbur Schramm, Director, Institute for Communication Research, Stanford University

Launor Carter, Senior Vice President, Systems Development Corporation, Santa Monica

Caryl Haskins, Carnegie Institution, Washington, D. C.

William N. Hubbard, Jr., Dean, University of Michigan Medical School and Chairman, EDUCOM

Alvin Eurich, President, Aspen Institute for Humanistic Studies, Colorado

Stephen Wright, former President of Fisk University, Nashville, Tennessee

Harry Ransom, Chancellor, University of Texas, Austin

Carl Elliott, former Congressman from Alabama

Estelle Brodman, Medical Library, Washington University, St. Louis, Missouri

EXECUTIVE ORDER 11301

ESTABLISHING THE PRESIDENT'S COMMITTEE ON LIBRARIES AND THE NATIONAL ADVISORY COMMISSION ON LIBRARIES

By virtue of the authority vested in me as President of the United Stat it is ordered as follows:

Section 1. Establishment of Committee.

(a) There is hereby established the President's Committee on Libraries (hereinafter referred to as the "Committee").

(b) The membership of the Committee shall consist of the Secretary of Health, Education, and Welfare, who shall be the Chairman of the Committee, the Secretary of Agriculture, the Director of the Office of Science and Tech nology, and the Director of the National Science Foundation, and may include in addition, the Librarian of Congress who is hereby invited to be a member of the Committee. Each member of the Committee may designate an alternate, who shall serve as a member of the Committee whenever the regular member is unable to attend any meeting of the Committee.

Section 2. Duties of the Committee.

(a) The Committee shall:

(1) Appraise the role of libraries as resources for scholarly pursuits, as centers for the dissemination of knowledge, and as components of the Nation's rapidly evolving communications and information-exchange network;

(2) Evaluate policies, programs, and practices of public agencies and private institutions and organizations with reference to maximum effective and efficient use of the Nation's library resources; and

(3) Develop recommendations for action by Government or by privat institutions and organizations designed to ensure an effective and efficient library system for the Nation.

(b) Such recommendations shall take into account the final report of t National Advisory Commission on Libraries established by Section 3 of this order, which report shall be transmitted to the President with the recommend tions of the Committee.

Section 3. Establishment of Commission.

(a) To assist the Committee in carrying out its functions under Section 2 of this order, there is hereby established the National Advisory Commission on Libraries (hereinafter referred to as the "Commission").

(b) The Comission shall be composed of not more than twenty members appointed by the President, none of whom shall be officers or full-time employees of the Federal Government. The President shall designate the Chairman of the Commission from among its members.

(c) The Commission shall meet on call of the Chairman.

(d) Each member of the Commission may be compensated for each day such member is engaged upon work of the Commission, and shall be reimbursed for travel expenses, including per diem in lieu of subsistence, as authorized by law (5 U.S.C. 55a; 5 U.S.C. 73b-2) for persons in the Government service employed intermittently.

Section 4. Duties of the Commission.

(a) The Commission shall transmit to the Committee its independent analysis, evaluation, and recommendations with respect to all matters assigned to the Committee for study and recommendations.

(b) In carrying out its duties under subsection (a), above, the Commission shall:

(1) Make a comprehensive study and appraisal of the role of libraries as resources for scholarly pursuits, as centers for the dissemination of knowledge, and as components of the evolving national information systems;

(2) Appraise the policies, programs, and practices of public agencies and private institutions and organizations, together with other factors, which have a bearing on the role and effective utilization of libraries;

(3) Appraise library funding, including Federal support of libraries, to determine how funds available for the construction and support of libraries and library services can be more effectively and efficiently utilized; and

(4) Develop recommendations for action by Government or private institutions and organizations designed to ensure an effective and efficient library system for the Nation.

(c) The Commission shall submit its final report and recommendations to the Committee no later than one year after the date of its first meeting, and shall make such interim reports as it deems appropriate for improving the utilization of library resources.

