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1977 ARMY LIBRARY INSTITUTE

9-13 MAY 1977

FORT BELVOIR, VIRGINIA

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A REPORT of the PROCEEDINGS

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6 1977 ARMY LIBRARY INSTITUTE,
9-13 MAY 1977. *A Report of the Proceedings.*

WAS DEVELOPED AND ORGANIZED BY

HEADQUARTERS, *(9) Final rept.,*

U. S. ARMY TRAINING AND DOCTRINE COMMAND,

FORT MONROE, VIRGINIA

11 Aug 77 12/65 p.

HOSTING INSTALLATION FOR TRADOC WAS THE

U. S. ARMY ENGINEER CENTER

FORT BELVOIR, VIRGINIA

10 Raymond Y. Yamachika
Thomas A. Gallant

This report of the proceedings was synthesized from tapes made during the Institute and from reports submitted by Session Reporters who are identified in the Institute's program. The report was compiled and edited by R. Y. Yamachika, Director, TRADOC Library Program and General Coordinator of the Institute, and Thomas A. Gallant, TRADOC Librarian Career Program Intern.

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INTRODUCTION

BACKGROUND

Over the past thirty years there have been great investments of material and manpower resources in meeting the library/information requirements of the Army community. The staggering range of information resources and services required to accomplish the Army's mission effectively and the personal requirements of its individual members grows each year. At the same time, it becomes increasingly difficult to fiscally support this requirement in an environment of austere funding and spiraling inflation.

Increased understanding of new techniques and technological advances, as well as more skilled and sensitive library management are imperative if Army libraries are to continue the essential supportive functions they provide at all levels in the Army structure.

The 1977 ARMY LIBRARY INSTITUTE was one of several initiatives to insure that personnel who provide library/information services to the Army community are prepared to meet the challenges facing them.

PURPOSE/CONTENT

The 1977 ARMY LIBRARY INSTITUTE was an intensive five-day program designed to synthesize certain key managerial as well as professional skills and knowledges that would help participants improve their own performance. Scheduled evening sessions permitted completion of this 52-hour Institute in a single week. In addition, participants were expected to complete certain pre-Institute readings and assignments.

The Institute was limited in content, allowing for a more in-depth coverage of specific subject areas. Emphasis was placed on systematic and practical approaches to managing, which were applicable across type-library lines (i.e Technical, Medical, Legal, School/Academic, and Morale Support Activity libraries). The Institute's structure provided library managers the maximum opportunity to take advantage of their own experience and that of their fellow participants. Participants had ample opportunity to exchange ideas about specific problem areas in their own library environment. The Institute related largely to those activities directly applicable to the librarian's situation back home. Institute materials were presented--through discussions, seminars and workshops--by resource personnel recognized for their knowledge in specific areas.

OBJECTIVES

While individual objectives varied from person to person, the following were the overall objectives for the Institute:

- To gain appreciation and awareness of current thinking in the functions of management, librarianship and information science.
- To encourage greater self-appraisal and self-development efforts.
- To explore some specific responsibilities of the library manager.
- To explore some new concepts about managerial/professional tasks which update or supplement former knowledge.
- To exchange ideas with librarians from various sections of the Army community.

FUNDING

Funding support was provided by the Office, Deputy Commanding General, The Adjutant General Center, Personal Environment Systems, Morale Support Directorate (\$3,000) and HQ FORSCOM, Personnel Services Division, Recreation Services Branch (\$1,000).

REGISTRATION

One hundred and fifty three (153) registrations were received for the Institute, representing nearly one-third of all librarian careerists registered world-wide in the Army Librarian Career Program. Registrants included participants from Alaska, Hawaii and Panama, as well as observers from the U.S. Army Europe and the U.S. Army Japan. A complete list of registrants is provided as Appendix A.

1977 ARMY LIBRARY INSTITUTE

3-13-77

Fort Belvoir, Virginia

THE PROGRAM

1977 ARMY LIBRARY INSTITUTE

9-13 May 1977

Fort Belvoir, Virginia

MONDAY, 9 May 1977:

0800 - 0900: REGISTRATION. Concourse
Sosa Recreation Center, Bldg 200
(Complimentary coffee and pastries
will be served.)

0900 - 0930: OPENING SESSION: Ballroom
Sosa Recreation Center, Bldg 200

Introduction of Presiding Officer.....Madge J. Busey
Installation Coordinator
1977 Army Library Institute
Fort Belvoir, VA

Convening of Institute.....Catherine L. Zealberg
1st Day Presiding Officer
Army War College
Carlisle Barracks, PA

Welcome Remarks.....MG J. A. Johnson
Commanding General
USA Engr Cen & Ft Belvoir
Fort Belvoir, VA

General Program Introduction.....R. Y. Yamachika
General Coordinator
1977 Army Library Institute
HQ TRADOC
Fort Monroe, VA

Introduction of Session 1.....Catherine L. Zealberg

0930 - 1045: SESSION 1: Ballroom
Sosa Recreation Center, Bldg 200

TOWARD COOPERATIVE ACTION: Facing Up to Changes.....Vernon E. Palmour
Private Consultant &
Senior Vice President
King Research, Inc.

"...To paraphrase an old adage, nothing is sure
except death, taxes, and change. Change will
occur whether we wish it or not. The only opera-
tive question is whether we participate actively
in this process by re-examining and redefining
our goals, and by creating institutions more re-
sponsive to the needs of society, or whether we
take refuge in inaction and hope for the best."
Tressaa

Ruth L. Tighe
Research Associate
National Commission on
Libraries and Information
Science

1045 - 1100: Coffee Break

1100 - 1215: SESSION 1 (Continued)

1215 - 1415: Lunch

1415 - 1530: SESSION 1 (Continued)

1530 - 1545: Coffee Break

1543 - 1700: SESSION 1 (Continued)

"TALL OAKS FROM LITTLE ACORNS GROW".....Barbara E. Stevens
Forum Leader
Sergeant Majors Academy
Fort Bliss, TX

Palmour in Study of US Army Libraries, v.1, Final Report, observes that "The Study found very little real cooperation taking place (among Army libraries)." Large scale, effective cooperative activities find their roots in small beginnings. This portion of the Institute is an open forum on those cooperative activities, small as they seem in relation to the national trend, which Army libraries can engage in now while long range, system-wide cooperative programs are under development.

1830 - 1930: Institute-wide Reception. Mount Vernon Room
MacKenzie Hall

1930 - 2200: Institute-wide Dinner/Program:

KEYNOTE SPEAKER.....Alphonse F. Trezza
Executive Director,
National Commission on
Libraries and Information
Science

"Everybody defines cooperation as: What can you do for me? That is not cooperation. Cooperation is: What can I do for you? And until we get this attitude in the minds of librarians, administrators, legislators, people who work for the Bureau of the Budget or any place else, it is never going to work..."

