

SPECIAL LIBRARIES

"Putting Knowledge to Work"

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of the
TWENTY-FIFTH ANNUAL
CONFERENCE

At Chicago, Congress Hotel, October 15-18, 1933

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OUR PART IN THE INDUSTRIAL
RECOVERY PROGRAM

By Colonel Frank Knox

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A CENTURY OF PROGRESS

By Dr. Allen Albert

THEME

Our Part in a Century of Progress

Volume 24 NOVEMBER-DECEMBER, 1933 Number 10

SPECIAL LIBRARIES

FLORENCE BRADLEY, Editor

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November-December, 1933

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SPECIAL LIBRARIES

November–December, 1933

Volume 24

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Number 10

Our Part in the Industrial Recovery Program

By COLONEL FRANK KNOX

Chicago Daily News

THE subject assigned me is our part in the recovery campaign. I do not know that I can add much to what you already know as to what you can do for industrial recovery. I expect your chief part will be that of a good citizen.

The world has been passing through, for the last four years, one of the periodic depressions which seem to be inevitable, with man constituted as he is. As a mass, men seem to go through this cycle of encouragement and hope, succeeded by an expansion of activity, and then more hope and more activity, until activity merges into speculation and values become exaggerated and business becomes extended, and then, with almost the regularity of a clock, we come to a period, roughly about twenty years apart, when all the air is let out of the bubble and we find ourselves back in pretty grim reality. That is precisely what happened in 1929, which culminated in a period of over-expansion and over-speculation.

No one has yet found a remedy to this cycle of human nature. I greatly doubt whether there ever will be found a remedy, because a part of the reason lies in the hearts of men, who will hope and who will gamble on the future. It is a useful thing that man is so constituted, because, while we go too far in our hopes of expansion, we never quite go back to the point from which we started, and each succeeding era finds real progress made.

I presume it was inevitable that there had to be a change in the administration before recovery could begin. I say that as a Republican. I have always been a Republican and still am, but I recognize that last fall it was much more wholesome to the public state of mind that someone else should be given a chance to see what he could do with the situation. The country was full of men out of work—millions of them—dependent upon public charity and private charity for food and clothing and protection for their loved ones. The farming population of the entire country as a whole was discouraged, due to a long period in which farm prices were depressed abnormally.

I think it may be said that the picture was something like this. There are in the United States approximately 34,000,000 workers who work for pay of all kinds—42 percent of that total are engaged in doing those auxiliary things that go to make up civilization as we know it. Newspapers do not make individual wealth; they sell a service to the public. All businesses, such as retail establishments, create no new wealth. So, of the total, only 42 percent of the people are employed gainfully, actually producing wealth. Of that 42 percent, 18 percent are engaged in agriculture. For eight or ten years before the break in 1929, this 18 percent of agricultural workers

was very much underpaid, their average earnings being about \$1.00 per day. In industry in the cities, on the contrary, the average earnings were several times that per day. Naturally, that condition could not obtain without throwing things out of joint, and that is precisely what occurred. First, this 18 percent of farmers disappeared as consumers. They had no money with which to buy goods. They produced in large measure their own necessities on their land, but as a consuming public they disappeared. This naturally threw out of employment men engaged in productive industries, which produced the things for farmers to buy, and so the cycle began, and unemployment began to appear in the cities, until finally the catastrophe came.

The fundamental purpose of a readjustment, and this is a difficult thing to understand, is to get our various classes in this country back onto a fairly equitable earning basis. In other words, either the earnings of the workers in the city must go down (which no one wants to happen) or the earnings of the workers on the farm must go up to equal that of the workers in the city. All of our adjusters are trying to bring about that equalization.

Now, the problem which confronts any administration, and so confronts the present one, is to increase the earnings of the farm organizations so that they will be on a parity with the city workers. As a result, under the Hoover administration we made the ill-fated attempt to purchase wheat, and we self-taxed buyers' profits \$4,000,000 or \$5,000,000, put wheat in storage and depressed the price of wheat. Now we are engaged in another process of limiting productive grain and cotton land by means of agreements with the farmers to reduce acreage of cultivation, pay at least rental for land not used, and secure money for that by a fixed charge against the consumer in the city — make it cost the man in the city more for his living in order to bring up the level of the earnings of the man on the farm. To date that effort has not demonstrated success. Some of the financial economists did not believe it would, but despite our lack of faith, we have been hoping that it might lead in some fashion to an increase in the price the farmer obtains and level it up to his brother in the city.

Now in respect to industry, what we are attempting to do is to apply the principle of spreading work. That is the way the NRA began. It had its inception in a bill introduced by Senator Black, providing for a 30-hour week, which scared industry to death, and as a substitute for this frank attempt to spread work by a shorter work week, Congress was persuaded, under the influence of the Administration, to adopt the NRA.

We have grown up here in America under a school of economics which relies on competition to keep prices down. Twenty years ago, in the first Roosevelt administration, we enacted what is known as the anti-trust law — a law in legal restraint of trade, that made it impossible for the men in some one industry to get together and arrive at what was a just price for their product. That was against the law. The European Cartel System recognized the failure of the competitor principle and definitely, legally recognized the rights of competitive business in the same line to get together and make these regulations which had been made illegal under the anti-trust law.

What we are trying to do is to apply the European Cartel System to our economics. There are some things which come along with it which are wholly good, and for which every good-thinking citizen is glad. I think the change from the reliance on the competitor system to the self-imposed code on industry is sound and is going to persist. I do not think we will go back to a law against combinations in restraint of trade. In

the future, we are going to find our bulk of industries covered by pretty strict regulations, self-imposed, which will permit reasonable profit to be made under reasonable conditions.

I lived in New England for a good many years and became familiar with the textile industry in that territory. The development of the textile industry in the south, where production could be carried on at a much lower cost was not wholly due to the fact that cotton is grown in the south, but because of cheaper labor available. The applying of the code to the textile industry was a sound proposal for two reasons:

1. It put the whole industry on a legal footing for the first time, with no difference in pay between the north and south.

2. It lifted that industry from what was essentially a sweat-shop industry to one that has some respect for its workers.

I am personally aware of the miserably low wages paid and the long hours insisted upon. Now, the NRA, if it does nothing else, has abolished widespread child labor and the sweat-shop, and I think it will also make very real the reduction of the working week.

Then another angle on the NRA movement, which I think is permanent and helpful, has to deal with those industries which deal in natural resources, like oil, coal, and lumber, and similar resources where the total supply is limited and all that is used is a depletion. The people, as a whole, have a selfish interest in the conservation of our oil. For instance, oil is being pumped out of the oil fields at a frightfully high rate and being sold at a rate which did not bring back to the oil companies the prices of lifting it out of the ground and refining it. The oil business is now subjected to a code, and that code is supervised by the Federal Government. The first thing the Department of Interior did was to establish a quota, which was absolutely essential to the public interest. The same is true in the coal situation, and now we stand a chance of reducing that consumption to reasonable proportions and raising the price of fuel to where a decent wage can be paid the workers. In that way I think this Cartel System is bound to persist, helpfully and usefully.

In respect to other businesses, like retail establishments, et cetera, which are now included in the code, I have great doubts as to whether the thing can work. It is most impractical for any Board to sit in Washington and visualize the conditions that obtain in a single industry in a country like ours. I think we can foresee the ultimate elimination of those business codes which are impractical, by the process of modification which will take out almost all the real content.

Now, along with these efforts to restore employment and raise the return to the farmer, there has begun a definite, deliberate and necessary attempt in the matter of finances to restore the purchasing price of the dollar to about the level it had before the highly inflated years of 1928 and 1929 — to get it back to the years of 1926-1927. I believe in a form of controlled inflation which does not visualize any printing of money, but rather an expansion of credit, which will bring back the dollar to its purchasing value of the year we all got drunk on prosperity. That can and will be brought about by the series of acts which are just being put into effect.

Another means of controlled inflation is that which is available to the Government, without any unsound inflation, offered by the Federal Reserve banks, of using the huge sums they have in reserve to purchase Government Bonds, and with these bonds in their strongbox to issue Federal Reserve Notes to the extent business requires to carry on its operation. There are two things about currency we ought to

understand. At the height of the great era of 1928-29, we had only about \$5,000,000,000 in currency and about \$60,000,000,000 in bank credits. What has happened in the five years since 1929? There was not a decrease in the amount of currency but in the amount of credit. In other words, the banks, under the amount of pressure put upon them to pay on demand to their depositors, have restricted their credit and pulled it in to where today we have only about \$20,000,000,000, where we had \$60,000,000,000 before. That difference of \$40,000,000,000 hampers business and that is the thing that the Administration is trying to correct. I have been given very firm assurance that there is no intention on the part of the Roosevelt Administration to indulge in any paper inflation.

It is also interesting to know that this proposal for a greater paper money currency is sponsored by the south and the west, where the distress has been most acute. If that were done, the first people to suffer would be the wage earners, who are the very people the Administration is trying to help, because nowhere in the world's industry have wages kept pace with the lower purchasing price of the dollar. In other words, every man who works for a salary would suffer at once from a paper money inflation, and those who saved would suffer. Their bank deposits would suffer to the extent to which we engaged in inflation. The next to suffer would be those who have life insurance policies. If you cut the value of the dollar in half, you reduce the value of that policy just one-half, and with the millions of people and billions of dollars invested in life insurance that would be one of the most frightful things that could happen. In fact, paper money inflation strikes at the solidest and most dependable class of citizens we have — those who save a little out of their earnings for a rainy day.

We are coming out of this depression in spite of all the artificial aids we offer. I think the seeds of recovery lie in the hearts of men. Short of a suicidal attempt at paper money inflation, I think we are on our way out. I am not including in that a possible deflation of gold. If they leave the money alone and do not start the printing presses, we are on our way back to normalcy. As to the gold dollar, we are going to back track on one thing we have done for the sake of common honesty. We had a lot of obligations out, which guaranteed payment in gold, and by hustling about we agreed that they could not be paid by the terms specified in the contract. I think we are going to change our official point of view about that — it must be done to maintain our own self-respect. There is nothing sacred about the amount of gold in the dollar, provided we retain the gold that we have as the basis of our currency, and retain it because it has been found by long experience that gold is the most useful basis for currency. Say, for instance, we have around 65 cents in gold in the dollar, we cheat no one, because that devaluation has already taken place, and I suspect that is one of the things that is going to bring about a further increase in the price of commodities.

We have a perfectly arbitrary rule of requiring a 40 percent reserve in gold of the money in circulation. France is still on a gold basis. Their percentage is 25. I rather expect that one of the methods of controlled inflation to be resorted to in the course of the next few months will be a reduction in the percentage of gold which we retain in our Federal Reserve banks. You understand, of course, that it is utterly impossible for us to back all of our money 100 percent. It is never possible and rarely required. In normal times we never think of asking for gold. It is only in a time of panic and distress that any demand is made for gold. I rather expect there will not be any coining of gold money. I think our gold will be reserved for the basis of our currency in gold

bars. We will never see any free circulation of gold coins again. For that, I have no particular criticisms. I do not think it adds particularly to our convenience to have gold money.

Probably due to a fundamental instinct on the part of nations to get themselves in as strong a position as possible for national defense, there has grown up a definite basis of acute national economic independence. France was formerly a large buyer of wheat, some of which was imported. The French farmer was subsidized, until this year they have more wheat than they can use. The excess went to the farmers themselves. That policy has been applied by Great Britain to its Empire, and to countries all over the world, so that there is a widespread development of national economics. We have now a situation where free interchange between nations instead of being more free and easy is becoming more limited, causing not only high tariffs on importations from outside, but we even have quotas. So that, all over the world there is a definite attempt in all countries to make themselves self-sufficient. I am not sure, if this policy is persisted in, but what we shall arrive at the point where barter and exchange will be restored in dealing between nations, and all wares will be purchased by the Government itself and resold.

