

Special Libraries

Vol. 7

NOVEMBER, 1916

No. 9

The Special Library and The Student of Business*

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The term "Special Library and the Student of Business" as I use it, refers to a library in a higher educational institution for scientific business training.

The collection of such a school is something of a cross between that of a college and that of a business. It is not academic, that is, it is not composed wholly of cultural literature; neither is it devoted solely to business. It is not a general collection as "general" is applied to public libraries, a number of volumes on every subject published. Nor is it highly specialized, devoted to a particular subject, like hundreds of libraries all over the country: libraries of accounting, banking, finance, foreign trade, statistics, for example. It is, rather, a combination made up of some academic works and of other works of all kinds covering nearly every branch of modern complex commercial life. In every true sense of the word it is a general business library.

The business school library is a comparatively new idea. Fifteen years ago business books were almost unthought of, but business methods are now being collected, systematized and committed to paper. The experience of hundreds of trained minds is in print, so that by judicious reading a business man may come to a general knowledge of all business and be a specialist in one line besides. By seeing what is being done in the College of Business Administration of Boston University, you may form a fair estimate of what collegiate institutions throughout the country are doing to make these writings available.

The development of business methods and commercial and industrial efficiency made college training in business administration a practicable thing; modern departmental organization has made it almost

necessary. The college must give, in connection with commercial training, enough of the cultural to widen the intellectual horizon of its students, and to introduce a broad, liberal element into the training of the business man. A college business course prepares generally for any business career and directly for accounting: business administration: advertising and selling: journalism: and commercial teaching.

A good business library in an educational institution should comprise a fair working collection on accounting, finance, banking, foreign trade, statistics, industries, law, insurance, marketing, journalism, business management,—including organization, efficiency salesmanship, advertising and other phases—together with the academic studies so necessary to the trained professional business man of to-day:—psychology, economics, English, history and foreign languages.

Such a library cannot, of course, limit its collection to books alone. It must include clippings, photographs, maps, periodicals, house organs, class literature, pamphlets, and state and national government publications. Material published by business houses and by public and private institutions may be used to advantage. Even advertising data has its value. Each of these aids and illustrative materials creates its individual problem as to best methods of cataloging and shelving—accessibility to students being the norm of judgment.

It would naturally be impossible to maintain as complete a collection on any one subject as could a special library collecting only one particular branch. At Boston University we do not collect so extensively reports, manuscripts and special pamphlets; although we endeavor to have enough of each to cover each subject. It is our aim to gather so far as possible, only those publications in business science necessary for a practical knowledge of modern business.

*Address delivered at the Annual Meeting of the Special Libraries Association, Asbury Park, June 30, 1916.

It will readily be seen that the functions and aims of the library are varied. A student must be shown how to make an intelligent use of all the library facilities. In secretarial courses lectures on library methods, especially for students of this subject, may be given. Some institutions have regular courses for all freshmen in bibliography. Such a course usually consists of individual instruction in the compiling of bibliographies; in cataloging, classification and library history. The very nature of the library collection makes such training invaluable. Many graduates become affiliated with large corporations maintaining special libraries of their own, and under these conditions knowledge of library methods become practically indispensable. Having become familiar with a general business library in school, students can adapt themselves more quickly to a special field of material. Professional business men need to understand bibliography and to know where to look for material just as much as lawyers require familiarity with the intricacies of the law case method.

In connection with the library many colleges successfully maintain a commercial museum. A good commercial museum should include exhibits of domestic industries; samples of raw material, partly finished and finished products, by-products and specimens. It should show methods of packing, photographs, charts, maps and other illustrative material. Boston University is to establish such a museum in the near future. Already we have several specimens and exhibits secured from the Panama Pacific Exposition. Usually, for reasons of economy, the library and museum are managed by one person. Models and specimens of every conceivable article in the world of commerce are exhibited; so that a student may study a process, or the evolution of some particular article and then step into the museum and see objectively just how that process or that evolution takes place.

Some educational institutions in this country have already established or are now establishing bureaus of business research in connection with their business schools. These are formed for the purpose of engaging in constructive research work. Results of investigations are published. Laboratory equipments are used for the development of scientific methods: facts are collected and analyzed. Each bureau makes an investigation of one particular phase of a certain industry. Usually not more than two investigations are undertaken simultaneously by a bureau. A business research bureau is separate from the library and the school but they work together to serve the convenience of the student. The business faculty has the administration of the bureau and the library has numerous ways of aiding and assisting the research people, even though the major portion of the in-

vestigating is not from books but from the collecting and interpreting of data, statistics and experience of business men.

Mr. A. W. Shaw has been for some time a staunch advocate of a national business research bureau, but up to the present time no definite action has been taken by the federal government regarding it. Even if the government should take up this work, this would not cause the college bureaus to cease operations, for their interests are purely scientific while those of the federal government would be practical and commercial.

As a business library serves each department of a business, so the business school library serves each department of the institution. As I have stated, the collection is not composed of books alone: it is a bureau of information and reference. Perhaps one of the most valuable means of ascertaining facts is through the different heads of departments, each a specialist in his particular line.

For instance, books on accounting are referred to the professor of accounting for his opinion; psychological works to the head of the department of psychology; journalism to the journalism professor and so on through the entire faculty. Card records of questions and answers, with their sources, should be kept. These may save annoyance and considerable time and labor should the question come up again; they serve, also, as a ready reference catalog on pertinent subjects.