TUESDAY, 10 May 1977:

0800 - 0815: Ballroom, Sosa Recreation Center, Bldg 200

Introduction of Presiding Officer.....Catherine L. Zealberg

Administrative Announcements.....Glenna J. Piersall
2nd Day Presiding Officer
101st Airborne Division (Air Assault)
Fort Campbell, KY

0815 - 0945: SESSION 2:

PROCUREMENT OF LIBRARY MATERIALS: Taking on the
Challenge of an Old, Old Problem.....Una D. Huggins
Session Leader

Resource Persons:
TAGCEN, HQDA
Washington, DC

Sally Clements
Deputy for Materiel Acquisition
Office of the Secretary of the Army, I&L

Frederick Bierman
Assistant for Procurement Procedures
Office of the Secretary of the Army, I&L

Kenneth Bogie
Director of Procurement
General Services Administration
Federal Supply Service

Phillip H. Miller
Deputy Director, Procurement
Defense Supply Services
The Pentagon, MDW

Vivian Pearson
Chief, Purchasing Branch
Procurement Division
Fort Belvoir, VA

Esme Smith
Purchasing Agent for Libraries
Procurement Division
Fort Belvoir, VA

0945 - 1000: Coffee Break

1000 - 1200: SESSION 2 (Continued)

1200 - 1330: Lunch

1330 - 1630: MINI-SESSIONS: (Occurring simultaneously)

Mini-Session 1: Orientation & Briefing on Defense RDT&E On-Line System (At Defense Documentation Center, Cameron Station, Alexandria, VA) Staff, Defense Documentation Center

Mini-Session 2: Shared Cataloging: A Project Proposal (Ballroom, Sosa Recreation Center) JoAn I. Stolley
HQ TRADOC
Fort Monroe, VA

1630 - 1830: Dinner

1830 - 1945: SESSION 3: Ballroom, Sosa Recreation Center

ARMY LIBRARIAN CAREER PROGRAM: New Directions in Career Management.....Nellie B. Strickland
TAGCEN, HQDA
Washington, DC

(This session will include an up-date report by a representative from the Continuing Library Education Network and Exchange - CLENE. CLENE representative not named at press time.)

1945 - 2000: Coffee Break

2000 - 2200: SESSION 3 (Continued)

WEDNESDAY, 11 May 1977:

0800 - 0815: Ballroom, Sosa Recreation Center, Bldg 200

Introduction of Presiding Officer.....Glenna J. Piersall

Administrative Announcements.....Mary L. Shaffer
3rd Day Presiding Officer
The Army Library
The Pentagon
Washington, DC

0815 - 0945: 1st Meeting, Working Groups:

WORKING GROUP 1: Management Reporting.....Don Olson, Chairperson
Reading Room Fort Sam Houston, TX
Sosa Recreation Center

WORKING GROUP 2: Training Program for Library
Technicians.....Madge J. Busey, Chairperson
TV Room Fort Belvoir, VA
Sosa Recreation Center

WORKING GROUP 3: Cooperative Library Programs:
Shared Cataloging.....JoAn I. Stolley, Chairperson
Activity Room Fort Monroe, VA
Sosa Recreation Center

WORKING GROUP 4: Cooperative Library Programs:
Resource Sharing.....Joan M. Fredrickson, Chairperson
Concourse Fort Lee, VA
Sosa Recreation Center

WORKING GROUP 5: Cooperative Library Programs:
Procurement.....Dorothy A. Cross, Chairperson
Front Area, Ballroom Fort Bragg, NC
Sosa Recreation Center

WORKING GROUP 6: Revision of CPR 950-21, Army Civilian
Career Program for Librarians...Ingjerd O. Omdahl, Chairperson
Rear Area, Ballroom HQ DARCOM
Sosa Recreation Center Alexandria, VA

0945 - 1000: Coffee Break

1000 - 1200: SESSION 4: Ballroom, Sosa Recreation Center

FEDERAL LIBRARY COMMITTEE PROGRAM.....James P. Riley
Executive Director
Federal Library Committee (FLC)

Milton H. McGee
Ass't Network Coordinator, FLC

D. Lee Power
Program Analyst, FLC

1200 - 1300: Lunch (Institute Sandwich Bar Luncheon)

1300 - 1500: SESSION 4 (Continued)

1500 - 1515: Coffee Break

1515 - 1715: SESSION 5: Auditorium
Humphrey Hall, Engineer School

INTRODUCTION TO DATA BASES.....Sheryl Rosenthal
Mgr, Southeast Field Office
Systems Development Corp.

(The term "data base" is familiar to all librarians, even though many of them have no experience in using on-line data bases. This session will provide an overview of data bases covered by SDC Search Services as an example. On-line search demonstrations will be conducted and participants will have an opportunity for hands-on experience. Approximately 30 data bases will be on-line to the Institute for this session.)

(Wednesday evening is an open evening. Institute participants are encouraged to take advantage of the many cultural activities in the Washington, D.C. area.)

THURSDAY, 12 May 1977:

0800 - 0815: Auditorium, Humphrey Hall, Engineer School

Introduction of Presiding Officer.....Mary L. Shaffer

Administrative Announcements.....Donna K. Griffitts
4th Day Presiding Officer
Office of the Surgeon General
Washington, DC

0815 - 0930: SESSION 6:

ZERO-BASE PLANNING AND BUDGETING.....Charles C. Buik
University Consultants
Georgetown University
Washington, DC

Conducted in the context of adult learning,
the workshop will consist of lectures, small
and full group exercises and case study analysis.

Robert Leuthy
Partner, University Consultants

0930 - 0945: Coffee Break

0945 - 1200: SESSION 6 (Continued)

1200 - 1330: Lunch

1330 - 1445: SESSION 6 (Continued)

1445 - 1500: Coffee Break

1500 - 1630: SESSION 6 (Continued)

1630 - 1830: Dinner

1830 - : 2nd Meeting, Working Groups:

WORKING GROUP 1: Management Reporting
Children's Room, 1st Floor
Van Noy Library

WORKING GROUP 2: Training Program for Library
Technicians
Military Room, 2nd Floor
Van Noy Library

WORKING GROUP 3: Cooperative Library Programs:
Shared Cataloging
Business Section, 2nd Floor
Van Noy Library

WORKING GROUP 4: Cooperative Library Programs:
Resource Sharing
Periodical Reading Area, 2nd Floor
Van Noy Library

WORKING GROUP 5: Cooperative Library Programs:
Procurement
Reading Area, 1st Floor
Van Noy Library

WORKING GROUP 6: Revision of CPR 950-21, Army Civilian
Career Program for Librarians
General Reference Area, 2nd Floor
Van Noy Library

Institute Standing Committees will also meet this
evening. Chairpersons will contact members to
advise them of place and time of meetings.

FRIDAY, 13 May 1977:

0800 - 0815: Ballroom, Sosa Recreation Center

Introduction of Presiding Officer.....Donna K. Griffitts
Administrative Announcements.....Egon A. Weiss
5th Day Presiding Officer
U.S. Military Academy
West Point, N.Y.

0815 - 0945: SESSION 7: Ballroom, Sosa Recreation Center

MICROGRAPHICS IN LIBRARIES.....Bill Doudnikoff
President
DATAFLOW Systems, Inc.
Bethesda, MD
State-of-the-art review constructed largely
in response to questions posed by Army librarians.