I am going to turn from the economic situation to the very acute national situation which has arisen with the appearance of forces in the European ring. It is not difficult to understand the present situation of Germany. I was in Germany this summer and saw some of the things going on there, and necessarily had to be informed about them before I went over. Here is a great proud people, who have been for many, many years a first-class power in Europe, led, as we think, foolishly, into a war in which they were defeated. The whole psychology of the German people has been effected by the treaty which ended that war.

Among the things in that treaty which were imposed on Germany was a very rigid restriction on armaments and a very high payment of reparation. Fifteen years have transpired and Germany has gone from one government to another, and the German people have been constantly subjected to the humiliation which goes to defeated people, accompanied by a serious economic depression in their own country. Had they been prosperous, the thing might have worked itself out. Here we have a population of 60,000,000 people, subjected to these arduous terms and to continuous humiliation. I hold no brief with Mr. Hitler, but I can easily understand how the great middle class in Germany is ready to follow anyone who promises them a change, and it was his promise of freedom that led to his final emergence as the controlling factor in Germany. That is the German side of the picture.

On the French side is a perfectly complete conviction that if they ever permit Germany to rearm — to become militarily potent — they may expect a repetition of what happened in 1870 and 1914. So you have on the other side, an equal reluctance that that thing shall not be permitted to recur.

It is not a question in which we are directly concerned. We definitely refused to be a party to the Versailles treaty. We are committed, and we proved it on a score of occasions, to any program of world peace. But if these nations in Europe insist on throwing down the gauntlet and resorting to the sword, it is my prayer and hope that this time we will attend to our own affairs and let them work out their own destiny. I read again the other day Washington's Farewell Address, which related to our affairs in Europe, and it would do you all good to read again what the greatest statesman we ever had said about that with which the world is confronted today.

A Century of Progress

By DOCTOR ALLEN D. ALBERT

Dear Friends:

YOU know, first, I am not the President of the Exposition. The President of the Exposition bears the name of Dawes — it may be some of you have heard of him. I worked with him and in spite of him for about twenty years. He described me once in a letter as his friend and business associate.

I think that Colonel Knox will enjoy with the rest of you a story about these Dawes. A few years ago, one of the banks experienced difficulty. The other banks came together and decided to absorb this bank. They applied to the Federal Court for designation of men as receivers, and it worked out that the men interested in the Trust Department had Rufus Dawes appointed receiver for the Trust Department, the Commercial Banking Section had Henry Dawes appointed receiver for the Commercial Section. The Securities Section, by some curious arrangement, had Charles Dawes named receiver for that Section. The judge knew these Dawes brothers very well, and said: "Dawes! Dawes! Dawes!" "Isn't there a very great deal of Dawes in this movement — are you Dawes related to each other?" At that General Dawes arose and said: "If it pleases the court, we are brothers and friends."

Now, the Exposition is in reality very largely the product of Rufus Dawes, but very substantially supported by Charles Dawes. Along with them goes a man named Peterson, who kept the project alive when it did not seem possible that the Fair could be run. They made me assistant to the President, and Lohr, manager. On the shoulders of these five have fallen the burdens of this Exposition. If you took the burdens from all the four others' shoulders they would not weigh as much as Rufus Dawes has carried alone. The Exposition is the product of his capability, and it has every now and then the quirk of genius. We set out to have a counterpoise for the evil name of Chicago, and decided we would undertake deliberately so to render a great service to humanity that would start a wave of thinking around the world: Why that cannot possibly be the Chicago we have heard so much about!

We regarded the Progress of a Century as reflected primarily in living conditions. We perceived that these changes had arisen out of the administrations of science. Now, we were perfectly aware — Mr. Dawes and I, six years ago in a talk in his library — that if we adopted a science theme there would be a part of the population, which in my opinion is always given an importance far beyond its deservance, which would disapprove. If you would ask the newspapers, they would say: "We have to give the people what they want." The radio is just now encountering the same general decline — down-down-down — justifying themselves by saying: "We have to give the people what they want." What the people want, and what they think they want may not be the same thing. And, again, there are certain things like blue and souffles, et cetera, that we may all enjoy a little, but as a steady diet would satiate us as well as other people.

Now to follow this out, I will give you an illustration recently employed in an enormous company of engineers, that they might understand how we went about this science theme. I mentioned a number of the greatest newspapers in the country — among them the *Chicago Daily News*, *Indianapolis Evening News*, *Kansas City*

Star, and *Chicago Tribune* — and I defied them to set that bunch of newspapers up and match them with four times that number of newspapers of the type which are constantly trying to find out what the people want and give it to them. Every one of those newspapers that I mentioned is recognizable from its appearance as not making the type of concessions which the jazzy, razzzy, yellow newspaper, produced in the last fifteen years, is attempting to make, and I digress from my material long enough to say this: I can well understand why a newspaper or a World's Fair, or a library, should make a compromise with public opinion, but I must say I am contemptuous when they rush forward with eagerness to make the concession.

Therefore, when we were confronted with the responsibility of determining the theme, and realized that the word "science" would by popular vote have the effect of drawing a curtain down, we did a very interesting thing. We said it is not true. There is in our population's minds now a new kind of interest in science. More than that, something has been happening to the organized society of America, change in individuals, change in teaching methods in the public schools. On that reason alone, we dared to presume that if we could make science interesting, we could arouse the responsiveness of the people who wanted to be interested in science. Of course, the after-side is much pleasanter than the fore-side. Today with 20,136,000 of paid admissions, we can afford to say: "We told you." And they have come, not to see Sally Rand with or without her fan! How do we know? We know very clearly, because we have no building on the ground which has held so many persons as the Hall of Science. I venture to hope that perhaps some of you may see it a little more clearly through our experience.

A committee of men, members of a Board of Trustees of an expensive boys' school, brought their sons to see me. We set up before them a piece of apparatus representing Faraday's epoch-making discovery that electric magnetism could be created by induction. What we have are two semi-circular pieces of steel, one has a wire wound around it. When you put the two of them together, nothing happens, but when you convert the top piece into a magnet and put them together, they cling together. That piece of apparatus represents the father and grandfather of every motor and generator in the world. One of the men said to me: "Pretty good, but why have it? I suppose in the library of this school they have that sort of thing. That is text book material, not for the public." Then there crowded in between him and me, a little round-faced rosy-cheeked boy (and for reasons of my own I have a special interest in little round-faced rosy-cheeked boys) who said: "Dad, you don't get it. See that wire, the motor winds some here, and shoves it through here, then winds some wire here, and when you touch the button it pulls the first bunch of wire up to the top; then the next thing you know you have a motor." He was started on a new phase of discovery.

We called Superintendent Bogan in. He said: "I think you took something live. We will send a lot of children here to see what happens." They came in buses day after day, 361,000 of them, and when they went away, we knew our lesson. It did not make any difference whether others were interested in our science theme; they could understand it. The children of America spoke the language of our displays and wanted to see them.

If you go over there into the Hall of Science, or the Electrical Building, or certain sections of the Federal Building, or General Exhibits Group, you will see a certain type of person with a notebook (I suppose there must be 10 or 12 who work on the grounds at this hour), making little drawings. They are the agents of text book pub-

lishers, and they are making drawings of our apparatus. These drawings are the channels through which the Century of Progress is enjoying the usefulness of elementary text books on science for tomorrow.

The Exposition, so far as the science theme is concerned, is an approximate success. However, it is full of holes. No one could be better aware of that than Mr. Dawes, or Frank Jeweh, or Dr. Henry Crew in charge of them. We are just as aware of it as we could be, but we do not expect you to be aware of it. The marvel is not that anything is left out, but that anything is put in, because after a time all of our money was taken away. We had more than \$200,000 to build the Science Section; we took all that away but \$86,000. Then we took that away. Dr. Crew might have done what a strong man would have done, and said: "I can't make an exhibit without money." But he belongs to the interesting group of men who think professionally, and it includes a lot besides scientists; it includes librarians and newspaper editors. He sat down to do his task with what he had. Then he developed what will never appear in the history of the fair. We would call over the Research Director and Executive Vice-President and one or two officials of a great corporation, say, for instance, the Carbon and Carbide Company, give them a luncheon and tell them the science theme of the Fair. They would be interested, and after a while one of them would say: "What are you going to show about Carbon and Carbide?" He would ponder a while and say: "Not very much, because we haven't any money." He would be so burdened down with regret that the research man would say: "But, we have to have something in the Fair! Why can't we get up an exhibit that will deal with the thing Dr. Crew has in mind?" 90 percent of the things over there are provided by corporations.

Again, we had the main building for our science exhibits and we ran out of money to buy them, and money to buy any more material. After a little time we discovered that for 85 pieces of apparatus, costing a total of about \$45,000, we had spent our \$31,000 or \$32,000 and the apparatus was not finished, and would cost us \$10,000 or \$11,000 more to finish. We offered to sell the apparatus to the Rosenwald Museum and they agreed to buy \$45,000 worth of apparatus for \$10,000 in cash. It was worth a whole lot to us to think of this collection of demonstrations, new to the understanding of mankind, continuing in the Rosenwald Museum when we are finished.

If it was difficult to get money for science, it was impossible to get money for social science. We found no difficulty through the American College of Surgeons in accumulating such a display of the teachings of science on physical health as never before conceived. If you had a month you could spend all of it in those two organizations' exhibits — Hopkins, and Gibbons from London. When we came to the Social Science, we had nobody to whom we could go and say different Boards of Health had done this. There came to us from the Campus of the University to the south — as Dr. Crew had come from Northwestern — Fay Cooper Kohl, from Chicago, and without a single dollar this man went out alone and created what you see in the Hall of Social Science, and what you see there is what no other group had seen in other years: The social conditions in 1833 and their counterpart in 1933. I speak of only one part, and that is the church of 1833 and the church of 1933. In 1833 it was a little wooden building, all of the seats taken, with the preacher seeing to it that everybody was wrought up to a great pitch of mental devotion. The church of 1933 is a notable thing, with 200 pews, with about 12 persons present. The preacher, instead of saying: "You know you stole that money — thou shalt not steal," is preaching through a

disc before his face. It is a dramatic contrast. The Hall of Social Science is filled with such important teachings for librarians.

We set out for some amusements and we found them. Many of us had the belief that even amusement could be given a new dress, and certainly the group of buildings which make picturesque Belgium, Old Morocco, the remarkable, educational, fascinating pageant which is called the Wings of a Century, justify our hope that something new could be provided. Don't try to see the science buildings hour after hour. Come out across the street and see the Chinese Theatre, where for 15 cents you can see a form of entertainment so entertaining and so different that you will know in your soul that the men who run our theatres know their jobs.

Then come up to the Art Institute and see less than a thousand paintings, gathered by a process never before undertaken — about 100 galleries in the world, with an equivalent of 1,000 paintings each. There never has been any collection with one-fifth of the teaching value of the collection offered you at the Art Institute. You can move with the century from the oldest painting down to the modern kind, as never before you had any opportunity to move. And if you have the courage and the stomach, you can move into the very latest of the moderns — something new. You can come into the impressionists, cubists, and anti-cubists, and finally into that group which so properly are called the abstractionists — a nude descending a staircase, with no nude and no staircase.

We are just as aware, as you librarians, that our interpretation of the Progress of a Century has been very largely a materialistic representation of materialistic problems. We are aware of it. We are now aware, as six years ago we were not aware, that a good many things we took for granted are not true. I would have believed that design was important to industry, along with research and quantity production, but there is no indication that design is related to the product.