The College of Business Administration requires actual business experience under supervision in addition to class room work for the degree. Day students must be employed during summer vacations and spend one year in supervised employment, before receiving the degree. Thus the College is enabled to place all its graduates. Evening students must be employed by day and submit reports concerning their work. This is given credit as a laboratory exercise.

Employers co-operate with the College in giving these students opportunity to secure the most valuable experience possible, and report regularly to the College on the progress made by the student. A Board of Guarantors, composed of prominent business men, advises in business courses and thus the College is brought into close contact with the active business interests of the city and country.

Since a business student becomes imbued with the business spirit while in school, his employer does not have to allow time for the veneer to wear off after commencement, as he does with so many academic college graduates. It will readily be seen then that the problems which the students are continually bringing to the Library to be solved are actual problems and not theoretical. The intricacies of modern commercial life present diverse problems, every one

of which requires special training to understand. So far we have not found it necessary to go outside of our own Library for reference although we appreciate very much the courtesy of the special librarians, members of this association, who have so kindly offered us the use of their libraries and collections.

I recall one instance of a student wishing to secure information regarding a certain type of letter which he was circularizing for his employer. He needed more definite information regarding costs, expense and distribution, both as to the individual letter and to the entire campaign. This matter could, of course, be ascertained by serious study. It did not require, however, special research, for, as our collection included a miniature chart showing proper distribution of expenses, overhead charges etc., the information was within a few moments placed at his disposal.

Innumerable calls are being made daily for every kind of information. The special library is proportionately more used than the general library and with better results. In forming the Library we have endeavored to keep in mind the need of the students for material of all kinds, covering an immensely wide range of subjects and demanding an unusually varied working collection. At the same time we endeavored to form a department which will require comparatively little work for maintenance, and which will at all times be convenient and accessible to the worker.

In the Library of the College of Business Administration our collection is closely classified, but the Dewey Decimal System is changed slightly so as to bring everything related to each course of study in the College under the subject heading. This does not necessitate, as a rule, any serious infraction of scientific library methods, but when it does we usually give it the benefit of the doubt and group according to library practice. Periodicals, pamphlets, books and indexes are, of course, easily made available to the constituency of the library. It is not always possible for a school of business to preserve its clippings in a uniform way due to the fact that they may be used for different purposes in different schools or in different courses of study. Cases for photos and maps generally solve the task of caring for these library auxiliaries.

Boston University practices a systematic differentiation in collecting, only useful books, those more urgently needed, being placed in the business department. We do not collect books promiscuously although we recognize that books which might cumber the shelves of one library may be of great value to another. Book selection is made with special reference to the actual existing needs of the users of the Library, judged from demand and the scope of the curriculum.

If it does not contain irrelevant matter

the busy student of business fully appreciates a progressive, even an aggressive bulletin board. Only current material is allowed to remain on our bulletin board: that is, library assignments for class reading, notices of articles of interest in current magazines, list of new books during two week periods. Special brief bibliographies are prepared by the Librarian and instructors in different courses and distributed to the students, who preserve them for future reference. The period of libraries as mere storehouses of books is past. This is the period of direct community service. While we endeavor to bring together the books and students, we cannot entirely displace, neither do we wish to displace, the personal element in research. The students are encouraged to bring their problems to the Librarian, who will tell them, not how to solve their problems, but where to look for information regarding their solution.

There has been so far little time in which to prepare extensive business bibliographies in the College. This past year, however, one of our graduate students has prepared an extensive accounting bibliography. It includes all accounting works published in this country, beginning with the first books brought from England in 1794 and published in the United States. From that date to the present time the accounting publications are arranged chronologically; by authors; and by subject headings. The bibliography has been a considerable undertaking, all Library of Congress cards on accounting having been utilized, large libraries in the East having been visited and correspondence carried on with various other libraries in the country.

The Association of Urban Universities, organized at Washington in November 1914, recognized that the peculiar problems of city colleges or universities could be most effectively met by combined action and interchange of experience and opinion. The general public is awakening to the value and necessity of expert knowledge, and the universities are realizing as never before their duty to train men and women for municipal, state and national positions. Boston University is carrying out this idea of co-operation between the College of Business Administration and the business interests of the City of Boston. And in this the business library plays an important part. We are always willing to prepare brief bibliographies and reference lists as well as to answer by letter specific questions of the business community. During the past year we have had the privilege of extending the use of our Library to representatives of commercial houses contemplating installing special libraries. While they would undoubtedly find much to interest and instruct in a library along the line of their special field, yet they may advantageously, we believe, inspect our facilities and administration.

With trade catalogs and commercial literature of permanent value it is well to include book catalogs of reliable firms which publish **technical or text books**. The new book shelf for the latest library additions brings to the students the latest works; there he can see for himself what the books contain without having to search the stacks. The students' interest is thereby stimulated and there is a constant demand on the Librarian for his judgment as to particular books. Many students wish to form a nucleus for their own private library and freely consult the Librarian as to the best books. With the aid of the catalogs it is possible to state the price of each book and the student may order through the College book store and obtain whatever he wishes at practically cost price.

Not the least in the results attained by the Library is the knowledge of the departments and bureaus of our federal government which the business student of today must know. Several of the College courses dwell at some length on the Department of Commerce and its Bureau of Foreign and Domestic Commerce as well as other national departments. Parallel with these class discussions the Library may be of very great service by showing the students the various publications of the United States and explaining the organization of its several departments. The business man needs to know more, possibly, regarding the Department of Commerce and the Bureau of Foreign and Domestic Commerce than the other departments.