Section 5. Federal departments and agencies.

(a) The Committee or the Commission is authorized to request from an Federal department or agency any information deemed necessary to carry out its functions under this order; and each department or agency is authorized,

consistent with law and within the limits of available funds, to furnish such information to the Committee or the Commission.

(b) Each department or other executive agency the head of which is named in Section 1(b) of this order shall, as may be necessary, furnish assistance to the Committee or the Commission in accordance with the provisions of Section 214 of the Act of May 3, 1945 (59 Stat. 134; 31 U.S.C. 691), or as otherwise permitted by law.

(c) The Department of Health, Education, and Welfare is hereby designated as the agency which shall provide administrative services for the Commission.

Section 6. Termination of the Committee and the Commission.

The Committee and the Commission shall terminate ninety days after the final report of the Commission is submitted to the Committee.

LYNDON B. JOHNSON

THE WHITE HOUSE,
SEPTEMBER 2, 1966.

THE LIBRARY OF CONGRESS

WASHINGTON, D C 20540

October 1, 1966

ADMINISTRATIVE DEPARTMENT
PHOTODUPLICATION SERVICE

MILITARY JOURNALS MICROFILMING PROJECT

In accordance with the recommendation of the Ninth Military Librarians Workshop, convened at West Point on November 3 - 5, 1965, the Library of Congress Photoduplication Service is continuing the Military Journals Microfilming Project initiated by the Air University Library, Maxwell Air Force Base, Alabama. The purpose of this project is to make microfilm of complete files of forty-three significant military journals available to libraries and researchers at reasonable cost. All of the master negatives produced since the inception of this project, comprising 1,131 reels of 35mm negative microfilm, have been deposited in the Library of Congress.

The titles, volume numbers, periods covered, Library of Congress classification numbers, and the total number of reels comprising each title in the collection are indicated on the attached list. Libraries possessing files of the few missing issues indicated are invited to advise the Photoduplication Service if they are willing to loan the issues for microfilming.

Positive microfilm is available at $10.00 per reel; orders can be accepted for full reels only. Future issues of the journals currently being published will be microfilmed as promptly as the files can be secured.

Orders or letters of inquiry should be addressed to:

Photoduplication Service
Department C-101
Library of Congress
Washington, D. C. 20540

MILITARY JOURNALS MICROFILMING PROJECT

TITLE AND LC CALL NO.	VOLUMES	PERIODS COVERED	REELS
Aeronautics TL501.A5512	1 - 45	Aug. 1939 - Mar. 1962	25
Air Corps News Letter	1 - 24	Sep. 18, 1918 - 1941	13
Air Force News Letter	25 - 44	1942 - Dec. 1961	26
Air Force and Space Digest UG633.A65	45 - 46	1962 - 1963	4
Air Force Times	2 - 24	July 11, 1942 - Oct. 28, 1961 Feb. 3 - Apr. 28. 1962 Aug. 4, 1962 - Feb. 12, 1964 (all Eastern Ed. except: Aug. 13, 1955-Aug. 4, 1956 and Feb. 9 - Aug. 3, 1957)	49
Air Power UG635.G7A125	1 - 7	1953 - 1960	3
Air Power Historian UG633.A1A515	1 - 10	1954 - 1963	2
Air Rescue Service Information Letter		Jan. 1, 1951 - Sep. 15, 1956	2
Air University Dispatch	1 - 14 16 - 17	1947 - 1960 1962 - 1963 (missing 1961)	9
Air University Quarterly TL501.A5574	1 - 13	1947 - 1962	6
Air Weather Service Observer	1 - 8, 10	Nov. 1954-1961, 1963 (missing 1962)	1
Aircraft Engineering TL501.A5615	1 - 35	1929 - 1963	29
Airman UG633.A1A528	1 - 7	Aug. 1957 - 1963	4
All Hands V52.A64		June 1945 - 1963	16
Armed Forces Chemical Journal UG447.A75	1 - 16	Oct. 1946 - 1962	5