0945 - 1000: Coffee Break

1000 - 1100: SESSION 7 (Continued)

1100 - 1200: SESSION 7 (Continued)

MICROGRAPHIC ACTIVITIES IN THE ARMY.....Nellie B. Strickland
Session Leader

Resource Person:

Captain Jeanne Hamilton, USA
Chief of Plans and Programs
Micrographics Management Branch
TAGCEN
Washington, DC

1200 - 1330: Lunch

1330 - 1530: Closing Session:

Working Group Reports:

Working Group 1.....Don Olson, Chairperson
Working Group 2.....Madge J. Busey, Chairperson
Working Group 3.....JoAn I. Stolley, Chairperson
Working Group 4.....Joan M. Fredrickson, Chairperson
Working Group 5.....Dorothy A. Cross, Chairperson
Working Group 6.....Ingjerd O. Omdahl, Chairperson

Committee Reports:

Proceeding Committee.....Natalie E. Kothe, Chairperson
USA Engineer Topographic Lab
Fort Belvoir, VA
Steering Committee.....R. Y. Yamachika, Chairperson
Recommendations Committee.....Louise Nyce, Chairperson
HQ FORSCOM
Fort McPherson, GA

Closing Remarks.....Nellie B. Strickland

Adjourning of Institute.....Egon A. Weiss

COMMITTEES

STEERING COMMITTEE

Raymond Y. YAMACHIKA, Chairperson & General
Institute Coordinator
Madge J. PUSEY, Installation Coordinator
Louise NYC
Ingjerd O. OMDAHL
Nellie B. STRICKLAND

REGISTRATION COMMITTEE

*Lois J. CAREY, Chairperson
Emma M. BRAUND
James D. CHESTNUT
James C. DORSEY
Thomas A. GALLANT
Gloria A. KIEHNAU
Rosemary C. MARLOWE
Belinda J. PUGH

ARRANGEMENTS COMMITTEE

Madge J. BUSEY, Chairperson
James D. CHESTNUT
James C. DORSEY
Thomas A. GALLANT
Rosemary C. MARLOWE
Belinda J. PUGH

PROCEEDINGS COMMITTEE

Natalie E. KOTHE, Chairperson
James C. DORSEY
Thomas A. GALLANT
Larry D. HOBBS
Dolores C. OSTRACO
Session Reporters

RECOMMENDATIONS COMMITTEE

Louise NYC, Chairperson
Concetta R. ANACLERIO
Marion M. BERNDT
Donna K. GRIFFITTS
Natalie E. KOTHE
Don OLSON
Ingjerd O. OMDAHL
Mary L. SHAFFER
Barbara E. STEVENS
Raymond Y. YAMACHIKA
Catherine L. ZEALBERG

* - As noted in the Institute announcement, Ms Dorothy A. Redmond, US Army Engineer School, was the Chairperson, Registration Committee. We regret to announce that Ms Redmond passed away on 26 April 1977. Ms Lois J. Carey assumed responsibilities of the committee.

Session Reporters:

Rose E. AKERS
Linda L. ANDERSON
Stephen J. BALANDA
Louise C. BARRY
Richard D. BOYCE
Eva M. CATHEY
A. Virginia CHANEY
Barbara S. CHRISTINE
Palmer P. CLARK
John P. COOK
Maude C. DOWTIN
Mary L. DURKIN
Kathryn L. EARNEST
Barbara T. EVERIDGE
Betty K. FRY
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Ann R. GRILLA
Marina GRINER
Marcia W. HAMPTON
Margaret F. HARDIN
Pauline C. HARVAN
Malinda M. JOHNSON
Susanne F. KUENY
Ruth M. LAPOINTE
Kay D. LIVINGSTON
Marie N. LUSK
Catherine H. MCLAUGHLIN
Eula I. MALLERY
Mildred Mc. MORRIS
Isabelle MUDD
Marian O. NANCE
Margaret H. NOVINGER
H. Annette RAY
Gwendolyn L. REDD
Patricia A. REEVES
Amelia K. SEFTON
Samuel R. SHERWOOD
Juanita W. TAYLOR
Arlene S. TIBAYAN
Dorothy C. TOMPKINS
Dan W. VIERGEVER
Lillian M. WALSH
Josephine E. WEAVER
Janice L. WESTON
Marcia J. WHIPPLE
Autha S. WILLIAMS
Guy W. WILSON
Mary H. WOOTEN

NOTE TO ALL INSTITUTE PARTICIPANTS:

The entire proceedings of this Institute, including formal presentations, questions asked from the floor, and open forum discussions, will be recorded to assist in preparing a written record of the proceedings. Participation in the proceedings constitutes consent to the recording.

STAFF JUDGE ADVOCATE, HQ TRADOC

SESSION REPORTS

OPENING SESSION. Monday, 9 May 1977.

Madge J. Busey, Installation Coordinator, introduced the First Day Presiding Officer, Catherine L. Zealberg, Army War College, who convened the Institute.

Major General J. A. Johnson, Commander, U.S. Army Engineer Center and Fort Belvoir, welcomed the participants to Fort Belvoir. His remarks presaged the feeling of community interest and endeavor that persisted throughout the Institute.

Raymond Y. Yamachika, Institute Coordinator, introduced the week's program and urged participants to use the Institute as a time to look ahead--to look for New Directions. He noted that the participatory framework of the Institute was designed to offer each participant an excellent chance to make constructive contributions to Army librarianship. He also pointed out that the intention of the Steering Committee was to generate the spirit of cooperation among Army librarians, so the Institute would help us put the Army library community in a better position to reach some difficult goals set for Army librarianship over the next few years.

SESSION 1. TOWARD COOPERATIVE ACTION: Facing Up to Changes. Monday, 9 May 1977.

Ruth L. Tighe and Vernon E. Palmour addressed the morning's topic.

Ms. Tighe, who worked with the New England Library Information Network (NELINET) on the shared cataloging project and is currently a Research Associate with the National Commission on Libraries and Information Science, began her presentation by noting that "cooperation is an attitude and process whose time has come." She identified four factors as provocative stimuli for cooperation: the information explosion; a shift in the perception of what constitutes information, with current emphasis on immediate access and a broadened interpretation of the media form; the development of new technology as demonstrated in telecommunications advances; budget restraints. She noted that libraries have arrived at a point where they have few options. One is to stay where they are or retreat--buying fewer materials, offering fewer services. This seems clearly unacceptable. The second is cooperation--libraries doing together what they can no longer afford to do alone. Developing this theme, Ms. Tighe discussed various patterns of cooperation, as well as their potential possibilities and problems. For example, networking is an exciting prospect with some attendant pro-

blems. She left a clear message--cooperative activities are developing apace with spectacular advances in computer and communications technology. There are pitfalls to cooperation and networking, yet past experiences have clearly demonstrated that the concepts work and that wide-scale acceptance of them is tantamount to future survival. In her closing remarks, Ms. Tighe noted that although the profession is at a point where problems seem overwhelming, they can be solved if we are willing to try new ideas. In her words, "I can't think of a better field to be in, or a better time to be there..." This outlook promises that the profession will grow and not falter. She suggested Army librarians likewise embrace it.