The Library has these several publications and aims to acquaint each student thoroughly with them so that in business life they will be better able to take advantage of the opportunity offered by the

government for furthering the commercial interests of the United States.

Boston University has no centralized university library but has a wealth of departmental working libraries; on law: theology: medicine: cultural literature and business: besides numerous seminar and memorial collections. In this connection each library co-operates, so far as possible, with other departmental libraries. Each library also co-operates with libraries similar in material, for example: the business department with business libraries in the city; and the law library with the law interests.

A library in a city university naturally has its part to perform in realizing the new conception of the function of such a university, that it is to serve the people of the entire city. Boston University is a private institution and it is clearly the duty of its libraries to serve the university community first. Yet without interfering with its obligations to its immediate constituency, the Library of the College of Business Administration has many opportunities to serve the business community by compiling bibliographies and by supplying information which may be obtained from publications on file in the library or from specialists in the University faculty.

In late years the industrial development of the United States has been in many ways the most significant fact in its history, and the men responsible for this development were leaders and organizers of ability. Parallel with this development has come the development of the special library to meet the industrial needs of the country and although this movement is still in its infancy, the special library is recognized throughout the country as a necessary or even an indispensable adjunct to a successful business enterprise of any size.

An act of the Philippine Legislature, passed Feb. 4, 1916, consolidates under one administration the libraries of the Philippine Assembly, the Supreme Court, Bureaus of Justice and Science, and the very important Divisions of the Philippine Library, Filipiniana, American Circulating and Periodical, Public Documents, etc.

The purpose of the Legislature was to co-ordinate similar Government activities, and to advance along the lines of efficiency, by establishing, as provided further in the Act, a Legislative Reference Division, to take over and enlarge the duties formerly performed by the Law and Library Division of the Philippine Assembly. The progressive, remedial and corrective legislation which has been furthered and secured, in foreign countries, and in the several States

of the North American Union, through the efficient aid of Legislative Reference Bureaus, controlled the Philippine Legislature in the creation of this utility. They were not unmindful of the words of Prof. Freund, who speaking of American Legislatures cited them as "lacking permanency, being made up largely of inexperienced men, men who are compelled to attempt during one short legislative session to render expert judgment on a thousand bills involving a far greater number of intricate, complex, and technical subjects," and they felt that fundamentally, this statement had world-wide application. There is, however, no question of the zeal of the Philippine Legislature to meet local problems and solve them in the spirit of progress and it is to aid in this work that a Bureau of Legislative Reference has been created.

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Farm and real estate journal. monthly. Traer, Ia., C. Wood and son.

Farm finder. monthly. New York, A. Meyer, 127 E. 76th st.

Home. monthly. St. Louis, Home publishing co., 2807 Locust st.

Landlord and tenant. weekly. Worcester, Landlord and tenant publishing co., 646 Slater building.

Landman and trader. monthly. Des Moines, Landman company, Observation bldg.

National land bulletin. monthly. Houston, C. C. Buckingham, Foster bldg

National real estate journal. monthly. St. Paul, R. L. Polk and co., Endicott building.

New Jersey commerce and finance record and guide. weekly. Newark, Credit reporting co., 224 Market st.

News. semi-weekly. Norfolk, Norfolk news publishing co., 210 Arcade bldg.

Real estate bulletin and building news. monthly. Kansas City, H. A. Spencer.

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Record and guide. weekly. Boston, Register and guide co., 127 Federal st.

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*Not in Library of Congress.

Special Libraries

PUBLISHED BY THE
SPECIAL LIBRARIES ASSOCIATION

Monthly except July and August.

Editorial and Publication Office, Indiana Bureau of Legislative Information, Indianapolis, Ind.

Entered at the Postoffice at Indianapolis, Ind., as second-class matter

Subscription . . . \$2.00 a year (10 numbers)
Single copies 25 cents

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Municipal Reference Library, New York City

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DANA PARAGRAPHS.*

The fact is that few active Americans have ever learned how much help may lie for them in books and pamphlets and journals and maps and charts and diagrams, in the publications of societies and associations, in the directories of cities and towns, in the catalogues of manufacturing establishments. All this kind of material and much else the modern American public library is ready, as I have said, to purchase and classify and index if it but be moved to do so by the demands for it.

But then I noted that the vast majority of business men in the community, men in stores, factories, insurance and real estate offices, and the like; owners, operators, managers, promoters, public officials, agents, contractors, builders, foremen, bench workers, mechanics, etc.—I noted that most of these men of affairs never used the library or called on it only for novels and an occasional book of history, travel and the like.

*Extracts from Dana, John Cotton. Libraries—Addresses and Essays, published by the H. W. Wilson Co.

As I looked over the whole field of print the whole output of the printing press, I became more and more strongly impressed with the vast extent of the accurate statistical and expert information, gathered at a great expense of brains, diligence and money, and set down in print, which touches closely on all those activities which we loosely designate as "business."

To illustrate my point a little further: great manufacturing enterprises in this country have wasted vast sums in experiments and ventures which a careful student of the American and foreign literature of their subject would have told them to keep in their pocket books.

Truly, while libraries are thinking too little of being useful to business the man of business is thinking too little of the things he can find in print in his library.

The failure of the public library of forty years ago to address itself to all the community without distinction of wealth, social standing or education, and its failure, so far as it did so address itself, to find its advances welcomed and its advantages made use of, were due to two factors chiefly: the tendency of the librarian to think of his collections as rather for the learned than for the learner, and the tendency of the community at large to think of a collection of books as rather exclusively designed for those who had been reared to use them.