TITLE AND LC CALL NO.	VOLUMES	PERIODS COVERED	REELS
Armed Forces Management UB153.A65	1 - 9	Oct. 1954 - Sep. 1963	7
Army U1.A893	5 - 13	Aug. 1954 - July 1963	9
Army and Navy Journal U1.A66	1 - 100	Aug. 1863 - Aug. 1963	127
Army Information Digest U1.A827	1 - 17	May 1946 - Dec. 1962	12
Army, Navy, Air Force Journal U1.A66		Sep. 1946 - Aug. 1963	33
Army Times	5 - 13 14 - 22	Aug. 17, 1940 - Aug. 9, 1947 Aug. 10,'47-July '53 (ozaphane) Aug. 1953 - Aug. 1964	35
Aviation Age	13 - 30	Jan. 1950 - Sep. 1958	20
Aviation Maintenance TL501.A8187		Dec. 1943 - Nov. 1948	10
Canadian Aviation TL501.C33	1 - 36	1928 - 1963	32
Field Artillery Journal UF1.F6		1911 - 1950	29
Flight and Aircraft Engineer Flight Aircraft, Spacecraft, Missiles (TL501.F5)		1909 - Dec. 1958 Jan. 1959 - 1960	123 8
Flight Magazine TL501.S665		Jan. 1934 - Dec. 1963	23
Flying TL501.P6		Aug. 1927 - Dec. 1963	42
General Electric Defense Quarterly General Electric Forum UA11.G4		April 1958 - 1962 1963	2
Infantry Journal UD1.I6		July 1904 - July 1950	50
Infantry School Quarterly Infantry		Jan. 1931 - Oct. 1956 1957 - 1963	14 3

TITLE AND LC CALL NO.	VOLUMES	PERIODS COVERED	REELS
Inter Avia TL501.S5285		1946 - 1962	17
The Marine Corps Gazette VE7.M4		1916 - 1963 (missing Jan.-May 1925)	29
The Mats Flyer UG633.A37793		June 1954 - 1962	4
Military Engineer TA1.P85		1909 - 1961	47
Military Review Z6723.U35		Jan. 1922 - 1963	28
Missiles and Rockets UG630.M54		Oct. 1956 - Dec. 1963	27
National Defense Transportation Journal U1.A88	1 - 17	Feb. 1945 - Dec. 1961	10
Naval Aviation News VG93.N35		Oct. 1, 1919 - 1963	24
Navy Times		Oct. 20, 1951 - Oct. 1963	33
Pegasus TL724.F3A4		1943 - 1957	4
Roundel UG635.C2R65		Nov. 1948 - 1963	6
Signal TK1.A883		Sep. 1946 - Aug. 1963	12
Aviation Age	13 - 30	Jan. 1950 - Sep. 1958	20
Space/Aeronautics	30 - 40	Oct. 1958 - Dec. 1963	18
(and Handbooks) TL501.A796	1 - 4	1957 - 1962	3
U. S. Air Service TL501.U59		Feb. 1919 - Dec. 1956	19
U. S. Naval Institute		1874 - 1963	75
Proceedings and Index	1-83(Index)	1878 - 1957 (Index)	2

MILITARY LIBRARIANS WORKSHOP

10

LIBRARY EMPLOYEE DEVELOPMENT

OCTOBER 12-14, 1966

. Navy Electronics Laboratory, San Diego, California

APPENDIX B *PROGRAM*

SPONSOR

U.S. Navy Electronics Laboratory
San Diego, California

CAPT William R. Boehm, USN
Commanding Officer and Director

Dr. R. J. Christensen
Technical Director

HOST

Wm. E. Jorgensen, Librarian
U.S. Navy Electronics Laboratory

PROGRAM CHAIRMAN

Mrs. Carolyn J. Kruse, Librarian
U.S. Naval Ordnance Test Station
China Lake, California

DIVISION CHAIRMAN

John L. Cook, Director of Libraries
Air Force Institute of Technology
Wright-Patterson Air Force Base, Ohio
Chairman, Military Librarians Division
Special Libraries Association

HEADQUARTERS

Grant Hotel
326 Broadway
San Diego, California

It is a pleasure to welcome the Military Librarians the 1966 Workshop.