Vernon E. Palmour, Private Consultant and Senior Vice President, King Research, Inc., gave a brief review of the Study of Army Libraries completed in Jul 1976, including its genesis, methodology, findings and recommendations. The study noted many problems, including poor personnel attitudes, little incentive for networking, lack of defined channels for resource sharing, complex command structures inhibiting group activity, poor communications, uncooperative procurement offices, staff shortages, inadequate space, lack of uniform standards and the low visibility of libraries in the Army structure. Among the recommendations, which elicited great interest from the participants, was the consolidation of all libraries into a single system at each installation and/or centralizing common library functions. Another was the establishment of a central, coordinating office at the DA level to create policies and regulations and to guide an overall Army library program. Without this, efforts to create a viable library/information service for the Army community will be doomed to mediocrity or failure.

During the early afternoon session, the floor was opened to questions and comments from Institute members. Many expressed grave concern about the scant interest shown, at the DA level, in working toward implementing study recommendations.

Palmour continued the session, using statistics involving rising costs for library materials and services; this clearly made cooperation among libraries a more appealing idea.

The final portion of Session 1 was led by Barbara E. Stevens, USA Sergeants Major Academy. This portion of the program offered participating librarians an opportunity to share their experiences in cooperative activities. The intent was to provide some examples of ongoing cooperative efforts in which other Army libraries may be able to participate while long range, system-wide cooperative programs are under development. Among those who contributed to this session were: Egon Weiss, US Military Academy, who described the regional consortia

in which the USMA is an active partner; Don Olsen, Fort Sam Houston, TX, who explained the MARCIVE cataloging service, which has proven valuable for his library system; and Barbara T. Everidge, HQ TRADOC, who explained the Serials Inventory File being developed for command-wide sharing of periodical resources.

INSTITUTE WIDE RECEPTION AND DINNER PROGRAM. Monday, 9 May 1977.

The Institute-wide reception and dinner program were held Monday evening at the Fort Belvoir Officers' Club. It afforded participants an opportunity to meet each other and discuss the day's activities. Equally important, it served as the prelude to a riveting keynote address delivered by Alphonse F. Trezza. (Because of the great demand for copies of his speech, Mr. Trezza's keynote address is included as Appendix B.)

As Executive Director of the National Commission on Libraries and Information Science, Mr. Trezza felt duty-bound to frankly delineate what he considered to be the problems and attitudes inimical to improved, progressive library services.

The first portion of his address reviewed the Commission's history, including its long struggle to remain an independent agency able to speak its own mind. He emphasized the emerging national network, relating its development to his considerable experience in building the Illinois Library Network (ILLINET). To allay one of the more common fears of networking, he made it perfectly clear that the national network and the agency responsible for managing it "will not be authorized to tell an individual library, or a state, how to spend its money in terms of staffing, procurement, or budget allocations. Those three elements are the basic elements of 'local' autonomy. When people say they don't want to participate in library systems or library cooperation because they don't want to endanger their autonomy, immediately ask them to define autonomy, and what it is they are afraid of losing. Local autonomy is made up of those three basic elements I just mentioned and nothing more."

In outlining the Commission's objectives, the theme of cooperating to achieve national goals of "library and information service adequate to the needs of the people in the United States"¹ surfaced repeatedly.

¹Public Law 93-568, 93rd Congress, S.J. Res. 40, December 31, 1974.

If the Army is to have library and information services adequate to its needs, it must join this national resolve. Isolationism is anathema to responsible librarianship; the Army must first collectively develop a system assuring maximum utilization of its own resources by implementing cooperative and resource sharing programs.

These same themes were germane to Mr. Trezza's remarks about the situation in Army libraries: "You have the same mix (of libraries) that we do outside. If it's possible for us to get all those kinds of libraries in one network outside, why isn't it possible to do it with you? What is so impossible about the basic recommendation in the Army study, which says the Army is fraught with duplication and many weaknesses it can only overcome with leadership, concerted effort and an effective, central coordinating agency or office? It does not - and I read that report carefully - say this office has any line authority over anybody. It doesn't say that it will hurt the autonomy of library A, or B, or C. It doesn't say any such thing. It simply says you have to have an office to provide the leadership for coordination and cooperation. What are you afraid of? Why two 'nonconcurrences?' I heard the explanations for one of them today, and believe me, I didn't think a single one was valid. It was based on fear, based on myth, based on refusal to take a chance and participate. And that's nonsense. My challenge to you librarians as a whole is don't let that report die."

Those remarks were lucid, irrefutable presentation of the main stumbling blocks to effective Army library development. Mr. Trezza's outline of various technological aids to cooperation served to accentuate the message.

Mr. Trezza concluded his remarks by noting that he was "very much looking forward to having the Army participate in a national network as a full partner," an invitation the Army can scarcely ignore.

SESSION 2. PROCUREMENT OF LIBRARY MATERIALS: Taking on the Challenge of an Old, Old Problem. Tuesday, 10 May 1977.

Glenna Piersall, Fort Campbell, KY, who served as the Second Day Presiding Officer, introduced Session Leader, Una D. Huggins, TAGCEN, HQDA. Resource persons included Frederick Bierman, Assistant for Procurement Procedures, Office of the Secretary of the Army, I&L; Kenneth Bogie, Director of Procurement, General Services Administration, Federal Supply Service, Boston; Phillip H. Miller, Deputy Director, Procurement, Defense Supply Services, The Pentagon, MDW; Vivian Pearson and Esme Smith, Procurement Division, Fort Belvoir.

Mr. Bierman synthesized the importance of the Armed Services Procurement Regulation (ASPR) established by the Secretary of Defense, and its relation to the Army Procurement Program (APP), which establishes policies for the Department of the Army. Updating the APP is done through the DA Cir 715-2 series of Procurement Information Letters (PIL), which can be implemented within 24 hours.

Mr. Bogie described the three Federal Supply Catalogs (FSC), 76-1 - 76-3, which deal with procurement of library materials. He emphasized that some of the problems associated with using the schedules stem from the finance and procurement officers' concern with budgetary and statutory requirements, and competitive bids, while the librarians' chief concern, understandably, is almost always contract performance. This problem is seldom resolved because contract officers do not always know if a contractor is performing adequately; users of the schedule, such as librarians, often fail to document non-performance on which contract officers can take corrective action.

Mr. Miller spoke on basic purchase procedures, and emphasized imprest funds and blanket purchase agreements (BPA). He agreed that because libraries buy a high volume at a low unit-cost, purchasing and contracting officers pay little attention to library needs and problems. He stated that BPA was an expeditious method of acquiring library materials, but hastened to point out there were constraints applied by APP. Imprest funds were desirable and could be used to procure items not authorized under BPA.

Ms. Pearson added to Mr. Miller's discussions of BPA, then explained sole source purchases in detail, stressing the need for strong written justification of such purchases. Ms. Smith elaborated on advance payments and other problems confronting installation-level procurement officers responsible for library procurement.