Select the best books, list them elaborately, save them forever—was the sum of the librarians' creed of yesterday. Tomorrow it must be, select a few of the best books and keep them, as before, but also, select from the vast flood of print the things your constituency will find helpful, make them available with a minimum of expense, and discard them as soon as their usefulness is past.

It is not suggested that libraries of this type of ten or even five years ago, public, proprietary, state, historical, could ever do the work which the enlightened industrialist of today asks of the special print-handling department he sets up in and for his own organization. But this seems evident enough from all that has been said, that the old type of library must modify itself in accordance with the new needs which the evolution of knowledge and the growth of print have created. Speaking of the free public library only—though what is true of this is true in a measure also of the college, university or historical library—it should try to master so much of the flood of print as is of importance to its community as a whole, and to those aspects of industrial life which are common to all men and women of affairs in its community.

In time the library is going to be of great importance in the world; but this importance will not be very fully shared in by libraries of the present prevailing type. We shall be obliged to change our scope and methods a good deal if we are to become usefully important or importantly useful.

The silence of the book and the invisibility of its handiwork, these are two of our great handicaps, not to be overcome either by talking ourselves or by listening to great speakers. In spite of them, however, it is perfectly obvious that the book—and the book in the new library nomenclature means print in any form—will soon be an important factor in every bit of the world's hand-

work. In time we shall become those veritable print-using animals which we librarians have long praised as the highest of created beings.

* * *

The printing press is pouring out a mighty stream of print. This stream is helping to turn the wheels of the machine shops of human activity. Conventional public libraries seem as tiny skiffs on this stream, and their occupants as almost solely concerned with the navigation of their respective skiffs. Or, if you prefer the figure, these libraries are as backwaters and eddies, turning flotsam and jetsam slowly round and round, with bits of treasure trove scattered here and there through the mass.

The System Used by the Library of the Retail Credit Company to Develop Employees

By Miss Rhea King, Librarian, Retail Credit Co
Atlanta, Ga.

In order to tell you the plan of operation used in our Company Library, I shall first have to tell you of the work of the Company itself in order that you may see the connection of the Library to the Company, and why it is a necessary part of the organization.

The Retail Credit Company is a national organization making inspection reports to the life insurance companies on individuals applying for insurance.

We are thoroughly organized in every state of the union and through our fourteen division offices, we serve practically all the life insurance companies and a large number of accident and casualty companies. We have one hundred and fifty salaried employees and between eighteen and twenty thousand representatives on a fee basis.

There is an enormous amount of detail involved in conducting this reporting business, and it is necessary that all employees be trained in business principles and ethics, and develop themselves both in the office and out of the office, in order that they will get satisfactory results in their work.

Our president, Mr. Cator Woolford, installed the Library as the best medium through which the employees could develop themselves, could have inspirational and educational information given them, and could improve themselves in handling their work.

The Library thinks entirely of the employee. We study each employee in the organization, beginning at the time he is actually employed. Every employee, regardless of age or position, is an active reader of the

Library books. He reads at least one book a month, and in most cases two.

We do not wait for the employee to come to the Library. The Library goes to him. We do not wait for the employee to follow up, in his own good time, any printed notice we may have sent him of the activities of the Library. We find out what he needs, what subject he should improve himself on, and then we find the book that will fit his needs and send it to him.

To explain our system to you, I will take up first our system of studying the employee and next take up the selection of books for the employee and the detail handling of the proposition.

For each employee we have the usual personal folder. This folder contains the application blank, the employment report, which is an investigation made on the applicant when we were considering him as a prospective employee. We have the Medical Examiner's report. Every employee has a physical examination made by our physical examiner, and has to be recommended by the examiner before he is taken on as an employee. Then we have a written diagnosis of that employee made by our Employment Manager.

More important still in studying the employee is the supervision given him by his Manager, who watches him carefully and from time to time makes a written report of the progress he is making and the adaptability he is showing for the line of work he is in.

From these papers the Librarian makes her study of the employee. We have a read-

er's card which is the uniform size, 3 x 5, and on this card we put down information gathered from the employment papers. In other words, we get a pen picture of the reader, showing his age, his characteristics, his ability, and any information that will assist in making the proper selection of books for him. Also on his reader's card, which is handled only by the Librarian, are listed the books sent the employee, so that the same book will not be selected twice.

The new employee is written a welcome letter, enrolling him on the Library. Certain pamphlets are sent, explaining the Library fully and giving a catalog of the books. It is explained that although one or two books will be sent him a month, he is at liberty to make any selection that he would like.

We make it understood that the Library reading and self development work connected with it are just as much the employee's duty as turning out a certain volume of daily work.

As explained before, we do not stop our part of the work here. We select the book which we think will fit the reader's needs, and send it to him. If the papers show that he is perhaps a little timid, we send a book of perhaps an inspirational nature, one that will put confidence into the reader. If the Manager's report shows that the employee is lacking in a systematic handling of his work, then we send him a book that deals with systematizing the day's work, or, if the employee is holding a fairly responsible position, we will send a book on scientific management, and so on through a long list of points of assistance to the employee. If we have not a book in the Library that will fit the particular needs, then the Librarian goes to the Public Library, or to the book-dealer, or to her regular sources for selection of books, and finds a book that will fit.

The reason of the selection of books for the employee, is in order to have the proper book given to the proper person in all cases; to fit the right book to the right person.