We have not failed altogether. We know that the widening of the horizon of production, the development of new national machineries, the introduction of new methods, the use of new materials, unguarded and unguided would merely lengthen the fingers of the hand of oppression. So we have sought to set up the one elevation, the one touch of heaven, that may sweeten the whole lump of our modern civilization, and it has been done with a group, with one exception, in one building, and their building was the first one to be sold out on the ground. It is the best managed building on the ground, and will pay a profit.

We put two branches of one denomination into one room. That was rather risky. And each of them set up to show why it had done more than the other. I wondered a good many times about their exhibits, and once asked Mr. Dawes: "Wouldn't it be an awful fix to have to belong to the right denomination to get to heaven and then discover that you had to belong to the right half of the denomination to get to heaven?" We keep them peacefully apart by putting in between the Salvation Army. I venture that you cannot go into the Hall of Religion without realizing that the deeds of men are often far better than their words, for those five great Protestant denominations have made out of that room a lovely realization for the children of the members by working and welcoming together the two branches of that one denomination.

In the very heart of that building we have a single object, intrinsically not worth a dollar, made of silver, so old that it is crystallized — like sugar that has been dipped in water and allowed to dry — so frail that when we put it on a pedestal, the playing

of the organ in the building shook the pedestal and cracked the cup. We dug a hole in the floor and put a concrete base around it. It is in a casing almost as old as the first piece of silver, and on the casing, which is of silver, are ten portraits. In an early day, some one scratched on the back of their chairs. Peter, Paul, Mark, John, Matthew, Luke, James the brother of Jesus, and James the lesser. These are not long-whiskered figures; they look like football players — heavy men. They look as though they could live and fight for a cause, as well as die for it. There are two other figures on it; one that of a lad about 12, the other of a younger man in the first flush of his full powers. They have been touched so often by lips or fingers that the silver has been worn, all of which I find agreeable. It is the oldest Christian relic in existence. It has a value no man can estimate, and it portrays the one social verity that has been given to mankind, that will constitute a grip on the long-reaching fingers of oppression. Is a Century of Progress that which comes to its depressing and disheartening close, or is it that which with its children as Trustees is opening unto us a new era? I think you will find the answer in the Chalice of Antioch. If the Spirit of that young, Syrian Jew may guide and control our methods we shall move forward into a new era of reduced poverty, enlarged leisure, and enriched life. God grant it.

RICHARD ROGERS BOWKER

Richard Rogers Bowker died on November 12, 1933. The passing of Mr. Bowker removes from the library field a personage whose contact with libraries extends over half a century. Active in the world of book publishing he was a keen student of economics, a leader in civil service reform, a director in several commercial concerns, and, above all, a loyal friend of libraries. Politically independent he was called the "Original Mugwump."

In 1876 he assisted in founding the A. L. A. and became Editor of the *Library Journal*, retaining this position until his death. Seized with a blindness in recent years he still seemed to have a vital sense of everything animate and made one almost forget his infirmity. At his apartment in New York, or at his summer home in Stockbridge, he was always a genial host, making everyone feel

the richer for his presence.

Mr. Bowker was present at the formation of the Special Libraries Association, and was always friendly to the organization. His editorials in the *Library Journal* testify to the support he often gave. The articles solicited from special librarians for his periodical indicated his desire to have special libraries given their fair share of credit in library development. He foresaw the importance of special libraries and never overlooked an opportunity to be friendly and helpful to our officers. He often attended sessions of S. L. A. and invariably had a real contribution to make to any discussion because of his fair-mindedness and practical viewpoint. His words of counsel will be missed.

Mrs. Bowker, who generally accompanied her husband to conferences, survives him.

The Executive's Idea of an Ideal Business Librarian

By R. M. PLAISTER

THERE seems to be an intellectual as well as a philosophical hurdle in my mind in trying to tell someone else how they should do their work, particularly in trying to set up for someone who has probably already had much more training than I have, that which anyone would presume to call an ideal standard of practice. However, when Miss Mead came to me with the request that I address this meeting I was intrigued by the opportunity. But now I feel very much like that little individual whom we so frequently see in the newspaper cartoons bearing the title "Mr. Common People" were he called into the office of the President of the United States and given the opportunity to tell the chief executive how to run the country. Therefore with my frayed derby in hand, looking at you all through my nose glasses, I will speak to you through my mustache on "The Executive's Idea of an Ideal Business Librarian"

All joking aside, I ask your indulgence in studying this subject not in a critical spirit but in an honest effort to reveal to each other how our minds work on a subject of common interest to us all. I understand fully that all executives' minds do not work in the same way and during your business experience you probably will find many executives whose ideas do not coincide with mine at all, which leads me directly to the first characteristic of the ideal librarian which I wish to discuss.

It would seem almost axiomatic that the ideal business librarian should endeavor to know and understand how the mind of the executive works whom she is serving. Presumably she will be serving several executives which, as already intimated, merely multiplies the problem but does not necessarily change it. The best way to know an executive's mind is to study it as revealed by the nature of the work it does from day to day. Therefore my ideal librarian will know something about the kind of work I am doing, its fundamental problems and the demands which that work will make on me as an executive. I do not believe it would be too much to expect my librarian to keep a private record somewhere of my characteristics and those indications which she gathers from day to day as to how my mind works and what I need or want in the way of published material. This does not seem to be an illogical expectation and at the mo-

ment I can see no limitation to its application. Much of my experience has been in the investment field and I need only cite to you the skill and ability of salesmen in the investment banking world in knowing the individual characteristics of their clientele so that whenever any securities were available of specific interest to various clients they were able to approach them promptly and thus effect quick distribution. In a like manner the librarian who knows the mind of the executives with whom she works can, in turn, almost automatically direct the material that comes to her attention to those who will make the most use of it.

Perhaps a concrete illustration will set forth the practical application of what I am talking about. It so happens that I am intensely interested in personalities, and in connection with the New Deal I am more interested in what the leaders of it are saying themselves, than what is being said about them. I would therefore like to have my librarian be on the alert for books, magazine articles and newspaper releases by the principal leaders in the New Deal. It is quite possible that my mind will change in this matter for after I have gotten a working picture of what the various individuals in the NRA and the Agricultural Administration and so forth are doing and thinking I will then be ready to study and observe what other leading figures in the country are saying about the New Deal. A further point in this direction again emphasizes my interest in personalities, which would suggest to my ideal librarian that as new leaders come to the center of the stage in the field in which I am interested she will furnish me with a brief picture of who they are, where they have come from and by what right they occupy the position they are in.

I would say that in this matter my ideal business librarian should have unlimited initiative. Naturally no executive can afford to be swamped with reading material, but here again an astute librarian will know the "when and how much" for each executive.

On that somewhat controversial subject of current material versus the maintenance of back files, it would be my choice to place the emphasis on the former rather than on the latter. To be sure, when anything has been filed away it is very exasperating not to be able to find it promptly,

but my preference would be to see what is going on from day to day and week to week and then take a chance on being able to build a simple but adequate filing system that will house the material which justifies retention. Certain it is that only part of what comes to hand from day to day is worth keeping and I am afraid I am one who does not subscribe to the keep everything doctrine, although I know full well how easy it is to be guided by the fear that some day the thing which you are throwing away will be wanted and as a librarian you will be considered negligent.

At this point I am glad to make the admission that the executive has some responsibilities in this relationship and cannot expect the librarian to be a mind reader, clairvoyant or magician. If things are brought to the executive's attention by the librarian and he wants them saved he should say so. Furthermore if he sees certain things himself which he wants saved they should be called to the attention of the librarian I say this, of course, realizing full well that despite the admonition I might give fellow executives, some of them will continue to expect the librarians to be mind readers, clairvoyants and magicians all at the same time, most of the time.

What do I expect regarding books as compared with magazine and newspaper material? Economy in the purchase of books, not only from the standpoint of their original cost but also from the standpoint of proper shelf space and future care, necessitates very careful action in the matter of buying books. Every executive should have available the authoritative reference works in his field, either owned outright or known to be available in accessible public collections. In my own field it so happens that current material from magazines and newspapers outshines existing authoritative books but this, of course, does not apply to all executives alike. No doubt you all realize that books on banking and investment banking of an authoritative character are rather scarce. As we get over into the field of economics, which is closely related to the particular field in which I operate, a much wider range of authoritative books exists which brings into play the fact that we cannot have them all in our library, therefore we must and should put forth special efforts to know the availability of reference works in this field.

In the reading of the daily newspapers I would like to reveal to you one of my idiosyncrasies as an executive. There are five newspapers published in the city of Chicago of wide public circulation each day I know some executives that buy them all and make an effort to go through them all each day. Naturally much of the important news is carried in all of these newspapers, no matter whether they are of morning or evening

distribution, and represents duplication. Thus, the remaining material consists of feature articles or special material presented by each newspaper.

It is my practice to read one evening newspaper and one morning newspaper and I would like to rely upon my librarian to call to my attention those feature articles in the other newspapers which have direct bearing on the work in which I am interested. This seems to be a logical time-saving method which makes possible considerable reading in fields other than the daily newspapers.

Reference to the matter of saving time leads to the observation that while I like very much to browse in a library I find myself doing it, when I can, in fields far remote from routine business affairs. In contrast to this, when I want business material my preference is to have it supplied on request. No doubt this is in contrast to the preference of some individuals who like to browse in a library for material directly related to their own work. With them, of course, I have no quarrel. I simply mention this because I know in some cases library administration faces a problem which is not easy to solve. While we probably never will know the statistical weight of those who browse close at home or far afield, my guess is that an executive who is endeavoring to save time in his actual work will do his browsing rather far afield during the leisure time he may have for that delightful occupation.

We all know that new books are constantly flooding the market and it is a real problem to an executive to separate the wheat from the chaff. In this work a librarian can be of tremendous assistance. It is my desire to keep close tab on new books in certain fields, but I do not wish to see the book itself until I have read a brief summary of its contents and have some information about the writer. My ideal librarian, therefore, would make a special effort to learn of all new books being issued in my particular field, and would keep me supplied with the kind of information I want about them so that from time to time and as conditions permit, the best of the material being published could be brought in for close observation and study.

Because most executives are human (some ideas to the contrary notwithstanding) all work and no play makes us very, very dull. It so happens that I am fortunate enough to live in the country and I am a chronic putterer with tools and thing-a-ma-jigs. If a librarian wants to win her way into my heart she will quietly place on my desk a clipping telling me how to find the leak in my roof or how to avoid long green tomato worms, that is, if she happens to know me well enough to understand that I take some pride in my annual crop of tomatoes. Naturally

these collateral interests of an executive must be decidedly secondary and I simply make these observations with the full understanding that they have no place in a serious business discussion unless you happen to be working for the type of an executive who believes there is something in life besides working all the time.

I understand fully that there are many mechanical problems with which librarians have to contend. Among them is the question of permitting material to be taken out of the library or requiring that it be used in the library. To these questions I doubt that there is one all comprehensive answer, each set-up calling for solution in the light of operating conditions. I would make the point, however, that the mechanics of the thing can kill its usefulness. Results count and too much emphasis cannot be placed, in my opinion, on system.

I know very well that I cannot draw too far away from the necessity of an adequate system, but I cannot help feeling that one of the great handicaps in getting most executives to realize and utilize the value of a business library has been the placing of undue emphasis on cataloging and filing systems. An occurrence in our own office illustrated this to me very forcibly. It so happened that we were thinking of changing our personnel and a young lady applied to us for the position of librarian. At first we were rather impressed and gave her the opportunity to examine our library before we came to a decision in the matter. After she had looked over our plant, which admittedly is limited, she made some rather direct observations regarding the amount of help we had and the physical equipment we were using at the time. The executive to whom she made these observations promptly envisaged an increased payroll with several thousand dollars' worth of additional equipment, and needless to say the young lady did not get the job. It seems to me that her first concern should have been with the actual needs and requirements of the executives, of whom there are only about a dozen, before even attempting to determine whether or not the personnel and plant were adequate for their requirements.