A research and development laboratory is a mar-lous meld of competent people and a wide variety suoporting facilities and services. I count our brary as a resource of first-rank importance in ac-mplishing the work we are asked to do. I am certain it this is true of other great laboratories.

We hope that your Workshop is both fruitful and en-vable and that you will return to your important jobs ledicated to your essential contribution to scien-ic progress.

William R. Boehm
Captain, U.S. Navy
Commanding Officer and Director

PRE-WORKSHOP CONFERENCES

TUESDAY, 11 OCTOBER

8:00 – 8:45 a.m. Grant Hotel Room 845	JOINT EXECUTIVE COMMITTEE MEETING of the Councils of Librarians, East and West Coast Navy Laboratories
9:00 – 11:45 a.m. Room 845	BUSINESS MEETING: Council of Librarians, East Coast Navy Laboratories. Eva Liberman, Chairman, presiding
1:15 – 4:30 p.m. Room 845	COMBINED SEMINAR on joint projects and mutual problems of East and West Coast Councils. Thor Jensen, Chairman pro tem, presiding
7:30 – 9:30 p.m. Room 845	WORKSHOP COMMITTEE MEETING for Discussion Leaders, Program Committee, and program participants. Carolyn J. Kruse, Program Chairman, presiding

PROGRAM

EDNESDAY, 12 OCTOBER

00 a.m. ·ant Hotel	BUS LEAVES Grant Hotel, Third Avenue entrance
15 – 9:00 a.m. EL Lobby	REGISTRATION, Lobby, Navy Electronics Laboratory
15 – 10:00 a.m. EL Auditorium	*FIRST GENERAL SESSION* Wm. E. Jorgensen, presiding
	WELCOMING REMARKS by CAPT M. D. Bennett, USN, Acting Commanding Officer and Director
	"NEL AS A MAJOR NAVY SCIENTIFIC INSTITUTION," by Dr. T. J. Keary, Associate Technical Director
	"A DECADE OF WORKSHOPS," by Robert W. Severance, Director, Air University Library, Maxwell Air Force Base, Alabama
	"HOW TO SURVIVE THIS WORKSHOP; A FEW POINTERS ON ITS ORGANIZATION AND PROCEDURES," by Carolyn J. Kruse, Program Chairman
15 – 11:00 a.m. L Library	TOUR OF NEL LIBRARY AND EXHIBITS
00 – 11:30 a.m. L	BUS TOUR OF NEL MAJOR FACILITIES (Bus leaves from NEL Library)
00 – 1:00 p.m. niral Kidd	BUFFET LUNCHEON, Admiral Kidd Naval Officers Club

WEDNESDAY, 12 OCTOBER (Cont.)

1:30 – 4:30 p.m. *SECOND GENERAL SESSION*
Admiral Kidd Wm. E. Jorgensen, presiding

KEYNOTE ADDRESS:
"EMPLOYEE DEVELOPMENT AS A SCIENCE AND AN ART," by Al Beller, Employee Development Officer, U. S. Civil Service Commission Regional Office, San Francisco, California

"ARE LIBRARIANS DIFFERENT?" By Clara E. Breed, City Librarian, San Diego, California

Intermission

"THE FEDERAL LIBRARY MISSION AND GUIDELINES FOR ITS IMPLEMENTATION," by Paul Howard, Executive Secretary, Federal Library Committee, Library of Congress, Washington, D.C.