We might take for instance, the book "Learning to Earn" by John A. Lapp, and C. H. Mote, which is a book intended for the vocational counselor. The title of that book would be exceedingly attractive to any young employee. He would say, "here is the very book that will suit me. It will tell me how to earn more." The average young person has not the desire, or the past training to be able to master by himself such a subject and get encouraging results. Therefore, if he were to come into the Library and not be properly supervised by the Librarian, he would make a mistake in selecting that book.

Then, on the other hand, you take the man whom it was intended for, the Employment Manager for instance, the vocational counselor. He would come in, look over the book, and if he had seen no review of it,

would pass it by, would perhaps pick up a book such as "Increasing Human Efficiency in Business", which would better fit the younger employee than the man who has already attained some success.

But, when the Librarian has been trained in studying the readers, as well as the books, she would, without any lost motion, select and send the book, "Learning to Earn" to the vocational counselor, and "Increasing Human Efficiency in Business", to the younger reader. She would fit the proper book to the proper person without waiting for that person to come to the Library.

The result of this system is that the employee has a systematic course of reading sent him, one book following another in proper sequence, leading from the lighter reading to the more important and instructive reading until he is receiving subject matter that will be of actual daily assistance to him. It also enables the Library to be of service to every employee in the organization.

To discourage any tendency on the part of the employee to lay the book aside until it is time to return it, and return it unread, we have two comment cards. These two cards are sent with each book. One the reader returns to the Library after reading the book, and the other he retains for his personal use, if he wishes to. They both contain the questions: (1) What do you consider the most helpful ideas set out in this book? (2) Can you put any of them into practice? (3) If so, state briefly which ones. The card which he retains for himself bears the same questions, and, in addition, a space on which the Librarian makes some comment on the book she is sending to him, and perhaps calls his attention to any part of it that he might be particularly interested in.

When the employee returns the book he, at the same time, fills out and returns the comment card. This card serves two purposes to the Librarian. First, it is very often of assistance in selecting the next book for the employee. Second, it shows whether or not the book has been read, and gives the Librarian the employee's opinion of the book.

This card is also of much assistance to the employee, as in answering the questions he has to assemble his ideas of the book, and bring forcibly to his mind the points gained from the book.

We have one problem which perhaps not many of you have, and that is, we have to mail three-fourths of our books out by Parcel Post as we are scattered all over the United States. There are books mailed out each day, and the postage for our books averages about \$35 a month. It is looked on as a part of the regular system and is handled as such.

The books selected for our Library are selected from three bases. First, they must be business books, applicable to our busi-

ness policy. Second, they must be educational or instructive in their subject matter, whether on mental training, efficiency, scientific management, systematic handling of work, etc. Third, books teaching the reader how to live better, how to get more out of life, inspirational books.

The books are, of course, all accessioned, cataloged, and shelf listed. Dewey Decimal Classification and A. L. A. List of Subject Headings are in use.

We do not consider the book properly cataloged until a separate card has been made out listing the book according to the occupation that it should serve. That is, if the book would be of assistance to a manager, it is listed under the heading "Manager." If it would be of assistance to a file clerk, it is listed under that heading, and so on. I call this vocationalizing the books. That is, it has been decided and listed what occupation that book is to serve, and any notation is put on the card that will be of assistance in putting the book into the proper hands.

We very often take a book and will cut it up and make perhaps two or three books out of it, and even at that discard some of the chapters. To illustrate this point, we recently added the book of Sherwin Cody, entitled, "How to Deal With Human Nature in Business". After reviewing the book it was found that parts of it would be adaptable to some people and parts of it adaptable to others, while some chapters would be of no particular assistance in our line of work. The book was broken up and bound separately. The chapters dealing with the one subject, "How to Deal with Human Nature in Business", were bound as a separate book. The chapters on correspondence were bound as another book, and a typewritten fly-leaf attached explaining what work the chapters had been taken from. The rest of the book was discarded as it bore on subjects that

none of our particular employees would have need for.

In opposite manner, we will take several pamphlets on one subject, but of different sources, and bind them as one volume for circulation, thus bringing together all important material on a given subject.

It is, of course, necessary to collect all clippings, pamphlets, magazine articles, etc., that will be of use now, or later on. We have no particular problems to contend with in handling these, as our business does not call for, except in a small way, technical information.

We recently put in a new system which takes care of the employee who has been reading systematically for four or five years and is ready for books of a more varied subject matter. We worked up some good books of biography and also some books of travel and description of different sections of the United States, and books of general information. The purpose of this class of books was to obtain broadening and general information on people of note and on different sections of the country, or on current events. It follows up our main idea of continuous self-development. The former reading that the employee has done has enabled him to grasp the importance of these books. To supply the demand, in some instances we have had to work up lists of the standard books on subjects individuals were interested in and suggest that they get them at their Public Library.

The system used in our Library of studying the employee and fitting the book to him has proven to be a most satisfactory means for bringing the employees of the Division Offices and Independent Stations in closer touch with the Home Office and in keeping the Home Office in closer touch with the employee, besides being an influence that indirectly enhances the value of the employee to the Company.

News and Notes

The Merchants and Manufacturers Association of Milwaukee, Germania Bldg., Milwaukee, Wis, is collecting a library.

The Eastern Manufacturing Co., Bangor, Maine, has a service department which includes a collection of books. A descriptive article in Dodge Idea states that Jean Hoskins is in charge.

The William H. Luden Co., candy manufacturers, Reading, Pa., has a collection of books and periodicals available for library and home use by its employees. The number of the employees is 500.