By this time you may have come to the conclusion that perhaps my ideal librarian should be called a "news secretary" rather than a "librarian." If you have come to this conclusion perhaps I have led you to exactly the conclusion that I have come to myself in this whole matter, for I definitely relegate to the background the operations of cataloging and filing which seem to be given so much emphasis. Admittedly the picture I have painted does not apply to regular librarians who, while having much in common

with specialized librarians, nevertheless must meet different requirements coming from the general public. I have the good fortune to have a sister who stands quite high in the world of regular librarians directing at the present time the library system of the city of San Diego, so I believe I know what the reactions of a regular librarian would be to these views. Special librarians, however, in the commercial and technical field seem to me to be in a very different position, faced with specialization requirements necessary to get application of service to the requirements of individual executives.

Another need is not for someone to study and interpret the material used in research, but for someone to be thoroughly acquainted with the sources of material and their accessibility. In my opinion in every business there are certain accepted facts and figures available regularly, and our librarian's knowledge of these should keep her constantly on the lookout for them so that they can be produced upon request.

It is only natural that the stream of an executive's attention should vary from time to time. For example, in the financial field we have been called upon during the past ten months to direct our attention first at the banking moratorium, then at "New Deal" legislation such as the National Recovery Act, then in the direction of a new Banking Act, then in the direction of a New Securities Act, and now our attention is focused on the insurance of bank deposits. In this day and age, changes of direction of this kind confront every executive and the astute librarian changes the stream of her attention likewise.

I trust in giving you these personal views I have not given you the impression that I am looking for a librarian with superhuman qualifications. As a matter of fact, I am merely expressing to you some of the qualifications expected of an executive who in turn is seeking for assistance in his effort to meet the tremendous demands that are being made upon him. The present-day executive and his "news secretary," or "librarian," have a tremendous job on their hands—one that calls for a maximum of intellectual effort from day to day. The necessity for this effort, however, cannot be denied when we look around us and see the appalling results of unintelligent business and financial management. It is my humble opinion that the lack of knowledge on the part of executives as to the usefulness of an efficient business library is directly responsible for many business blunders. This brings me close to the subject of Adult Education which I am not at liberty to discuss here but which, in truth, represents a large part of the service to be performed by my ideal librarian.

Why a Well Maintained Library Is Essential to the Progress of Association Activities

By W. H. CAMERON

Managing Director, National Safety Council

THE library is the first asset of an association. Without a library or information bureau a professional, insurance or "special interest" association would miss its opportunities to exchange experiences between members; to record the methods of achievements of its members and others; to become the central clearing house of information which is the usual objective of an association. In every special or concentrated field of human activity there is need for a special library. The history, growth and development of any segment of human experience develops much varied experience; this experience must be recorded in books, magazines, transactions, reports and educational material of various kinds, and it is both economical and wise to have such experiments and accomplishments recorded for the use of all persons affected or interested.

There can be no dispute about the value of a special library. Fifty years from now every industry, or large corporation, will have its own well maintained and accessible library and there will be many more special interest associations maintained on the principle of a library or clearing house of information. The problem is not whether a library can be made interesting and profitable to a special group of people, but whether the library principle can be made to work. It is not the books and pamphlets and reports that make the library — it is the librarians that make it useful and maintain its value.

The librarian knows that the executive, the engineer, and the worker would be much more efficient and valuable in his job, to his industry and to his country, if he was better trained and better informed on his particular profession or occupation. The special librarian is not, therefore, simply a technician to put books on shelves and prepare and maintain a good-looking series of catalogs and cards. If business or insurance libraries fail to function it is usually not due to an inadequate system of accumulating and recording printed material, but because the librarian does not know how to maintain the library and make it function.

It is as true of librarians as it is of museums, that the books and recorded experiences accumulated must be presented to the person who should

have the information and in such doses, and in such attractive form, that he will readily use it. There have been too many libraries that have become mausoleums of dead facts; dumping grounds for second-hand materials that never get off the shelves; storage places for literature that never reaches the persons who need it. What is, therefore, the beacon light to be kept before the eyes of the librarian responsible for organizing and maintaining a special library? The same question could be asked of the manager of any business, of any association, of any insurance company. The big task is to make the library *function*. And in making the library function the librarian must be able to differentiate between essentials and non-essentials.

If I were a librarian I would devote 75% of my time to the first, foremost and essential part of a librarian's duty, namely, to put the essential material up in attractive form, and then get it quickly into the user's hands. I would study advertising and salesmanship, fundamentals to learn how to "sell" the values of my Library to my supporters or clientele, how to "market" its accumulated experience upon the minds and lives of the persons for whom it was created. I would know my clientele. What spare time do they have for reading or studying? Are they superficial people? The librarian must be convinced that the particular part of the world of men and women needing and requiring the information and experience in her care will have it; must have it; and are going to have it promptly. She will assume the attitude of the missionary, the doctor, the specialist. She convinces her clientele that she has something of great value for their prosperity and happiness. When the librarian really believes that her particular special library is the world's greatest need; that her patrons will languish without her highly specialized service, then she has taken the first and most important step in her task as librarian.

The second essential for making a special library function is to know how to get out the material to the persons who must use it. Few people will read books carefully and systematically. Or, if they are persuaded to do so, their

attention must be intrigued by sample items of information. Cultivate the habit of condensing into a one-page letter the gems of information in the book, pamphlet or sheet sent to or delivered to the patrons of the library.

The Association I happen to represent has achieved its status and reputation through bulletins and posters. It started from scratch and on the theory that there should be a library and clearing house of information on the world-old problem of accidents and accident prevention. It was soon discovered that the initial handful of members did not understand the Association's objectives. The persons who should have benefited from the library would not and did not come for the information so freely offered. Within six weeks after the birth of this association, through the medium of the library, a weekly letter with samples of information was sent to the members. Even in these last years of business depression an average of one letter per day throughout the entire year is sent to these members. The so-called regular service to members consists of letters, 63 posters per month, five monthly publications, Annual Congress Transactions; 167 carefully prepared simple documents known as Safe Practices illustrated pamphlets — many free booklets of various kinds — all to force information into the hands and minds of the people who should make use of it. For 20 years the National Safety Council has been pouring out to its members the accumulated accident prevention experience of this and other countries. Material voluntarily offered encourages members to come for more.

The third essential, in my opinion, in the maintenance and functioning of a special library is the inside job of knowing the material and keeping it available at one's fingertips all the time. Special libraries should be up-to-date every minute. Start right; organize methods of doing the job, and insist on keeping on top of it all the time. In short know your stock, as a good merchant knows his. Keep essentials where you can get at them — quickly — for with all the outwardly calm atmosphere of the modern library, just remember that speed is an essential of successful functioning. Your non-essentials should be filed carefully away, preferably in the waste basket — from time to time. You have no place for shop-worn goods. Don't be afraid to clean house — and just remember that in weeding out non-essentials, age isn't necessarily the criterion. In other words you must have the

material, first of all; then it must be the right material; and lastly it must be right where you can find it immediately without encountering that costly bugaboo of lost motion.

I think we can all learn something from the modern newspaper library. They prefer to call it "the morgue." In a sense the name is a misnomer for certainly its functioning belies the name. Accuracy and speed come first of all. Here you can find information on almost any topic wanted — and get it on a minute's notice. If one of our outstanding government leaders were to drop dead today, within an hour his whole life history would fill the front page of every important paper in the land. Why? Because of the functioning of the newspaper library; because the facts are all there — and available on a moment's notice.

My fourth essential covers the professionalism of the library task; such as receiving, storing, cataloging and making available the accumulated books and documents. An artistic, orderly, and systematically maintained Library, is just as essential as having flowers on the dining room table, or wearing new and attractive clothes, but every detail necessary to make information available is just the machinery or method of knowing where to find it. Some librarians are just catalogers and filers. I happen to know about the importance of the Cutter and Dewey systems of classifying, but a library is only a morgue, or a storage place, unless the librarian brings about the usage of the material.

The four essentials, therefore, of maintaining a special library — created for practical and useful purposes, and only incidentally for culture are: (1) compel the people who need the information to take it, be glad to get it and to use it; (2) to take the information to the subscribers or patrons in an attractive form that will make them accept and use it; (3) to have the information — the books, pamphlets, documents, and whatnot — in such condition that they can be instantly made available and (4) to have the technique of running under such control and subordinated that no one will ever ask any questions about it or be aware that it exists.

A special library has only one function: to accumulate and deliver experience and information promptly to people who can make practical use of it. It is a reservoir of information for those who should be able to get just such quantities of the liquid experience as they want — whenever and however they want it.

REPORTS OF OFFICERS AND COMMITTEES

THE PRESIDENT'S ADDRESS

October 16, 1933

THIS is going to be a very informal business session, truly an open forum, I hope, and we beg all of you to take part in the discussions today. The Board needs the help of every member in making plans for the future.

I have not written a presidential address, but simply wish to summarize the year as it comes to a close and to set the stage for all the reports that you will hear today. Most of the things that the Board and our Headquarters office have done during the year are reflected in the work of committees, groups and the local chapters.

As I have said on many occasions, and repeat here, this has been a difficult year. With depression all about us, members have been too busy and too worried with their own jobs to help S. L. A. as they normally might. Financially speaking, we started the year about \$1,000 in debt to ourselves; that is, we were forced to spend that amount from the dues received to cover the following year. Publication sales and revenue from advertising have declined alarmingly. We are not unique in this situation at all, the American Library Association and most groups similar to ours having had just as serious a drop.

Naturally we have had to cut our expenses and activities drastically. How we have cut expenses will be shown you this morning, in the report of the treasurer, the editor and the secretary. I want to say how much we appreciate the sympathetic understanding and cooperation of members in our economy program. I want to thank especially the local chapters that have reduced their expenses and thus have not required their full budget payments from the national. Think of it, five of our twelve chapters have needed only one instalment so far this year (Pittsburgh, Cleveland, Milwaukee, Cincinnati and Baltimore). Four chapters have needed only two instalments, or one half of the funds normally allotted to them (San Francisco, Michigan, Boston and New York). Southern California and Illinois have needed three budget payments, the latter easily understandable since the chapter has planned this splendid Convention. Montreal received its full quota, because they have just published a directory of their association, which is a splendid job and of which we are all very proud. The local chapters have all planned very wisely and efficiently this year and shown a fine spirit toward the national Association.

I am glad to be able to report that we have been well repaid for our work and worry over finances. We have made up the deficit with which we started the year, we do not owe a cent to anyone, and we now have in the treasury enough money to cover our expenses to the first of the year. We therefore start 1934 in fine shape.

But the cuts that have been made in activities and services are naturally far more serious. It takes so long to regain that momentum. The aim of this whole Convention is to discuss the many important things waiting to be done and to get the active support of members for them. So, because it is customary for a president to leave a record of the year, of intentions, if not accomplishments, here is a brief summary.