Following the formal presentation, the floor was opened to questions and comments, which were numerous. Questions dealt with such problems as the publication timetable for GSA schedules, maximum order limits, subscription services, deposit accounts, documentation of poor vendor performance, recourse for problems with procurement agents, etc.

Mr. Bierman willingly provided specific contacts and telephone numbers of key personnel within the DOD and DA procurement community who could provide additional information on a number of questions raised during the open session. This was extremely helpful to participants.

Mr. Weiss, US Military Academy, West Point, remarked that library procurement problems are discussed year after year, yet only token solu-

tions result from these discussions. Agreeing with this observation, Mr. Miller suggested that perhaps one possible solution to this perennial problem would be to add library procurement to the basic course for procurement officers, taught at Fort Lee. This would serve to expose future procurement officers to library procurement problems and offer an excellent learning opportunity in the procurement of high volume, low unit-cost items generally. Representing the Secretary of the Army, Mr. Bierman noted that his office would support such a curriculum addition because of the peculiar nature of library procurement and its attendant problems.

SESSION 3. ARMY LIBRARIAN CAREER PROGRAM: New Directions in Career Management. Tuesday, 10 May 1977.

Nellie B. Strickland, Functional Chief's Representative, Army Librarian Career Program, TAGCEN, HQDA, conducted Session 3 on Tuesday evening.

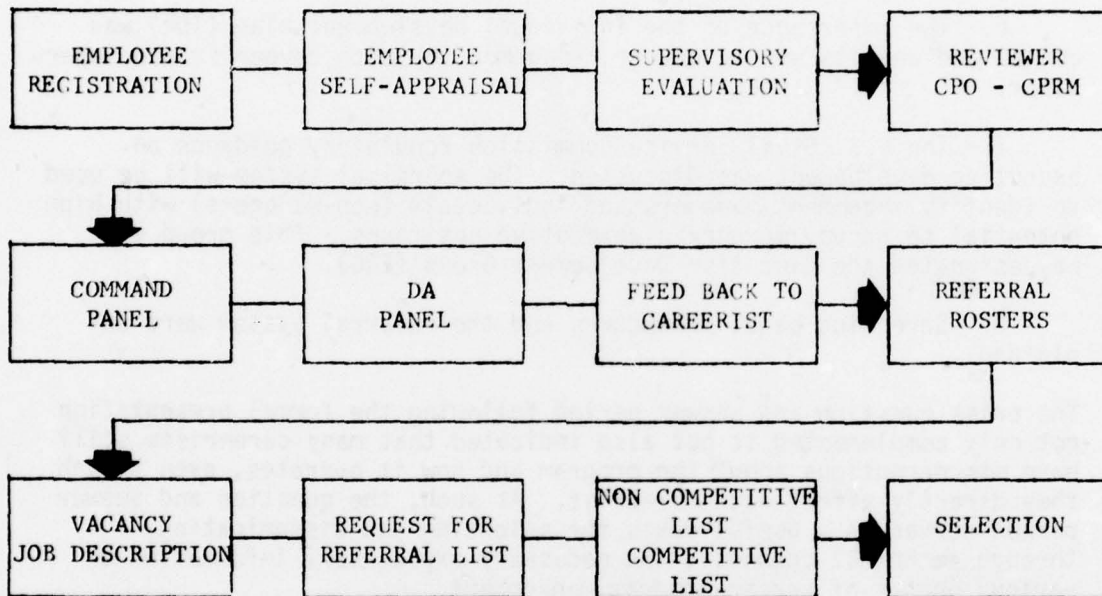
Dr. Elizabeth Stone, Professor of Library and Information Science, Catholic University, and Executive Director, Continuing Library Education Network and Exchange (CLENE), gave an update on CLENE. She emphasized that the thrust of CLENE's activities was to develop continuing education programs for all levels of personnel--librarian, technical information specialist, paraprofessional, clerk and trustee. She noted that CLENE evolved as a result of a National Commission on Libraries and Information Science study recognizing the librarian's urgent need for continuing education programs and the need to link these programs as they developed. CLENE is a unique concept--a special service and resource facility that makes continuing education opportunities available to the entire library and information science profession in a way that has never been done before. It develops and promotes a coordinated, intensive continuing education program throughout the profession.

CLENE's goals include such activities as:

1. A model for profession-wide recognition system for continuing education.
2. Home study programs with study groups.
3. Traveling workshops.
4. Models for the evaluation of programs.
5. Consulting services.
6. Program reviews.
7. A model for assessment.

Mr. Neil Lerch, Chief, Team 1, Civilian Career Management Field Agency,

HQDA, discussed the goals and aims of the career programs in general. The discussion included a clear explanation of the general appraisal-screening-referral system operating in all Army-wide career programs:



The major portion of this session dealt with the new Librarian Qualification Appraisal and Career Plan. This document is expected to provide more effective and accurate appraisal as well as improved career planning. The following are some highlights of the presentation:

1. Qualification elements for career appraisal will include technical qualification elements, general qualification elements (work planning and requirements, written communication, etc.), and supervision/management elements.
2. An A, B, C, D, E, & N rating system will be used to measure how well the careerist is qualified to perform when measured against the standard of skills, knowledges, and abilities described.
3. Referral and rating levels, mobility and career assignments, and lateral assignments were also discussed.
4. Careerists were prepared for a possible change in referral

status when replying not available (RNA) or declining definite offers (DDO) after expressing interest in certain locations. The exact nature of this change has not been determined.

5. Policy on PCS moves, priority assignments and overseas positions was also discussed.

6. The importance of the individual development plan (IDP) was emphasized and its use in career management by both careerist and supervisor.

7. The U.S. Civil Service Commission regulatory guidance on executive development was discussed. The appraisal system will be used to identify incumbent managers and individuals (non-managers) with high potential to occupy managerial/executive positions. This group will be designated the Executive Development Group (EDG).

8. Screening panel procedures and the referral system were explained.

The brisk question and answer period following the formal presentation not only complemented it but also indicated that many careerists still have misconceptions about the program and how it operates, even though they directly affect each careerist. As such, the question and answer period serves as a useful basis for selecting and disseminating, through technical channels, the necessary explanatory information on various phases of career program management.

SESSION 4. FEDERAL LIBRARY COMMITTEE PROGRAM. Wednesday, 11 May 1977.

Mary L. Shaffer, Director, The Army Library, The Pentagon, presided over session 4 of the Institute. James P. Riley, Executive Director, Federal Library Committee (FLC), opened the session with an update on FLC activities, concentrating on contracted projects underway. These included:

1. Preparation of a guide on the use of minicomputers.
2. An investigation into the feasibility of creating a federal data base from Ohio College Library Center (OCLC) retrospective tapes of federal library records, machine readable cataloging (MARC) records, and other general purpose federal data bases.
3. A contract with OCLC to assist in extending Telepak communication lines.

4. An FLC network planning project.
5. A statistical survey on automation efforts of federal libraries in the D.C. area.
6. A contract for the preparation of revised classification and qualification standards for librarians to coincide with the 1977 Civil Service Commission (CSC) review. When the commission changed priorities delaying the review until 1978, the nature of the study was altered to identify changing dimensions in the field of federal library service. FLC will fund another study in 1978 to work with the National Commission on a review of standards. Mr. Riley urged librarians to have their local agencies inform the National Commission that the review is a priority matter in order to prevent postponement beyond 1978.