The Commonwealth Fellowship Club of

the Commonwealth Steel Co., Granite City, Ill., has a library.

The Library of Congress is revising its mailing list of libraries receiving the Annual Report of the Librarian. Any library or institution not at present on the mailing list and having a definite need for or interest in the report, should communicate at once with the Librarian.

A meeting of Special Libraries Association, Eastern District, will be held at New Haven, on Friday and Saturday, December 8 and 9, 1916. A Provisional program is submitted as follows:

General subject of the meeting, "Co-ordination."

First session, Friday, at 4:30 P. M.

Paper to be read by Mr. G. W. Lee, entitled "Inventory of Information Resources," and discussed by the meeting, under the caption of "Present Ways and Means of Getting at Information and How they Can Be Improved."

Second session, Friday, at 8:00 P. M.

Shall we organize a library federation of New England? Discussion to be opened by Mr. Herbert O. Brigham, State Librarian of Rhode Island.

Third session, Saturday, at 11:00 A. M.

Work to be Done. Discussion of topics arising from previous sessions, looking to co-operation in working for the interests of the organizations represented at the meeting.

G. W. Lee, Councillor for Eastern District of Special Libraries Association.

H. O. Brigham, former Vice President, Special Libraries Association, and past President National Association of State Librarians.

H. C. Wellman, past President, American Library Association.

John G. Moulton, Secretary, Massachusetts Library Club.

Communications should be addressed to G. W. Lee, Librarian, Stone & Webster, 147 Milk Street, Boston.

The institution, known as the New York State Bureau of Municipal Information, is the first agency of its kind in the world. Many cities and some States have reference libraries and bureaus and research agencies, but none of these is doing the same kind of work as the New York State Bureau. Being directed by a council of five Mayors elected at the annual meeting of the official representatives of the cities in the State, it is controlled absolutely by the municipalities. It is also supported by the cities, with the sanction of the State.

Its policy and purpose are expressed in its slogan: "Not to reform, but to inform." By this the bureau does not mean that it is opposed to reform. It believes, however, that reformation in the administration of public affairs will come more quickly through knowledge, and that when it does come in this way it will last. The bureau does not advocate anything, nor does it recommend any person, firm, or thing. It gives as much information on both sides of a controversial subject as is available and can be obtained. Facts are its merchandise. It believes that policies and plans should be made by city officials and that the bureau should confine its activities to supplying the facts which cities may use in formulating correct plans according to their local conditions.

A lack of knowledge about the multitude of city problems, insufficient time to gather

and collate the information they need to solve these problems, and inadequate facilities to ascertain where the needed data can be obtained—these are rocks upon which the careers of many conscientious public officials go to pieces. Each official has to grope through a maze of perplexities and uncertainties in his efforts to solve intricate problems involving large public funds. Guesses constitute the foundation of many important decisions. Much needless and costly experimentation is being done, simply because a particular city department does not know that several other cities have already solved that particular problem.

A comprehensive study of New York cities made by the Conference of Mayors showed that there existed everywhere duplication of work, time and expense to obtain information about systems, costs, and results in other cities.

At the annual meeting of the New York State city officials last June it was resolved to bring order out of chaos. The experiment of operating on a co-operative plan a central clearing house of municipal information was therefore launched. The bureau was established in Albany, across the street from the Capitol and the State Education Building. The importance of this location will become apparent when the facilities and work of the bureau are better known.

A valuable relationship has been established with the State Library, located in the Education Building, so that this immense plant of information and the service of its staff are at the bureau's disposal at all times. It has also established a co-operative relationship with each municipal league in the thirty-five States which have them and with many other public and private agencies gathering and studying statistics about cities in America and Europe. Through newspaper clippings the bureau keeps in daily touch with each official, bureau, and department in all cities in the State. It is also in touch with firms which manufacture apparatus or products used by cities, or which offer expert service. It has on file the basic data about all cities in the State, such as charters, ordinances, budgets, annual and special reports, and various codes and regulations. These are kept up to date. While the Legislature is in session the bureau receives daily reports of all bills introduced and copies of all measures affecting cities. Its staff is in close touch with all State departments.

With these facilities the bureau renders its service to the fifty-seven cities in the State. Its chief function is to supply information about any municipal problem to any city official requesting it. During the winter this service was also extended to State officials. The number and variety of inquiries received have been astonishing.

Another duty is that of keeping cities informed about all legislation affecting

them. As soon as a bill has been introduced the bureau receives a copy. If it is general in character it is referred to the Legislative Committee of the Mayors' Conference, and later the bureau receives instructions from the committee what to do. If the bill affects only one or a few cities, notification is sent to the Mayors of these with a request for instructions.

The Director of the bureau, upon request, appears before any State department for any city.

As a result of this co-operative plan each city in the State is receiving a needed service which it could not possibly duplicate by individual effort or for the amount of money it pays.

[W. P. Capes, Director of State Bureau of Municipal Information, in New York Times.]

"Vertical File" is not an illuminating phrase: vertical—"a position perpendicular to the plane of the horizon;" file—"a collection of papers arranged according to date or subject for the sake of ready reference." And yet the vertical file in the form it takes in the Newark Library is said to be one of the most illuminating parts of that very illuminating library. This is the conclusion to be drawn from our examination of the latest publication in the Modern American Library Economy Series edited by John Cotton Dana, the Vertical File, by Margaret A. McVety and Mabel E. Colegrove.

This pamphlet describes in detail a system which is a marvel of exactness and simplicity for assembling, labeling, and keeping up-to-date a mass of printed information not to be found in books—of history in the making.