As most of you know, S. L. A. has always been operated almost entirely on the voluntary efforts of members. Naturally there can be no real continuity of effort or of records. We had a paid secretary for a few years but even then we did not have sufficient funds or help to operate properly. It therefore seemed wise to attempt to compile records of S. L. A. activities which might be a guide in planning for the future. We are presenting at this meeting a very important series of manuals on this Association. The first is a series of tables of figures giving basic data such as financial operations, membership by types and by local chapters, and similar data. The second is a manual on the routine procedure at our Headquarters office. Rebecca Rankin and James Katsaros have written a step by step description of the operations at Headquarters and its contacts with the membership. The third is a manual on convention planning made by Eleanor Cavanaugh, who has many times been program chairman for S. L. A. national conventions. The fourth is a manual describing how to plan an S. L. A. exhibit, prepared by Marguerite Burnett, librarian of the Federal Reserve Bank in New York. Another manual is called "How to Run a Local Chapter" written by Thomas Cowles of San Francisco, and the last is "A Manual for Group Chairmen" by Alta B. Claffin, librarian of the Federal Reserve Bank in Cleveland.

In addition to the above, the chairmen of our national groups have been asked to assemble basic information on their groups which will include a brief history, lists of projects, publications, past officers and present membership. Such information has already been assembled for the Commercial Technical Group, Newspaper Group and by the Museum Group.

We are tremendously grateful to all of the people who have worked on these manuals which will be of such value in the future operation of our Association. I am personally grateful to the many members who have taken time to think about S. L. A. problems and have given me such constructive help.

There have been some very important events during the year but I shall mention only one or two. Of special interest and satisfaction was the announcement that the Philadelphia group had formally affiliated with the national organization. A local condition had made this impossible for many years, even though our loyal members there had been a very real part of the Association. We are pleased to welcome the Philadelphia chapter into the national Association as of January 1934.

A regional conference was held as an experiment at Briarcliff Manor, N. Y., on June 17, 1933. To this we invited all S. L. A. members in New York, New Jersey and Connecticut and a splendid meeting was held. We believe that other chapters might well consider such regional conferences to fill in between our annual conventions.

A "methods clinic" was held in New York City, for the first time in S. L. A., I believe. Twenty business librarians attended a series of meetings in which all of the methods and library routines were analyzed and recorded. The basic information secured at this clinic was collected to supplement material for the book Linda Morley is writing on business libraries.

Two important members of S. L. A. were able to visit a number of the chapters this year. Angus Fletcher and Mr. Kwopil made extended trips and met with local groups. Such meetings are of the greatest possible value both to the national and to the local chapters and it is hoped that similar trips can be undertaken this year by members of the Board.

Out of all this assembling of records and introspection on S. L. A. problems, there emerged many outstanding things that need to be done. A president of the Association soon realizes them, as do many able and interested members with whom I have been in contact during the year. I hope that this conference may bring the same understanding on the part of the whole membership and lead to constructive plans.

One of our primary interests, in my opinion, should be to raise the standards of our profession so that we may be big enough for the opportunities open to us. The whole New Deal points to better planning and the sharing of experience. The NRA especially emphasizes the need for facts and there are, therefore, many new fields opening up for library service (notably trade association libraries). But more important than

any new opportunities for library service are the fields in which we are already represented. In these, special library service has already demonstrated its value. What is S. L. A. doing to plough these fields? First we need many more good special librarians with vision, energy and ambition. We need new blood and young, live-wire, properly trained librarians. We should be finding these people by telling our story to the library schools so that more of them would offer courses in special library work. We should be telling our story in the colleges when people are deciding on their careers for the future. Few people consider special library work because they do not know of its existence. We should attract good public librarians into our special fields.

A fine start has been made in this educational work by the pamphlet written by Ruth Savord, librarian of the Council on Foreign Relations, called "Putting Knowledge to Work, Special Librarianship as a Career." This was published as the October, 1933 bulletin of the Institute of Women's Professional Relations. This organization has an important standing in the vocational guidance world and we are fortunate that they should have sponsored this article and given it such wide distribution. We have under way a series of short articles to appear in the college papers published in some of the more important schools. Florence Grant, librarian of Standard Brands, has already written such an article which appeared in the *Smith College Weekly* and it has brought us many interested requests for further information.

As a further step in recruiting good special librarians and raising the standards of our profession we need a more intensive employment service which will include the building of records on individual librarians. We need to know much more about ourselves and such information can only be secured through the local chapters. We should not rely on Miss Rankin alone as chairman of the national employment service.

Another great need is to tell the world what special library service is and can be. In this direction we have barely scratched the surface. We should have a constant flood of material appearing in print, news stories on the value of library service, on specific libraries, lists of basic books, book reviews and appraisal of current material. For years we have been saying that special librarians do not simply collect information and catalogue it, but that we apply this information to our company's problems and thus save our company's money. If our research service is as good as we have been saying, can't we please produce some concrete examples of it to be used in print? I urge each of you to collect such stories and forward them to me.

Probably the greatest need of all is the interest and support of every member of S. L. A. We must have more leaders with vision and a willingness to sacrifice time and personal interests. I do not mean to scold, but I am a firm believer in the theory that a person has no right to accept an office unless he means to handle the work to the best of his ability. Never has it been so important that we all put our shoulders to the wheel. Everything in the world is changing these days. Do we librarians understand the significance of all these changes or shall we be taken unawares?

Mary Louise Alexander

SECRETARY'S REPORT WHAT WE HAVE—AND WHAT WE DO AT HEADQUARTERS

By Rebecca B. Rankin

"THE Manual of Basic Information" prepared from records at Headquarters amply demonstrate what we have by way of facts and figures on the Association and its activities. What we do, you well know, because it is with you and through you that the Association functions. The Secretary wishes to express her appreciation to locals, groups, and committee chairmen, and to all members for the splendid way they have responded to suggestions and requests from Headquarters all during the year.

To Edith Mattson and her Program Committee, including particularly Mr. Conforti and his staff who have manned the Registration and Information Desk so efficiently during this Convention, is the Secretary indebted. This registration is primarily the Secretary's responsibility but she has been relieved of it through the courtesy of these competent Chicago members, and thereby an economy is effected for the Association.

All the reports which you have already heard have been based on records constantly made at Headquarters. It is the center of all activities and the receiving station for the results obtained. The Secretary and her assistants merely carry on the details which are essential to every efficient business organization. We have systematized methods of recording, filing and reporting. And in order to be sure that the entire Association, particularly the working officers and committees, may be familiar with the office methods adopted and the practices followed, the Secretary and Office Secretary have written an "Office Manual for the Special Libraries Association" in which every operation is described in detail, and reasons therefor explained. This office Manual may be a guide to all assistants who come into Headquarters to work, and will serve for the successors of the present Secretary. It will

answer many questions of local officers and group chairmen and mimeographed copies will, in the immediate future, be distributed to them. The details of the Headquarters are too numerous and too complicated to try to explain now—it has taken forty pages to make them clear in the office Manual.

Headquarters should be a central clearing house of information for the whole Association, for the whole profession, for research workers and business people. While it has not yet reached that ideal, we are able to serve in that capacity to our members. The office receives an average of 300 letters and requests a month, answered the same day as received. In addition, we send out about 1,500 letters a month from the office to members. The item on the expenditures sheet shows a much larger item for office expenses than in previous years; this sum may indicate to some slight extent the amount of labor, and energy, and brain power expended when the mere cost of paper and stamps is so much greater. In a year of economic depression it behooves us to work doubly hard to maintain the results of prosperous years. Where in former years one letter may have brought payment of dues it now requires several, oftentimes many, persuasive letters to hold a membership. You notice from former reports that membership has kept up remarkably well due to the consistent work of the Membership Committee. We thought the former chairman, Miss Bradley, was a splendid one and now we find Miss Manley equally good or better, if that is possible. She can convince almost anyone to become a member. There is a slight decrease in subscriptions but this is due primarily to the impoverished condition of many public libraries. You notice that there are less unpaid memberships than ever before. This represents much persistence on the part of the Secretary's Office.

As 1933 is the fourth year of a depression, the watchword has been "economy." While the Secretary's office has carried the brunt of it every Association activity has been greatly affected. The Magazine shows the result of it and the locals have cooperated valiantly in reducing their expenses of the year. This spirit of taking their share has been encouraging, but the "New Deal" offers us many opportunities of expansion in the near future. We must plan to produce new publications as old material is soon out of date in this era of quick change.

The Secretary has continued as chairman of the Committee on Employment for S. L. A. This year has been a very discouraging one as there are hundreds of special librarians unemployed. The situation is twice as bad this year as last. We were called on to fill only half as many posi-

tions this year as last. Only about 10 percent of opportunities are available now as compared to five years ago. The chances are that 1934 will be equally bad for public libraries but we believe special libraries will make the first come-back. We foresee the establishment of new libraries in trade associations, increased staff in industrial and commercial firms, and the possible establishment of new libraries in industries, which never had them before, if we are alert as special librarians. For instance, we heard today from a public librarian in Detroit that the librarians there had succeeded in convincing the Chrysler Motor Company of the advisability of having a trained librarian for their firm and establishing a library. The trained librarian knows how to avail herself of the marvelous facilities of the Detroit Public Library which a clerk of the Company could not do. Won't each member of S. L. A. be alert to any pick-up of business in their community and, like the Detroitans, encourage the establishment of special libraries? Write to me for assistance wherever you have a "lead" as to possibilities. This is one great way in which we can increase employment for special librarians.

Unemployment has become such a tremendous problem that the chairman of S. L. A. Employment Committee was asked to serve as chairman of the Sub-Committee on Unemployment of the American Library Association. She consented with the proviso that S. L. A. and A. L. A. combine their efforts. We cordially invite you all to a meeting on the problem of unemployment to be held at Hotel Stevens, Friday afternoon at 2:30 where it is our intention to advance some possible solutions for the problem. (See A. L. A. *Bulletin*, December, 1933 for a full report of the Sub-Committee on Unemployment.)

The Secretary's office handles the financial matters as well as all others. You have heard the Treasurer's report which gives you a financial summary. May the Secretary point out a few facts which are not self-evident and which may confuse the financial picture? Incidentally they constitute daily problems for the Secretary. You know there is a "fiscal year" and a "calendar year" and a business statement may be based on an arbitrary fiscal year, say from June to May, or on a calendar year from January to December. According to the constitution of S. L. A. we must function on a calendar year. But, alas, our actual business affairs depend upon the date of the annual convention. That is usually in May or June but this year it is October. In June 1932, for instance, the financial statement was made for the calendar year 1931 and at this Convention in October 1933 the only financial statement we should make is for the calendar year 1932. But

1 4 *

we attempt to make it more up-to-date, and have taken the date as of September 1, 1933. You can readily see how confusing this is, and that it throws out of focus actual comparison with former years. Likewise the local chapters run on a year usually from June to June while the national financial statements are on a calendar year. Another confusion! Consequently we can never break at a definite date; we are always ahead or always behind.

Another element comes in to make a financial picture confused — and that is, the matter of delinquent memberships. According to our constitution, no member may be dropped from our lists for two years; if a member were in good standing December 1931 with dues paid up he may not be dropped from our membership rolls until December 1933 even if he has not paid one cent into the Association during that time. For two years we carry him without any income. We estimate roughly that every year we carry from \$500 to \$1,000 in unpaid dues. Therefore for these several reasons it seems to me that an erroneous impression may be given by the Treasurer's report. Despite the depression and due to the President's insistence on economy the financial condition of the Association is very good and compares very favorably with the last five or six years. There are no unusual features to be stressed — we are holding our own.

Much more work is being done at the Secretary's office than ever before in its existence, and with less expense. Volunteer effort overcomes the disadvantage of lack of funds. The office has cooperated with every committee chairman and every officer, and the cumulative results of the year as enumerated so ably by the President are evidences of the joint activity. With a thoroughly reorganized office which your Secretary has effected since her appointment in June 1931 when Headquarters were moved to New York, and with an office Manual prepared to describe all practices of the Association followed, the responsibility is fulfilled.