Members of the Federal Library Committee addressed other committee activities. Joseph B. Ford, Assistant Network Programmer, presented a well-researched paper tracing the development of the Federal Library Information Network (FEDLINK). It provided valuable background for the presentation which followed. Milton H. McGee, Assistant Network Coordinator, gave some background on the use of OCLC by federal libraries, especially discussing the procedures involved in applying for membership in FEDLINK and going on-line with the OCLC data base. Some time was spent on the services provided by OCLC and some of its emerging subsystems, e.g., interlibrary loan, serials, acquisitions. He also described the Federal Library Committee/Library of Congress/Government Printing Office cooperative project involving the cataloging of GPO documents for input to the OCLC data base and the related Cornell University project to catalog GPO serials. D. Lee Power, Program Analyst, devoted some time to library automation in general and to information retrieval systems allowing direct access by the patron as well as the librarian. He described Stanford University's BALLOTS system, emphasizing those features distinguishing it from OCLC, its possible use by FEDLINK members, and the possibility of interconnecting such "competing" systems.

The impact of Federal Library Committee activities on Army libraries was clearly outlined by the presentations. The importance and value of this session was reflected in the lively participant response of questions and comments posed when the floor was opened to discussion.

SESSION 5. INTRODUCTION TO DATA BASES. Wednesday, 11 May 1977.

The fifth session of the Army Library Institute was held on Wednesday afternoon, 11 May, in the auditorium of Humphrey Hall, Engineer School.

Sheryl Rosenthal, District Manager, Systems Development Corporation (SDC), presented this session concerning on-line information retrieval technology--... it operates, management's decisions in its usage, and its problems.

Using SDC as an example, she highlighted the impact of on-line information retrieval services on library operations. Various types of information available on-line to libraries and their users, costs, economies and service benefits were described. Much of the presentation addressed the planning required to start such services, the required training of staff and the need to develop promotional programs on the use of on-line services. She emphatically noted that "librarians were not replaced, but productivity increased by using on-line search services..."

The 32 data bases currently available through SDC services were on-line to the Institute for demonstration purposes. Technical difficulties prevented the cathode ray tube simulation demonstration; but, a back-up printout system was on-line and available for demonstration purposes.

SESSION 6. ZERO-BASE PLANNING AND BUDGETING. Thursday, 12 May 1977.

Donna K. Griffiths, Office of the Surgeon General, HQDA, acted as the Fourth Day Presiding Officer. She introduced Charles C. Buik, Partner, University Consultants, and his associate, Robert Leuthy. Both conducted the full-day workshop on Zero-Base Planning and Budgeting.

This segment of the Institute was divided into four working sessions consisting of an introductory lecture, question-and-answer periods, and large and small group exercises. Institute participants were requested to prepare for this workshop by reading a special edition of A Workbook for Zero-Base Planning and Budgeting, written by Mr. Buik.

In his introductory presentation, Mr. Buik noted that Zero-Base Budgeting (ZBB) is a constantly-developing management system, from which a budget is derived. The lecture was a lucid presentation of the process and steps involved in zero-base budgeting.

He pointed out that the recently issued Office of Management and Budget Bulletin 77-9, puts emphasis on ZBB as a management tool. The OMB bulletin on ZBB emphasizes:

1. Involving managers at all levels in the budgeting process.

2. Justifying new programs and why old programs are needed.
3. Focusing justification and evaluation on programs where money will be most effective.
4. Establishing at all levels of management objectives against which performance can be measured. (Objectives must be measurable.)
5. Finding alternative methods of doing business and making consolidations for a better return on money.
6. Analyzing alternative methods and probable effects.
7. Providing creditable rationale.

The group exercises dealt with the actual preparation of a budget using the zero-base technique. Two large groups were formed and further divided into smaller working units based on the type of libraries represented. Each unit prepared a Decision Package of a discrete activity. These smaller units reported back to the larger group for the "ranking" process vital to the evolution of a zero-base budget.

The decision packages prepared by the working groups will be critiqued by Mr. Buik and his associates for later return to each participant. This is an effort to further extend the learning process of the session.

SESSION 7. MICROGRAPHICS IN LIBRARIES. Friday, 13 May 1977.

Egon A. Weiss, U.S. Military Academy, presided over the final day of the Institute. He introduced Bill Doudnikoff, both President, Data-flow Systems Inc. and a consultant in information services and systems, who began Session 7.

Mr. Doudnikoff presented a state-of-the-art review in response to questions posed by Army librarians. He first described the various types of microform currently available, including microfilm, microfiche, ultrafiche, microcards, aperture cards, and computer output microfilm (COM). The discussion included a detailed account of reduction ratios and types of film. This was followed by a discussion of testing, selecting, using and performing required maintenance on equipment. Part of the presentation was devoted to critiquing not only sources and review sources of information available in microform, but microform equipment as well. Mr. Doudnikoff supported the librar-

ians contention that a major problem deterring wider use of micro-graphics is the unavailability of a good, inexpensive portable reader. In fact the industry has been slow to deal with this problem, which is of particular concern to librarians. A few acceptable portable readers were mentioned for the benefit of participants.

The final portion of Session 7 was led by Nellie B. Strickland, with resource person, Captain Jeanne Hamilton, USA, Chief of Plans and Programs, Micrographics Management Branch, TAGCEN, HQDA. Captain Hamilton addressed the topic, "Micrographic Activities in the Army."

She used a slide presentation to describe the scope and responsibilities of the Micrographics Management Branch, which develops policies and controls, authorizes major procurement actions, and provides quality assurance programs by testing hardware. Although the branch is in a position to identify and recommend equipment meeting specific micrographic requirements, she noted that some assistance is available at the local level, usually in the Records Management Branch, which is normally assigned the responsibilities for micrographics management. Project IMPACT, designed to convert Army publications into microfiche, was mentioned. Completion of Phase 1 proved IMPACT's feasibility, but no time frame was given for Phase 2, the actual production of microfiche.

The question and answer period brought out a number of problems librarians face in micrographics management at the operating level. The nature of the questions clearly indicated that any revision of AR 340-22 will require greater coordination between the Micrographics Management Branch and libraries in order to correct some problems the regulation unnecessarily inflicts on libraries. It was suggested that libraries should perhaps be exempt from the regulation, which Captain Hamilton noted would not be precedent-setting.

RECOMMENDATIONS

RECOMMENDATIONS COMMITTEE REPORT

The following recommendations were submitted to the Institute and accepted by acclamation.