It has solved the problem for the restless spirit of to-day of how to keep up with and get ahead of the Times. The "Times" themselves are right there where you can put your finger on them!

It describes a semi-automatic method by which out-of-date material is successfully weeded out, to be destroyed, to be preserved temporarily, or to be preserved permanently.

The secret of the lure of the vertical file for the average man, is that it puts in his hand the moment he wishes it that theatre program that is always lost among his papers, that leaflet telling how to read the gas meter that is always missing when the gas bill comes, that pamphlet on mosquitos that tells how to exterminate the mosquito from the earth, and all those elusive bits of information which are always not in the place where you left them.

[The Newarker.]

This month the College of Business Administration of Boston University moved to its new location in one of the buildings late-

ly vacated by the Massachusetts Institute of Technology. Extensive alterations have made the plant meet more fully the demands made upon it, and the Library is in an especially advantageous position.

The greatly increased space in the new building will be utilized for the expansion of several departments. The Library of which Ralph L. Power is Librarian will house, in addition to the printed material, the museums of the College.

The Commercial Museum will hold the specimens of foreign countries, particularly South American countries. In addition to foreign products, newspapers and catalogues, a section will be devoted to American productions and commercial devices.

In the Advertising Museum exhibits of all kinds of publicity—newspapers, placards, circulars, etc.—will be collected. Special divisions will be devoted to various trades,—coal, lumber and wool among others.

The Library, a general reference library of business subjects, contains a varied collection of works on different branches of commerce; government publications and reference books. Business men and investigators, as well as the students, will have free access to the Library—a privilege which meets a vital need in Boston as there is at the present time no general business library available to the public. The Massachusetts State Library is primarily a legislative reference while the Public Library has no business branch. With a wealth of material in several hundred pamphlets which supplements the books the Library fully expects to be of real service to the business interests of Boston.

The Italian-American Information Exchange, with quarters at 203 Broadway, New York City, has been organized by Count Riccardo Gatteschi, who has the recommendation of the Italian Chamber of Commerce of New York. The purpose of the new company is to promote commercial relations between Italy and the United States. The exchange announces that it will act as an agency for commercial, industrial, financial, and legal matters. A letter from the Ministry of Agriculture, Industry and Commerce at Rome states that the agency has been recommended to all the chambers of commerce in Italy. [U. S. Commerce Reports, Je 7, 1916]

A confederation of the leading commercial and industrial associations in Argentina has been concluded, which will be known as the "Confederación Argentina del Comercio, de la Industria y de la Producción" (Argentine Confederation of Commercial, Industrial, and National Production Associations).

According to the original proposals sent to the various associations, the object of the federation is to secure a more concerted

action in the interests of commerce, industry, and national production, and in defending the same before the public powers, companies, or corporations, and to render its combined assistance, when necessary, to all measures affecting the general economy of the country.

The federation will study such national problems as those regarding a merchant marine and land transportation, custom-house laws, tariffs, and regulations; industrial and commercial legislation; organization and mobilization of credit; the development of the livestock industry, agriculture, and all phases of national production, commercial treaties, and all questions that may interest the various associations forming a part of the federation [U. S. Commerce Report, Je. 7, 1916]

No foreign chamber of commerce in New York City is working more efficiently for increased trade between the United States and its home country than the Swedish Chamber of Commerce of the United States. It was formed in 1907 as the Swedish Chamber of Commerce of New York, and the change of title was authorized on May 7, 1915, enabling the chamber to extend its work over the entire country. Its object, according to the certificate of incorporation, is: The fostering, facilitating, and protection of trade, commerce, and other relations between the Kingdom of Sweden and the United States of America for the interests of those employed in trade, business, or the professions within Sweden and the United States of America; to secure freedom from unjust and unlawful exactions; to secure and diffuse accurate and reliable information as to the standing of merchants and as to other matters of trade, business, financial, or professional interest in Sweden and in the United States of America; to settle differences between its members, and to promote an enlarged and friendly intercourse between the business and professional men of Sweden and the United States.

The directors for 1916 are: Messrs. C. Edward Billqvist, New York City; John Aspegren, New York City; H. G. Taube, Bloomfield, N. J.; A. P. Lundin, Long Island City; Hans Lagerlof, New York City; Charles K. Johansen, New York City; J. W. H. Hamilton, New York City; G. H. Lundbeck, New York City; J. G. Bergqvist, Glen Head, N. Y.; Charles S. Peterson, Chicago, Ill.; Andrew Chilberg, Seattle, Wash.; C. L. Eckman, Jamestown, N. Y.; J. P. Seeburg, Chicago, Ill.; Birger Rosentwist, Boston, Mass.; C. A. Okerlind, Jamestown, N. Y.; Frank Mossberg, Attleboro, Mass.; Albert

Brodén, Reading, Pa.; H. B. Heiden, Seattle, Wash. The general manager is Mr. John Lokranz.

Important work was done by this organization during 1915 in making sales or obtaining agents for the goods of each of the countries, respectively, among the people of the other, in investigating market opportunities, in furnishing commercial ratings for both countries, and giving information and advice on such subjects as imports and exports, tariff and transportation matters, and market conditions. Many firms and individuals have cooperated with excellent results.

The practical impossibility of Sweden's obtaining for its own consumption needed quantities of various commodities from the European market has turned the largest part of its import trade to the United States. Thousands of business men in both countries have taken advantage of these opportunities to increase their trade and have freely availed themselves of the chamber. This is shown by the fact that the chamber had more matters to act upon during 1915 than during the entire seven years preceding.