FROM THE MINUTES OF THE EXECUTIVE BOARD MEETING, CHICAGO, HOTEL CONGRESS, OCTOBER 18, 1933

"The Secretary herewith presents verbally her resignation as Secretary of the Special Libraries Association to be effective within one month's time, in accordance with the provisions of the Constitution, during which time she will gladly break in any successor who may be appointed. She is happy to resign at this time because she feels it is best for the progress of the Association and it is with great relief that she can relinquish the responsibility to some other hands."

1932 FINANCIAL SUMMARY

RECEIPTS	Dues	Subs.	Adv.	Pubs	Misc	Postage	Interest	Total
January	\$1,118 50	\$274 70	\$94 00	\$147 05	\$21 85	\$ 28		\$1,656 38
February	831 75	106 25	74 00	144 41		.14	\$ 61	1,157 16
March	204 00	10 00	48 00	95 45		10		357 55
April	217 00	50 00	185 00	126 65	31 43	.84	65	611 57
May	243 00	34 50	18 00	81 25	200 00	.21	41	577 37
June	*100 00	*100 00		*55 62				*255 62
July	143 00	65 00	138 05	118 30	13 90		33	478 58
August	38 00	24 00	32 00	92 80		14		186 94
September	48 00	24 00		66 25	5 72	.29		144 26
October	25 50	29 95	18 00	50 60	.63			124 68
November	127 00	40 00	103 32	69 50	56 63			396 45
December	1,048 00	424 95	24 00	66 75	19			1,563 89
	933 00	559 40	18 49	57 73	.08			1,668 30
	\$5,176 75	\$1,742 75	\$752 86	\$1,172 36	\$330 43	\$2 00	\$2 00	\$9,179 15

DISBURSEMENTS:	Salary	Budget	Travel	Rev. Pub Fund	Pubs.	Conv.	Oper. Exp.	Misc	Bk. Exp.	Total
January	\$183 00	\$141 40			\$302 11		\$281 22		\$1 35	\$909 08
February	181 00	232 08	\$28 39		231 81		212 46		1 77	887 51
March	150 00				366 07		248 80		45	765 32
April	150 00	178 82			336 84		168 40	\$200 00	.20	1,034 26
May	150 00	121 40			332 99		230 51		1 66	836 56
June	150 00	82 50			828 09	\$217 23	165 04		8 42	1,451 28
July	150 00	159 75				45 85	196 37		45	552 42
August	150 00	5 27				244 15	60 53		.54	460 49
September	150 00	3 00					59 98	50 00	.24	263 22
October	90 00	25 00					110 32		.81	226 13
November	40 00	24 25		\$48 75	126 47		73 03		.43	312 93
December	80 00			28 87	1,107 83		100 47		2 83	1,320 00
	\$1,624 00	\$973 47	\$28 39	\$77 62	\$ 3,632 21	\$507 23	\$1,661 84	\$250 00	\$19 15	\$8,773 91

* Adjustment made.

Summary	
Cash Balance January 1, 1932	\$1,617 63
Total Income 1932	9,179 15
Total Disbursements	\$10,796 78
Cash Balance December 31, 1932	8,773 91
	\$ 2,022 87

TREASURER'S REPORT

THE President has asked me to discuss as briefly as possible the finances of S. L. A. I know very little about the past except what the summary furnished me by Headquarters office would indicate. In my personal opinion we have made one very great mistake — the same mistake made by such a large majority of the American people and one that has caused much damage to our country — we have lived on credit.

For several years, bills for dues have gone out two or three months in advance of the actual due date. This method of billing was inaugurated upon request of members who had to have bills in advance of preparing their budget for the coming year. Many libraries sent checks immediately and the indebtedness of the association was such that it was necessary to borrow from our next year's fund an amount equivalent to anywhere from ten percent to twenty-five percent of our total income from dues. If we are going to succeed, we too, must balance our budget and live within our income. For the first time in years, I believe that we will close our books on December thirty-first with a small balance to which we can add the 1934 dues and other income and start the New Year with a clean slate!

Under the heading "Receipts" we have four main divisions, namely,

- Dues and Subscriptions
- Publication Scales
- Advertising Revenue
- Miscellaneous

Let us take, step by step, these various items in our financial set up

First, and by far the most important, are the dues and Magazine subscriptions — our chief source of revenue. On September first of this year we had.

126 Institutional Members @ \$15.00	representing a total income of \$1,890.00
427 Active Members @ \$ 5.00	" " " " " \$2,135.00
776 Associate Members @ \$ 1.00	" " " " " \$ 776.00
<hr/> 1,329 Total Membership,	<hr/> with a year's revenue of \$4,801.00

The membership exhibit is one of which we should feel proud. Miss Manley, chairman of the membership committee, has increased the total membership by five, although the revenue is \$353.00 lower, due to a slight decrease in the number of institutional and active members. A substantial increase in the number of associate members is noted. There is but slightly more than \$500.00 in dues outstanding today and more than fifty percent of this amount is traceable to the associate membership.

We look to the revenue received from dues to

pay the operating expenses of the central office, to support groups and local chapters and to take care of miscellaneous items that come up from time to time. During the first eight months of this year we spent, for the items just named, \$1,685 but we have not paid the last quarter budgets to any group or local chapter. In fact, only one or two have asked for their third quarter checks. I estimate that the operating expenses for the last four months of this year will not exceed \$600.00 which will mean a fifty percent reduction in the 1933 costs as compared with the 1932 costs.

This very decided reduction has been made possible only through the determined efforts of our President and Secretary, who, on many occasions have closed their desks for the day and gone to the Headquarters office where many additional hours have been spent on Association work.

Now as to subscriptions, we had paid to date, September 1, 1933, a total of 280 subscriptions @ \$5.00 or \$1,400.00. The advertising revenue during the eight months was but \$238.00, making a total of \$1,638.00 received from the Magazine. This figure is considerably less than that for any of five previous years. The number of subscribers has decreased by 86 since December 31, 1932 and the advertising revenue is \$300.00 less to date than for the corresponding period of last year.

On January 1, 1933 we had outstanding a bill of \$229.24 for the printing of the December, 1932 issue of SPECIAL LIBRARIES. Since that time we have paid, in addition to this overdue bill the sum of \$837.78 for a total of six issues. I estimate the cost of the August, September, October and November-December issues, four in number at \$600.00 which would mean a total expenditure of \$1,667.00 for the year and would entirely wipe out the receipts from both the subscriptions and

advertisements. Thus, the profit that is usually made on a magazine is missing!

Since we have had use of the money in the Publications Fund, the Association has not had to use its money for the printing of publications. The amount, namely \$571.00 appearing in this year's statement is entirely clear.

The third item under "Receipts," namely, advertising revenue, has been dealt with in connection with SPECIAL LIBRARIES.

The Miscellaneous entry is of no consequence. So much for the Association's Income. Now let

us turn to "Disbursements." First, we must pay for the operation of the Headquarters office. There are certain fixed expenses, such as salaries, telephone, postage and stationery that must go on indefinitely. Miss Rankin has unquestionably reduced these items to a minimum this year. Local chapters and groups have coöperated to the fullest extent and carried on their work without asking for their entire allowance. Traveling has been omitted entirely this year.

We cannot hope to increase our membership without increasing the cost of operation. It is not reasonable to expect our President and Secretary to continue to spend hours and hours each week at the Headquarters office so that the routine work of the Association can be kept up-to-date. I understand that several other New York members, too, have put in much time. This is a fine spirit and can be overlooked if the job is a very special one but certainly should not be necessary as a regular thing.

The local chapter and group budgets is of vital interest. Below is an exhibit showing the names of the chapters; the number of members in each; the expected dues; the amount of budget based upon the present method of allowance and the balance which is for use by the national Association:

<i>Chapter</i>	<i>Members</i>	<i>Dues</i>	<i>Budget Allowance</i>	<i>Balance</i>
Baltimore	23	\$87.00	\$23.00	\$64.00
Boston	217	431.00	183.50	247.50
Cincinnati	49	106.00	49.00	47.00
Cleveland	40	114.00	40.00	74.00
Illinois	91	573.00	91.00	282.00
Michigan	55	201.00	55.00	146.00
Milwaukee	33	159.00	33.00	126.00
Montreal	39	171.00	39.00	132.00
New York	466	1,871.00	267.00	1,604.00
Philadelphia	47	248.00	47.00	201.00
Pittsburgh	45	225.00	45.00	180.00
San Francisco	66	214.00	66.00	148.00
So. California	58	135.00	58.00	77.00
Miscellaneous	100	571.00		571.00
Totals	1,329	\$4,906.00	\$996.50	\$3,909.50

On the present basis of computation, if the membership is less than 100, the chapter is allowed \$1.00 per member. This means that the associate member's dues is returned in its entirety to the local with which the member is affiliated. No deduction is made for postage, to say nothing of the expense incurred by the central office in the rendering of bills, mailing of receipts, maintaining of records of various types and for the budget allowance made to the group with which the member is affiliated. Surely a portion of the associate member's dues belong to the national Association. I recommend one of two things. An increase of the associate member's dues from \$1.00 to \$1.50, in

which case the national Association should retain 50 cents per member; or, an entirely different method of computing the budget allowance; namely, that 20 per cent of the dues received from both institutional and active members and 50 per cent of the associate member's dues be returned to the local as its budget allowance.

I prefer the latter as I believe the local officers would make more of an effort to sell the institutional and active types of membership to the librarians in their group. This would benefit several chapters but would decrease the allowance to others. Take for example the Baltimore chapter with 23 members. We are entitled to \$23.00. Under the suggested arrangement we would get but \$21.00. Another chapter with 47 members is entitled to \$47.00. This particular chapter has 9 institutional and 19 active members and under the proposed arrangement would receive \$55.50. Still another chapter with 49 members receiving \$49.00 at present would, under the new plan, get \$33.00 as their roster includes 40 associate and but 9 institutional and active members. Surely this chapter is not entitled to more than the previous one which, with 47 members, contributes 58 per cent less than the chapter with 49 members.

The budgets for the groups could be worked out on a similar plan. For example, we could allow 5 per cent of all dues received from institutional and active members and 25 per cent received from the associate member to the groups. This would still leave us a portion of each member's dues for committee budgets, operating expenses and miscellaneous.

There are a number of members who are not affiliated with a chapter and a number not affiliated with any particular group. The percentage of dues allocated to budgets in these instances could be set aside as a reserve fund and drawn from, at the discretion of the Board, upon request

by a group or chapter contemplating a project that they cannot finance out of their regular allowance.

* * *

In conclusion, may I briefly summarize what I have already said.

I. We are going to be able to close our books in 1933 without red figures and without borrowing from the 1934 dues account. BUT, this has only been accomplished by reason of long hours and much savings on the part of our staff. If the Association is to go forward in 1934 and future years we must remedy this situation. As Marian Manley said in her article, "In Union There Is Strength," which was printed in the November 1932, issue of SPECIAL LIBRARIES, "In adequate numbers lies economy." At the time Miss Manley's article was written it was estimated that each supporting member (by supporting is meant the institutional and active members), cost S. L. A. \$9.00 and that 836 members and subscribers were paying \$4.00 less than the Association spent on them. You can readily see that, if it were necessary for us to pay rent, in addition to our other expenses, we could not maintain the central office. The only way that we can hope to put the Association on a self-supporting basis is to get more institutional and active members. The active member gets value received but do we offer the institutional member so much more than we offer the active. No! but with an increased membership the Association would be in a position to do more for those supporting it.

II. We need and should work towards having a full time office assistant and eventually a paid Executive Secretary. When this comes to pass, our income should increase considerably.