"PROJECT ATLIS: ARMY TECHNICAL LIBRARY IMPROVEMENT STUDIES," by Logan O. Cowgill, Chief, Scientific and Technical Information Division, Corps of Engineers, Department of the Army Washington, D.C.

"PROJECT LEX: A D.O.D.-WIDE TECHNICAL THESAURUS," by Margaret S. Hicks, Project LEX, Office of Naval Research, Department of the Navy, Washington, D.C.

4:45 p.m. BUS LEAVES for Grant Hotel from Admiral Kidd Naval Officers Club

)NESDAY, 12 OCTOBER (Cont.)

– 7:30 p.m. NO-HOST COCKTAIL HOUR
t Hotel
tal Room

– 9:30 p.m. BANQUET
tal Room

Master of Ceremonies: Professor George R. Luckett, Librarian, Naval Postgraduate School, Monterey, California

Speaker: Jake Zeitlin, President of Zeitlin and Ver Brugge Booksellers, Los Angeles, California

Topic: "NOT FOR THE BOOK: INDISCREET RECOLLECTIONS OF AN ANTIQUARIAN BOOKSELLER"

THURSDAY, 13 OCTOBER

WORKSHOP SESSIONS

Grant Hotel — Caroiyn J. Kruse, Coordinator

Workshop organization and procedures:

Participants will be assigned to one of three Discussion Groups – Academic, General, or Technical – according to type of library which each represents. The Technical Group will be further subdivided into Sections 1, 2, and 3 in order to keep the groups small for effective participation. Technical librarians will be grouped by the first letter of their last names, as follows:

Section 1: A – D
Section 2: E – L
Section 3: M – Z.

The Discussion Leader for each Group or Section will suggest subjects and guidelines under the general topic of library employee development. The participants will then select those aspects of the general topic of prime interest to their own Group or Section for intensive analysis and discussion.

The Discussion Leaders and Reporters will move the discussion forward and record the salient points for summary and recommendations at the general session on Friday.

An intermission in the morning and in the afternoon session will be scheduled by the Discussion Leader.

The room numbers and the Discussion Leaders for the several Groups and Sections are listed on the following page.

HURSDAY, 13 OCTOBER (Cont.)

avilion
oom

ACADEMIC LIBRARIANS SESSION
Discussion Leaders:
Frances L. Carey, Assistant Director of Libraries, Naval War College, Newport, Rhode Island
COL. George V. Fagan, USAF, Librarian, Air Force Academy, Colorado

om 213

GENERAL LIBRARIANS SESSION
Discussion Leaders:
Paul J. Burnette, Director, Department of the Army Library, Washington, D.C.
Walter B. Greenwood, Librarian, Navy Department Library, Washington, D.C.

TECHNICAL LIBRARIANS SESSION

om 813

SECTION 1 (A–D)
Discussion Leaders:
Muriel F. Alexander, Librarian, Air Force Space Systems Division, Los Angeles, California
Robert L. Martin, Chief, Technical Library, U.S. Army Natick Laboratories, Natick, Massachusetts

om 843

SECTION 2 (E–L)
Discussion Leaders:
Cleo S. Cason, Scientific Information Center, Redstone Arsenal, Alabama
Virginia L. Parker, Librarian, Naval Ordnance Laboratory, Corona, California

om 845

SECTION 3 (M–Z)
Discussion Leaders:
John J. Nicolaus, Librarian, Naval Ship Systems Command, Department of the Navy, Washington, D.C.
Hope S. Smith, Librarian, Naval Civil Engineering Laboratory, Port Hueneme, California

THURSDAY, 13 OCTOBER (Cont.)