Members of the 1977 Army Library Institute, held on 9-13 May 1977, at Fort Belvoir, Virginia, recommend:

1. THAT on behalf of Institute participants, HQDA express appreciation for an excellent Institute and suggest HQ TRADOC be commended.
2. THAT HQ TRADOC initiate letters of appreciation to the hosting installation, guest speakers, and support personnel.
3. THAT a Long-Range Planning Committee be established for the Institute to insure continuity of management and technical training provided by the Institute, and to provide coordination of future Institutes.
4. THAT TAGCEN, HQDA, request HQ FORSCOM to develop and host the 1978 Army Library Institute.
5. THAT the Institute report of proceedings and adopted recommendations be forwarded by HQ TRADOC to TAGCEN, HQDA, and that information copies be furnished to MACOM and HQ agencies, and to all participants.
6. THAT the recommendations of the Study of Army Libraries, July 1976, be implemented for the benefit of those commands and agencies desiring to participate in cooperative activities.
7. THAT an official joint MACOM/HQ Agency committee be formed to develop cooperative projects and programs.
8. THAT Institute Working Groups submit a quarterly progress report to the hosting MACOM (TRADOC) for distribution as appropriate.
9. THAT procurement of library materials be added to the basic training course for procurement officers as suggested by the Assistant for Procurement Procedures, Deputy for Materiel Acquisitions, Office of the Secretary of the Army, I&L.
10. THAT the Office of the Deputy for Materiel Acquisitions, Office of the Secretary of the Army, I&L, issue a Procurement Instruction Letter (PIL) on the specialized procurement requirements for library materials to procurement officers Army-wide.

11. THAT the Library Division, Morale Support Directorate, Personal Environment Systems, TAGCEN, HQDA, request exemption from AR 340-22 for all formally organized Army libraries.

12. THAT, for information purposes, all Army libraries receive distribution of current publications issued from the Library Division, Morale Support Directorate, Personal Environment Systems, TAGCEN, HQDA, including the monthly clothbound book procurement lists and "Other Items of Interest."

WORKING GROUP REPORTS

Report of WORKING GROUP 1: MANAGEMENT REPORTING

Session 1 - Wednesday, 11 May 1977.

1. Don Olsen, Chairperson, opened the session by stating that the sessions we will hold this week will probably be only a beginning in developing any management reporting techniques for Army libraries. We may come up with some recommendations before the end of the Institute but our job will probably require much telephoning among those of us in the group throughout the year.
2. Dr. Frank L. Schick and Nick Osso from the National Center for Educational Statistics, Department of Health, Education and Welfare, discussed the revision of the 1972 Survey of Federal Libraries.
3. James P. Riley and D. Lee Power from the Federal Library Committee described the part they have played in the Survey and in developing the questionnaire.
4. They passed out a draft questionnaire, which will be sent to us through command channels for completion.
5. It was suggested that the type of statistics to be collected for this Federal Library Survey should be essentially the same as those we should attempt to keep in the Army.
6. At this first meeting, no substantial progress was made concerning identifying the kinds of statistics to keep.

Session 2 - Thursday, 12 May 1977.

1. Don Olsen, Chairperson, opened the session with a discussion of the types of statistics that we are presently keeping. Librarians in FORSCOM keep statistics on an ongoing basis and report the data collected to higher headquarters periodically.
2. One group member from an academic library indicated that TRADOC is developing a system of statistics for them to follow. They will be receiving guidance in utilizing this system.
3. Group members from technical libraries representing DARCOM and OCE indicated that the only statistics they keep are for their internal use. They have not been directed to submit data to higher headquarters. This showed that all of us are maintaining some kinds of internal statistics for our own use even though we are not reporting data collected to

higher headquarters.

4. Some ne mentioned the purposes for keeping statistics and the response was that one primary purpose for keeping them is to support manpower requirements. We need to be able to show actual performance rather than our ability to perform. Another question was raised as to what use is made of statistics at the headquarters level. The answer indicated that the use of the statistics is twofold:

a. The user figure (door count) is used for cost performance standards and budget purposes.

b. The statistics all together are used as input for the Federal Library Survey.

5. Various specific questions were raised:

a. How do we measure services?

b. What type of statistics can be kept on users once they enter the library?

c. What part of my collection is being used?

d. What percentage of the total number in my organization do the users represent? (In answer to this question it was suggested that a survey could be developed to collect such data.)

6. A discussion followed concerning the types of statistics we should keep. An example of a meaningful statistic is one that would show reference service completed as well as that uncompleted. This finding could include the number of sources outside the library consulted and the number of times this outside consultation occurred. Data of this type could aid in the library's acquisitions program.

7. The group decided we would break into five subgroups to work on the following questions:

a. What statistics do we need to keep at the local level?

b. What statistics do we need to submit to higher headquarters?

c. What data is to be collected on a continuing basis?

d. What data is best collected using a sampling technique?

e. What statistics should be kept that will support manpower

requirements?

All group members selected various subgroups to participate in, and all indicated willingness to communicate with each other throughout the year.

8. Working Group 1 decided to make a formal recommendation to the Institute concerning the criteria to be used in data collection:

a. Data collection should be held to a minimum, and no statistics should be collected without a clear and definite purpose.

b. No statistic should be collected on an ongoing basis if the projected need could be served by sampling at the time when the specific need arises. (Cost considerations in collecting statistics should be a factor in the decision.)

c. All library statistics should relate as directly as possible to measurement of library services.

d. The use of library statistics for comparative purposes is most legitimate when planning for better performance is the objective.

9. It was decided by all group members that at this time no library or command should be identified that would have the overall responsibility for collection and dissemination of the data from all reporting libraries. At the Institute next year, Group 1 will meet again and develop some answers to the questions we have posed to ourselves this year.

Respectfully submitted,

KATHERINE A. HAYES/s/
Recorder

Report of WORKING GROUP 2: TRAINING PROGRAM FOR LIBRARY TECHNICIANS

Session 1 - Wednesday, 11 May 1977.

Mrs. Madge Busey, Chairperson, opened the first meeting with a short discussion of the tentative goals for this working group:

- a. To determine training needs of library paraprofessional staff at all levels.
- b. To review currently available structured training in relation to needs identified.
- c. To develop training programs and the means for making them available to all.

Dr. Ronald W. Spangenberg of the U.S. Army Training Development Institute, outlined the steps to be taken to develop a meaningful training program for library paraprofessionals. First task is to establish that there is a valid need for a training program. Then determine what tasks would require training. The most effective tool to establish these is a well-constructed survey. On the basis of survey results a training program can be constructed to meet training needs either by a working group such as this or by contracting out. Dr. Spangenberg stated that contracting out is usually the easiest method. However, he emphasized the necessity for carefully monitoring contracts to get results wanted and for doing validation testing before acceptance. Dr. Spangenberg said he would be willing to serve in an advisory capacity if the working group made the decision to go ahead with a training project.

Since no time remained for discussion, Mrs. Busey asked members to think about the group objectives proposed at the beginning of this session and the large amount of work involved to accomplish them as outlined by Dr. Spangenberg. Each person was asked to come to Session 2 ready to discuss whether such a project was necessary and if this group should undertake it.

Session 2 - Thursday, 12 May 1977.

Mrs. Busey opened the meeting by outlining briefly the objectives laid down at the first meeting and the size of the task involved. She then invited discussion by the group, which decided unanimously:

- a. That a program of paraprofessional training is badly needed.
- b. That such a program should be standardized.

c. That the training program would cover elementary (beginning Library Aid) levels and progress through to highly technical (i.e. to Library Technician, GS-1410-09) levels to relate to upward mobility programs.

d. That training courses should be packaged, self-paced programs with provision for testing.

e. That a credit system be evolved with the program.