III. Also, with an increased revenue from dues, it would be possible for the President or one of the Vice-Presidents to visit each chapter once during the year. The contact with the members, particularly those who never attend a Convention, is important and would be the means of stimulating interest among the membership.

IV. The Magazine is self-supporting today but we must not let the number of subscribers drop off or the official organ of the Association would be a financial loss to us. The one way to overcome a possible loss is by the selling of advertising space and every member can help do this. The Magazine is too small for an Association of this kind and the Executive Board is particularly anxious to increase its paging as soon as possible

V. Budgets: We want the local chapters and groups to receive and use their budget allowances. These two bodies are entirely responsible to the associate member who, except in exceptional

cases, never attends a Convention but depends upon the local meetings or group publications or activities for contacts. The wide awake group or local chapter needs money with which to carry on a worth while program and the Executive Board wants it to have its necessary allowance. After all the national Association benefits in the end.

Nineteen hundred and thirty-three was, after all, a year of adjustment and we can look back over it with a feeling of true pride, since our budget has been balanced. Now we, too, want a New Deal and it is your turn to shuffle the cards!

Thank You!

Laura A. Woodward

REPORT OF MEMBERSHIP COMMITTEE

WITH financial conditions as serious as they have been since our last Convention, a decline in membership was to be expected. With ever present help from Headquarters and the aid of a hard-working committee, a determined effort was made to retain members and to secure all possible recruits, particularly in the institutional and active classes. The result of the intensive work from October 1932 through September 1933 shows that more institutional and active members were added than in 1931-32. It represents a 24 percent increase in income from new members over the preceding year.

NEW MEMBERS WITH RESULTING INCOME

	1931	1932	1933
Institutional	13	10	14
Active	71	55	70
Associate	154	173	157
Income Represented	\$704	\$578	\$717

At the year's end the number of delinquents or resignations may also prove to be greater than in preceding years. It is hardly to be expected that all dues outstanding at this date will have been added to the treasury by December 31st. If such should be the case, we will indeed have more than held our own to a remarkable degree. Record of payments are shown in the following paragraph.

	1931	1932	1933
INSTITUTIONAL	149	121	127
Paid			122
Outstanding			5
ACTIVE	429	396	429
Paid			375
Outstanding			54
ASSOCIATE	578	667	779
Paid			502
Outstanding			277
TOTAL	1,156	1,184	1,335
Paid			999
Outstanding			336

The dues from our paid membership to date total \$4,207.00, those unpaid total \$622.00. On December 31st, 1932, the total paid membership represented \$4,462.00. Shall our dues rise above or fall below that mark?

The major effort of the Membership Committee has been through direct approach both by correspondence and personal contact. Committee members were furnished first with a list of special libraries in their vicinity to be checked and followed up for membership, and second, through the cooperation of Headquarters, with a list of members whose dues had not been received that steps might be taken to clear these records. Carbons of the many letters written to membership prospects by the committee chairman were sent to the appropriate group chairmen and to the local committee member for cooperative effort. The work of the Civic-Social Chairman was particularly effective in this respect

Committee members were urged to stress the individual's responsibility for the financial burdens of the Association, and various associate members advanced to the active group as a result of these efforts. The result of this shows certain things: (1) that business conditions in the different parts of the country necessarily affect the proportion of delinquents in various chapters; (2) that the proportion of delinquent associate members is much greater than the proportion of delinquent active or institutional members, demonstrating that the other groups not only assume a greater responsibility, but make a definite effort to carry it. Actual figures show that four per cent of our institutional group are delinquent, 13 per cent of our active group, and 36 per cent of our associate group.

Realizing that current conditions required special personal efforts, the membership chairman has written to many different groups—

CHAPTER MEMBERSHIP

CHAPTER	PAID				UNPAID			
	Inst.	Act.	Assoc.	Total	Inst.	Act.	Assoc.	Total
Baltimore	2	8	2	12	..	1	10	11
Boston	9	20	163	192	..	3	23	26
Cincinnati	2	7	32	41	8	8
Cleveland	1	14	16	31	..	1	8	9
Illinois	8	33	35	76	1	6	9	16
Michigan	6	16	15	37	..	2	17	19
Milwaukee	3	13	6	22	1	4	6	11
Montreal	4	16	14	34	..	3	2	5
New York	57	119	131	307	3	16	142	161
Philadelphia	9	19	19	47	0
Pittsburgh	7	18	12	37	..	2	6	8
San Francisco	5	17	28	50	..	2	16	18
So. California	13	19	32	..	4	22	26
No affiliation	9	62	10	81	..	10	8	18
Total	122	375	502	999	5	54	277	336

The committee representatives of the various chapters with one or two exceptions, worked manfully for the development of their chapter. The Association owes a debt of gratitude to these members for their strenuous efforts. The results are as follows.

NEW MEMBERS BY CHAPTER

CHAPTER	Inst.	Active	Assoc.	Dues
Baltimore	1	2	0	\$25.00
Boston	0	4	26	46.00
Cincinnati	0	0	7	7.00
Cleveland	0	2	2	12.00
Illinois	0	9	17	62.00
Michigan	1	2	7	32.00
Milwaukee	0	1	3	8.00
Montreal	1	4	13	48.00
New York	6	23	49	254.00
Philadelphia	2	4	18	68.00
Pittsburgh	0	5	6	31.00
San Francisco	1	3	2	32.00
So. California	0	3	3	18.00
No affiliation	2	8	6	76.00

public libraries; business organizations interested in industrial research; general prospects noted at different times; insurance librarians listed in S. L. A. pamphlet; bureaus of municipal research; librarians in colleges of commerce; and in June to a selected list of business men who could be considered good prospects for the publication, "Guides to Business Facts and Figures," and through that, to membership. Besides this, a letter was sent to a limited number of associate members asking them to become active, and to institutional members suggesting active membership in their own right to those who had not already become so. S. L. A. funds to the extent of \$15.00 were used for postage for this work. It resulted in new members whose dues totaled \$207.00.

A general circular letter was sent to every member in the spring, calling attention to the necessity for special effort and asking for personal

consideration of the problem. While this appeared to suffer the usual fate of mimeographed letters, it doubtless had results not directly known to the membership chairman. The outstanding return was the securing of two active and five associates by one associate member as her direct response.

Much time has been devoted to committee contact so that chapters might be informed in regard to their respective standing. Records were developed to facilitate membership work. A revised membership blank was produced through the generous cooperation of Mr. Alcott. Financial statements and membership records have been studied in an endeavor to discover how large the Association must be to adequately support its work. Discussions of these problems appeared in *SPECIAL LIBRARIES* for November 1932 and for March 1933.

The cordial interest of the majority of the membership in the work has proved stimulating to the entire committee. The past eleven months have meant intensive effort. They have shown the willingness of many to respond to the opportunity for cooperative effort and achievement found in our S. L. A.

Dorothy Bemis, Philadelphia
 Mrs. Marguerite B. Caldwell, Montreal
 Jessie Callan, Pittsburgh
 Mary H. Clark, Cleveland
 Mabel L. Conat, Detroit
 Edythe Cowie, Cincinnati
 Abbie Glover, Boston
 Walter Hausdorfer, New York
 Adeline M. Macrum, Albany
 Mildred B. Potter, Hartford
 Elsie Rackstraw, Washington, D. C.
 Marion Rawls, Chicago
 Katharine Reinan, San Francisco
 Olive M. Ryder, Los Angeles
 Jean Taylor, New York
 Elizabeth B. Wood, Milwaukee
 Elizabeth Wray, New York
Marian C. Manley, Chairman

REPORT OF THE EDITOR

I DO not know whether to begin, or to end this report with some attempt at apology for the many requests the Editor has made to certain individual members, to all the departmental editors — Miss Lacey of Washington, Miss Raymond of Cincinnati, Miss Ely Claffin, Miss Rammer, Miss Mueser — and to all local officers — especially the Chicago chapter people. All these and many more have responded month after month to the Editor's demands for particular material and information only to find their con-

tributions omitted entirely from the next number or condensed and changed beyond recognition. Needless to say, this was unintentional on my part but due entirely to our efforts to cut the Magazine to fit the budget.

When I look back to the notes I made immediately after the Lake Placid meeting I smile at the ambitions I then had as Editor. We were to have a territorial board of editors who would serve the locals as critics of the Magazine. We were going to try to have locals attempt to get one article for each issue from some important research worker or business man. This would not only have supplied us with important authors but helped to acquaint these allied contributors with S. L. A. and our efforts to serve them. These with a few minor novelties were to make *SPECIAL LIBRARIES* many things that it is not today.

It has been difficult to plan for a 16-page Magazine — that is to give some high spot each month to professional matters that would result in stimulation or pleasure for the reader, and yet not use up the paging that should go to Groups and Departments. If we asked important people to write important articles, we had to say immediately — but not too long as we can spare but a thousand words or so. The plan that worked most successfully was to have one leading article and then try to tie things together by overworking the President. We have had a full President's Page or more each month, ably supported by Miss Rankin's "Across the Secretary's Desk." These two have given what emphasis they could to professional and Headquarters developments. Snips and Snipes, I find a great comfort and joy for giving a light touch to our pages and yet informing the membership of every scrap of local news that can be gleaned from correspondence or other sources. The anonymous contributor to this page deserves great thanks from us all not only for cleverness but for steadfast interest, a rare quality. The Group and Department allowances have been jerky and unsatisfactory to you and to the Editor. I hope we can work out better policies this week for the future. The Digest of Book Reviews from the Newark Business Branch were crowded out early in the year, about which I had hoped to receive complaints, but never a protest or murmur. Has no one anything to say on this score? And last but not least, that step-child department — Events and Publications — which gets only what is left.

The Editor has continued as much as possible the established policy of Special Numbers. It seems to me there has been much value in giving this Group emphasis to our Magazine, but the aspect that I have most enjoyed has been the personal assistance I have had from the "associ-

ate editors" if I may so call the Group representatives who have in each case planned the issues and provided the copy. A list of these contributors and the Special Numbers planned by them is as follows:

Alexander and Rankin
November — S L A
Joseph Kwapil
December — Newspaper Group
Laura Woodward
January-February — Insurance Group
Emilie Mueser
March — Classification and Subject Headings
K. D. Ferguson
April — Book Reviews
Taylor
May — Museum Group
Ruth Savord
June — Educational
Ruth Nichols
July — Chicago Libraries
Clement & Ely
August — Public Administration
September — Preliminary Program
Mattson & Mead
October — Program

There has been a minimum of space devoted to local associations this year. That is because the few reports sent in by locals are for the most part announcements of meetings without very much news of the chapters. It would be interesting to experiment with local news if other associations would give us the full reports that Boston and San Francisco send, in their very excellent and regular bulletins.

In fact, this brings me to the point of asking you a question that only the local chapters can answer — do you not want more representation in the Magazine, and if so, can you not take on one responsibility toward the support of the Magazine? You have had for some months now a demonstration of what can be done with a 16-page monthly issue. I am asking the Board for enough budget allowance to continue on this basis for the next year. But I would like to suggest that if our advertising can ever be brought up to the amounts that Mr. Brigham used to contribute when he was not only Editor but also Advertising Manager, that we be allowed to increase our paging proportionately. In other words the Board would pay for a nucleus Magazine of 16 pages, at a Budget allowance of \$1200.00. To this groups or locals might contribute by being responsible for one "ad" per year. In January the Insurance Group contributed generously to advertising. In August the Civic-Social group demonstrated what could be done when they

achieved 3½ pages of advertising copy. And the current issue demonstrates what a local could do, and I think it is a maximum — with 4 pages of paid advertising. With our present 13 locals, would it not be possible for each to find within their local business world, one product that needs advertising to the library world? For the next year I see no other way to return our Magazine to its former paging and true status with the other bulletins and journals of the library world.