Close cooperation has always existed between the Swedish Chamber of Commerce of the United States and the New York district office of the Bureau of Foreign and Domestic Commerce, and this cooperation has produced valuable results.

The growth and influence of the chamber is well illustrated by the evolution of its monthly bulletin into a real trade paper. It is now known as the Swedish-American Trade Journal, and developed from a mere leaflet of a few years ago. Its aim has been to meet the needs of merchants in both countries with information and announcements of peculiar interest to its readers. It is printed partly in English and partly in Swedish.

During 1915 the chamber handled 1,270 trade and general inquiries, mercantile reports, etc. Figures for the past nine years show the growth in membership that has taken place. These were: In 1907, 133; 1908, 217; 1909, 273; 1910, 307; 1911, 302; 1912, 308; 1913, 281; 1914, 316; and 1915, 402. Of these 402 members, 242 were in Europe and 160 in this country.

The library of the chamber receives regularly the principal daily and commercial papers of Sweden, besides having on file *Commerce Reports* and other publications of the Bureau of Foreign and Domestic Commerce, and American trade papers.

The central office of the chamber is in the Produce Exchange Annex, New York City. Its officers announce that they will gladly mail sample copies of the official organ to interested manufacturers on application.— [U. S. Commerce Report, Apr. 4, 1916.]

Book Reviews

Straight America. By Frances A. Kellor. New York: The Macmillan Company. 50c. Straight American is one of the timely, pertinent and handy little volumes constituting a series devoted to the discussion of "Our National Problems"; its sub-title is "A Call to National Service", and it is dedicated to "The President-Elect of 1916." The volume is devoted to a discussion of American nationalism and the imminent danger of unassimilated heterogeneous foreign ingredients. Many candid and wholesome suggestions are preferred relative to the institution of more rational methods for the naturalization and geographical distribution of foreign immigrants. The book contains chapters on "The Native American", "American-Made Citizens" and "National Unity", and is an exceptionally well written and logical discussion of a social problem of outstanding importance.

Our America—The Elements of Civics. By John A. Lapp. Indianapolis: The Bobbs-Merrill Company. \$1.25. This volume is designed as a text book for instruction in civics in the elementary grades and the high school as well as a general source of information on civic questions for adult readers. The orthodox method of presentation has been abandoned and greater emphasis has been placed on the actual functioning processes of government than on its anatomical structure. The book is equipped with a considerable number of well selected illustrations. Each chapter is supplied with a series of "Questions for Investigation" and "Questions for Debate" as well as a carefully selected list of sources for further information. In the appendix is given an outline of the powers, and duties of federal, state and local officers. This book should be especially welcomed by progressive teachers who are ambitious to emphasize the vital processes of contemporary government.

The Literary History of Spanish America. By Alfred Coester. New York: The Macmillan Company. \$2.50. At a time when the people of the United States are experiencing an unusual revival of interest in the history, literature, civil, social and industrial life of the South and Central American Republics, this manual on the literary history of Spanish America is of exceptional value and importance. Dr. Coester's treatise is a complete survey of the literary history of Spanish America, enumerating and interpreting the social and political struggles by which this literature was inspired and determined. In its general plan, the work comprehends the literary productions of the colonial epoch, the struggle for freedom and the independent existence of the several republics. This plan works out admirably in the elucidation of the subject since "the con-

ditions of life during the colonial period, and the common aim of the different countries during the revolutionary epoch gave a certain similarity to their literary productions" and when freedom was won "each country pursued its own course in literature as in politics." In the execution of this plan, one chapter is devoted to the literary productions of the colonial epoch, embracing the period from the earliest beginnings of the Spanish conquests and colonization to about 1800; the revolutionary period extends from about 1800 to 1830; from the latter date, the literary history of each country is followed separately, and the work concludes with a chapter on "The Modernista Movement." The presentation of the subject is admirable. There is a good working bibliography and a satisfactory index.

The Creation of Wealth By J. H. Lockwood. Indianapolis: The Bobbs-Merrill Company. \$1.00. Mr. Lockwood's book, although concerned with economic questions, does not deal primarily with the ordinary subject-matter of works on the science of economics. It purports to deal with the analyses and application of modern efficiency methods, and in doing so emphasis is placed upon the palpable economic forces whose operation results in creating and increasing economic production. The treatise is avowedly an analysis of "the economic functions of the mind" and an assessment of "the productivity of the factor of mind." Manifestly it is a contribution, and a very useful and important one, to a new science, "intermediate between the modern laboratory psychology and the problems of economics," whose emergence was heralded but recently by Prof. Hugo Münsterberg. In the evolution of the science of economics, the factors of wealth have been consistently increased. The Mercantilists identified wealth and money; the Physiocrats added raw materials; Adam Smith and John Stuart Mill added the products of land, labor and capital, modern economics have enlarged the list by a somewhat dubious recognition of mental labor, the function of the entrepreneur, in direction and management, as a source of wealth; this treatise expands still further the category of economic factors by the addition of "idea-wealth" and shows that "many things which are not now considered by economists as factors of wealth must be so considered." Starting with a re-definition of wealth and capital, the treatise discusses "Expression", "Inventions and Discoveries" and "The Entrepreneur" and then takes up some of the more perplexing problems of modern industry including "Trusts and Special Privileges", "Socialism", the "Single Tax" and "Conservation." The work is clear, readable, informing and a distinct contribution to the science of modern industry.