WORKSHOP SESSIONS

Grant Hotel — Carolyn J. Kruse, Coordinator

8:30 – 11:45 a.m. MORNING SESSIONS

12:00 – 1:00 p.m. LUNCHEON
Crystal Room

1:15 – 4:30 p.m. AFTERNOON SESSIONS

7:30–9:30 p.m. WORKSHOP PROGRAM COMMIT
Room 845 AND DISCUSSION LEADERS
MEETING. Carolyn J. Kruse, F
gram Chairman, presiding

FRIDAY, 14 OCTOBER

8:30 – 11:45 a.m. *THIRD GENERAL SESSION*

Grant Hotel — Carolyn J. Kruse, presiding
Crystal Room

REPORT OF EACH WORKSHOP SESSION by the Discussion Leader

Intermission

SUMMARY OF ALL SESSIONS AND RECOMMENDATIONS, pre sented by Dwight C. Lyman, Librarian, Navy Underwater Sou Laboratory, New London, Connecticut

WORKSHOP BUSINESS MEETIN(conducted by John L. Cook, Ch man, Military Librarians Divisi

Adjournment

SPONSORS OF MILITARY LIBRARIANS WORKSHOPS

1ST/1957
Air University
Maxwell Air Force Base, Alabama

2ND/1958
Army Artillery and Missile Center
Fort Sill, Oklahoma

3RD/1959
Naval Postgraduate School
Monterey, California

4TH/1960
Armed Services Technical Information Agency
Washington, D.C.

5TH/1961
Air Force Academy
Colorado Springs, Colorado

6TH/1962
White Sands Missile Range
New Mexico

7TH/1963
Naval Ordnance Laboratory
Silver Spring, Maryland

8TH/1964
Air Force Weapons Laboratory
Albuquerque, New Mexico

9TH/1965
Military Academy
West Point, New York

10TH/1966
Navy Electronics Laboratory
San Diego, California

APPENDIX C *PARTICIPANTS*

MR. PAUL D. ALDEN
National Security Agency
Fort George G. Meade
Maryland 20755

MISS NANCY L. BALLARD, Chief
Library Branch, Industrial College
of the Armed Forces
Fort McNair, Washington, D.C. 20315

MISS MARTHA BARNA, Libn.
Naval Air Station, Miramar
San Diego, Calif. 92145

MR. AL BELLER
Employee Development Officer
U.S. Civil Service Commission
Regional Office
San Francisco, Calif. 94102

CAPT M. D. BENNETT
Acting Commanding Officer
and Director
Navy Electronics Laboratory
San Diego, Calif. 92152

MISS LOUISE BIDWELL, Libn.
Naval Air Station, North Island
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MRS. EDNA R. BOWMAN
Library (Code 222)
Naval Radiological Defense Lab.
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MISS M. A. BOWMAN, Libn.
Office of Naval Research
Department of the Navy
Washington, D.C. 20360

MRS. EVELYN H. BRANSTETTER, Libn.
Headquarters Library (SCPSL)
Air Force Systems Command
Andrews Air Force Base
Washington, D.C. 20331

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San Diego, Calif. 92101

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Washington, D.C. 20007

MRS. JANET BROOKS, Libn.
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& Mapping, R & D Agency
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MR. DAVID C. BROWN, Asst. Libn.
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Marine Corps Schools
Quantico, Virginia 22134

MR. PAUL BURNETTE, Director
Army Library
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Washington, D.C. 20310

MISS MADELINE F. CANOVA
Library
Air Force Special Weapons Center
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MISS FRANCES L. CAREY
Assistant Director of Libraries
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Chief Librarian
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Technical Information Branch
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Office of the Director of
Technical Information
Department of Defense
Washington, D.C. 20301

MR. GERALD M. COBLE, Head
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MR. JOHN COOK, Dir. of Libraries
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MISS ISABELLE FORTIN, Libn.
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Naval Submarine Base, Box 100
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MRS. GRACE M. FURNEY, Libn.
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Naval Station - Anacostia Annex
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MR. PAUL HOWARD
Executive Secretary
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MRS. RUTH H. IRONS, Libn.
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MISS ALICE M. IRONSIDE
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Wm. E. Jorgensen
Host

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