Florence Bradley, Editor

ADVERTISING MANAGER

WHEN the present Advertising manager took over the work in October 1932, SPECIAL LIBRARIES had five advertisers who used the Magazine regularly. A campaign was begun to induce all who had advertised in the past to use our columns again. In a very few cases this resulted in an advertisement but the great majority reported "no money for advertising." However, several reported that they were convinced of the value of SPECIAL LIBRARIES, which was at least encouraging.

During the last year, we have obtained 12 advertisements from firms that had never advertised before; a number of which were secured by the groups sponsoring a particular issue of SPECIAL LIBRARIES.

A suggestion was made that an exchange of advertisements with other similar publications would be helpful. This was followed up by writing to a number of organizations similar to S. L. A. An exchange arrangement was worked out with the *Library Journal*, which unfortunately had to be abandoned when economy forced us to cut down the size of our Magazine.

The paid advertising only once fell below the \$25.00 limit set by the Executive Board, and for five other issues more than doubled the quota — the total income for the 10 issues, November 1932 to October, 1933, being \$533.00.

What is needed to build up the advertising in SPECIAL LIBRARIES is an associate manager in each large center, to make contacts with local firms. Letters requesting this were sent out early in the year but to date only one reply has been received. With the exception of the advertisements in the issues sponsored by a certain group, practically all of which were secured by that group, space has been taken by firms in or near New York. This certainly does not convey the impression of an organization national in scope. A contact person in each of several centers would go a long way toward putting our advertising on a national basis.

Gertrude D. Peterkin

What Each National Committee Has Done During the Year

A Summary

CLASSIFICATION COMMITTEE

THIS Committee has functioned for several years under the able leadership of Louise Keller building up a collection of classifications and of references to such classifications, and answering innumerable inquiries regarding classification problems. Unfortunately, Miss Keller and several others whose interests qualified them to carry on this work found it impossible to accept the responsibility this year, so there has been no Classification Committee as such. However, Mr. Paul Vanderbilt has continued his special undertaking as Bibliographer of Classification, and has "gathered together every possible document, published or unpublished, complete or in synopsis, bearing on special classifications now in use or contemplated." He now has a record of about 1,200 classifications and a file of more than 200 sample schedules. While this represents a very small proportion of the existing classifications, it is sufficiently representative to make it possible to give some suggestion to every inquiry in almost every field. Every member of the Association should constitute himself an unofficial member of this Committee and should cooperate by sending in copies of new classifications, expansions and adaptations of old ones, specially compiled lists of subject headings, names of people specially interested in classification problems and references to outstanding contributions to the subject in his particular field.

Mr. Vanderbilt has also compiled a classified index to his reference files indicating under subject the location of articles and schedules and showing which items are in the committee files. This is an exhaustive rather than a selective list and should be made the basis for an appraised bibliography of classification schemes. There is much work still to be done.

COÖPERATION IN BUSINESS LIBRARY SERVICE

Those serving under the Chairmanship of Mildred Clapp were Emma Boyer, Maria C. Brace, Emily C. Coates, Florence Grant, Margaret Hatch, Jean Hathaway, Laura Marquis, Edith Mattson, Elsie Rackstraw and Loraine A. Sullivan.

As a clearing house for the distribution of valuable material being discarded by special libraries, this Committee has sent 821 publications to 59 public and to 23 university libraries. This cooperative undertaking offers us an unparalleled opportunity to develop helpful relationships between these libraries and our association. However, it is imperative that more of our members should realize the importance of this work so that a greater number of special libraries will join in providing material for distribution.

In planning next year's work, the Committee would welcome suggestions from the members as to just how it should be further developed. There are several possibilities:

1. Should it be extended to cover exchange between special libraries themselves? This might be developed along group lines.
2. Should each local chapter conduct its own exchange sending to the National Committee only note of those publications not disposed of locally?
3. Retain the present system but encourage more libraries to participate.

EXHIBITS

Alma Mitchill served as Chairman from September 1932 to February 1933. On her resignation Marguerite Burnett took over the work, assisted by Etheldred Abbot, Constance Beal, Alta Clafin, Joseph Kwapil and Laura Woodward.

Since these are not propitious times for the staging of exhibits, the committee has been inactive except for the compilation of a Manual of instructions for the preparation of an exhibit. While embodying suggestions from all committee members, Marguerite Burnett is responsible for the Manual which is a comprehensive discussion of procedure from the analysis of problems involved to dismantling and preparation of the report. Expense is fully discussed and figures given. It is a splendid piece of work and thanks are due Miss Burnett for such a helpful tool.

Since this Manual will serve as a guide to actual operations in preparing an exhibit, it is the consensus of the present committee that there

is no further need of a permanent, national exhibits committee. They recommend that a member of the Committee on Cooperation with Trade and Professional Associations should be designated Supervisor of Exhibits. This Supervisor's duty would be to suggest exhibit projects where these seemed desirable in fostering relations with certain associations, such suggestions to be forwarded to the appropriate Group chairman for action. In the last analysis, the success of the exhibit depends on the group and particularly on the local group committee. Thus the suggestion of the present national committee merits serious consideration.

METHODS

With Linda Morley as Chairman assisted by Ruth Savord and Margaret Bonnell, the Methods Committee initiated an entirely new procedure in the so-called Methods Clinic held in New York during the past year. The pressing problem of the moment was how to secure the factual information needed by Miss Morley for the writing of the textbook on business library administration initiated by the School of Library Service of Columbia University. The procedure followed has been so thoroughly described in *SPECIAL LIBRARIES* for September that it is quite unnecessary to repeat it here, except to call it to the attention of locals with the recommendation to adopt a similar procedure for making professional studies. The possibilities are unlimited — a study of costs of special library service, special adaptations of cataloging methods, the care of special types of material, special equipment and labor saving devices, publicity methods, to mention only a few. Those who took part in the Clinic in New York feel that it was of the greatest personal benefit in the knowledge it gave them of their own libraries as well as of other libraries, for when one is called upon to analyze and evaluate methods heretofore taken for granted, one is apt to achieve a much needed perspective.

NEWS COMMITTEE

Joseph Kwapil has served as Chairman of the News Committee which, as in the past, has been active only during the Convention. It is hoped that in the near future this Committee may become an important factor in promoting a thorough-going publicity and educational campaign for the Association. The New Deal is going to make the need for organized information even greater than it has been in the past. If business is to understand the value of special library service, S. L. A. and what it stands for must be understood by the world. We also must initiate

a program to explain our profession to vocational advisers and personnel groups. As a beginning of this latter program two articles have been placed — one by Florence Grant in the *Smith College Weekly* under the title "An Alumna Writes of the Librarian in Business," the other by Ruth Savord in the *Bulletin* of the Institute of Women's Professional Relations. Copies of the latter are available for consultation and it is also appearing in pamphlet form. While this whole campaign should be planned and coordinated by the News Committee, it is obvious that among our scattered membership we must have graduates of many, if not most of the colleges of the country. If each such graduate would try to place an article in the college paper in the way Miss Grant did, we would have an immediate medium for widespread publicity. Can we not count on everyone?

PUBLICATION COMMITTEE

This year, under the Chairmanship of Adelaide C. Kight, the following have served. Thomas Cowles, Daniel N. Handy, Linda H. Morley, Gertrude D. Peterkin, Edith M. Phelps, Ruth Savord, and Elizabeth B. Wiay.

One publication, "Guide to Business Facts and Figures," prepared under the joint editorship of Miss England and Miss Manley, appeared in May. Of this, 192 copies have been sold. At present work is being completed on a list of "Business Glossaries," based on the holdings of the Newark and the Seattle public libraries, supplemented by checking periodical and book indexes.

This rather brief statement however presents only a small part of the activity of the Committee and especially the activity of its Chairman. Miss Kight has made several enlightening analyses of S. L. A.'s publication activities, which it is difficult to summarize. During the past five years S. L. A. has published 20 titles, of which 18,000 copies were printed at a cost of \$5,233. Of these 9,500 copies were sold for \$7,300, bringing the Association a profit of over \$2,000. In this connection it is interesting, enlightening but just a bit disconcerting to find that it is not our members who buy our publications but outsiders. Has anyone an explanation?

All of these publications, with the exception of the "New York Union List," the "Basic List of Municipal Documents" and the "Guide to Business Facts" were prepared entirely through the voluntary efforts of members of the Association. The three exceptions were begun voluntarily but paid assistance was secured in the later stages of preparation. Such works attest the

professional interest and pride of our members in providing needed tools and information aids.

Another of Miss Kight's surveys shows the type of publication sponsored by the Association. These fall into the following divisions: *Directories*, of which there have been five since 1928 — Boston, California, two for New York and the National *List of Members*. Here we may note that three out of thirteen locals have issued Directories, not including Montreal which published theirs with outside assistance. Incidentally it might well serve as a model. It is so long since our 1925 National Directory was published (which, by the way, is still a best seller) that it is hoped to issue a new one as soon as conditions are more normal. If locals had their material ready for their own Directory it would simplify the preparation of a National one very much. *Union Lists* — Pittsburgh, New York and California. *Bibliographies* — of which the greatest number were produced by the Commercial-Technical Group, including Illumination, Electrical Literature, Railroad Transportation, Rubber, Trade Directories, and Guide to Business Facts. The Financial Group was responsible for the U. S. Mimeographed Publications List, and the Civic-Social Group issued the Basic List of Municipal Documents. Other titles not falling into these large divisions were the "Handbook of Commercial and Financial Services" with its supplement, the "Calendar of Business Statistics," and the "Tentative Subject Heading List for Financial Libraries," all sponsored by the Financial Group; the "Insurance Handbook," issued under the aegis of the Insurance Group. In addition, we have issued various membership leaflets and other promotion literature such as the "Bank Library," "Sources of Investment Information," etc.

This list automatically divides itself into two classes — one, tools intended primarily for special libraries; the other, those useful to special libraries but equally valuable to outsiders. The latter is the one that pays the bills, as witness the "Handbook of Commercial and Financial Services," of which 900 copies were sold at a profit of \$500, or about one-fourth of our profit for the five-year period.

With this brief survey as a background, what

of the future? The Publication Committee presents these suggestions:

1. All Local chapters that have not already done so to prepare copy for a directory.
2. All Local chapters consider preparing union lists covering their territory.
3. Group chairmen and Local presidents initiate publications needed by their Group. As you have seen, all groups are not equally well represented in our publications. Here are some suggestions of publications needed which lend themselves to work by individual locals and groups as well as co-operative effort.

1. List of membership lists of associations.
2. List of Proceedings of Associations and where they appear.

Union List of Services by localities.

Union List of Documents published as continuations.

List of magazines having:

- Information Departments
- Book Reviews
- Abstracts
- Indexes

Nothing which the Association can do is so important as its publications, for it is inevitably judged by its printed material. Therefore, locals and groups are urged to work in close cooperation with the Publication Committee, and to study the policy laid down by the Executive Board and printed in SPECIAL LIBRARIES for November 1931.

WAYS AND MEANS COMMITTEE

Ione Ely, Eleanor Cavanaugh, Angus Fletcher, and Florence Grant served on this Committee with Ruth Savord as Chairman. It has been in close touch with the President and Executive Board and has been alert in making plans and suggestions for increasing the Association's income. At this time it can only report progress and hope, as no definite result has as yet been achieved.

One thing that emerges from all these reports is the fact that the success of a committee depends and will always depend on the will-to-work of the members comprising it.