It was decided that this group should undertake the task of developing such a program and should roughly follow Dr. Spangenberg's outline. Two years was set as a reasonable time frame with a goal of having results of two surveys to report at the 1978 Army Library Institute:

a. Tasks for which training programs are to be developed and at what levels.

b. Availability of already packaged programs, and an evaluation of them in terms of military libraries training needs.

Three working subgroups were established. Subgroup 1 will survey availability of self-paced training programs and evaluate them. Subgroup 2 will survey training needs. Subgroup 3 will compile tasks to meet performance requirements at various levels of responsibility. Members of the teams are as follows:

Working Subgroup 1: D. Louise MacLean and Catherine L. Zealberg, Co-Chairpersons. Members: Arlene S. Tibayan, Samuel R. Sherwood, Eva M. Cathey, Ann R. Grilla, Eula I. Mallery, Isabelle Mudd, Frank M. London.

Working Subgroup 2: Donna K. Griffiths, Chairperson. Members: Madge J. Busey, Ruth S. Janssen, Duane E. Williamson, Dolores M. Anguiano, Joyce C. Watlington, Maxine M. Ellis, Edna M. Snyder, Margaret F. Hardin, Joan E. Price.

Working Subgroup 3: Carol K. Norton and James D. Chestnut, Co-Chairpersons. Members: Amelia K. Sefton.

Additional members may be added to these groups at the chairpersons' discretion.

MARGARET F. HARDIN
Recorder

Report of WORKING GROUP 3: COOPERATIVE LIBRARY PROGRAMS - SHARED CATALOGING

I. GENERAL

A. Working Group 3 recognizes:

1. That in today's environment of both manpower and fiscal constraints, cooperative efforts in the area of shared cataloging are becoming a necessity for Army libraries; and
2. The importance of the Army Study as an impetus to cooperative activities among all Army libraries.

B. With these assumptions, this Working Group submits, for endorsement by members of the 1977 Army Library Institute, the following broad objectives and tasking assignments in the area of shared cataloging.

II. OBJECTIVES

A. Encourage the establishment of this Working Group as a core of a permanent advisory group to the larger Army library community for the purpose of representing that community to other DOD, outside federal, and civilian agencies in matters concerning Army activities in the area of shared cataloging; and, appointment of a representative from the Working Group to act as a liaison with the Federal Library Committee.

B. Until development of an inclusive Army network system, encourage individual Army libraries to join and use the services provided by the larger established network systems such as FEDLINK, SOLINET, AMIGOS, NELINET, INCOLSA, PALINET, etc. within their respective geographic area.

C. Promote the education of Army library personnel in the concepts and use of shared cataloging systems for Army libraries.

III. TASKS

A. The following are specific task areas recommended for implementation by Working Group 3 to accomplish outlined objectives:

1. Develop public relations packets, newsletters, educa-

tional bulletins, bibliographies, etc., for the purposes of promoting education in the area of shared cataloging and disseminate such materials throughout the Army library community. (Task Chairperson: Mary J. Weiss, AV 581-5431)

2. Perform a state-of-the-art review in the area of shared cataloging and networking in relation to Army libraries. Such a review would include:

- a. Survey all federal libraries by region or state.
- b. Survey all existing networks within these regions and states.
- c. Compare existing networks with libraries in need of hook-up to networks.
- d. List all Army libraries where no network exists.
- e. Make a feasibility study of the possibility of hook-up by piggyback to an on-line cataloging system or network. (Task Chairpersons: Autha S. Williams, AV 927-5563 and Lee W. Porter AV 459-3188)

3. Appoint Ruth E. Hodge as liaison contact with the Federal Library Committee.

4. Evaluate the TRADOC SCARS model for applicability to the larger Army library community. (Task Chairperson: JoAn Stolley, AV 680-3977)

5. Encourage active participation and regular correspondence among all members of the Working Group over the coming year period.

Respectfully submitted,

JoAn I. STOLLEY/s/

Report of WORKING GROUP 4: COOPERATIVE LIBRARY PROGRAM - RESOURCE SHARING

Working Group 4 addressed a wide gamut of cooperative activities which might be implemented immediately without significant manpower and materials cost. From the two major meetings held, the following programs evolved, telescoping original ideas down to a workable plan packet.

Following the overwhelming trend of the entire Institute, Group 4 deeply regretted the currently dormant status of the Study of Army Libraries, and pledged to actively support its revival. In the interim, the Group specifically will promote the implementation of the Study recommendations addressing library cooperative programs.

Major Projects:

1. Compilation and initial dissemination of an Interlibrary Loan Profile package which will expedite ILL actions among Army libraries, regardless of genre. The Group, using as a model the library profile questionnaire devised by the University of New Mexico, made on-the-spot additions, deletions and revisions which adapted the form to Army requirements, trimming down requirements for much statistical input in order to make the questionnaire less formidable. Ms. Mary N. Wooten will send a resulting draft to each member of the Group, at which time further refinements may be made. The final draft will then be disseminated through commands to all Army libraries. The Group strongly felt that participation in the profile program must be voluntary and individually entered into, and with the understanding that input will reflect a given library's willingness to lend materials as stipulated. The initial project will be the responsibility of Group 4, including dissemination of the questionnaire, compilation of resulting profiles, and dissemination of the package to all participating libraries in the form of individual pages to be utilized in a loose-leaf format.

2. Promotion of voluntary participation on the part of individual Army libraries, regardless of genre, in the TRALINET project. The TRADOC Library Information Network invites any Army library to input its periodical holdings into the data base, with the understanding that it thereby pledges to lend such materials. The Group again urged that participation be voluntary, and that promotion of participation be directed to individual libraries rather than through command structure, so that each library may individually elect to take advantage of TRALINET's interlibrary loan potential. One excellent vehicle of promotion was thought to be the Clothbound Book Kit and Other Items of Interest publication currently disseminated to

Morale Support libraries by DA TAGO. This idea led to the following action:

Recommendation: The Group submitted to the Recommendation Committee, which presented to the Institute for formal adoption, the following: That the Clothbound Book Kit List and Other Items of Interest, currently disseminated to Morale Support Libraries, be distributed to all Army libraries, regardless of genre, in the interest of sharing valuable professional information, to include sharing tips and leads, and in order to aid those libraries located near Morale Support Libraries in precluding needless duplication of Morale Support kit distribution titles.

Group Newsletter: In order to retain the close cooperative ties established during the Institute-based Group meetings, and to sustain the enthusiasm and interest of the participating members, the Group un-animously agreed that a newsletter would be valuable. Mr. Lyle W. Minter volunteered to edit such a flyer at regular intervals, utilizing input supplied by the total Group members. The initial newsletter will be scheduled for mid-July.

Note: Ms. Joan M. Fredrickson was unable to attend the Institute. In her place as Chairperson of Group 4, Ms. Barbara E. Stevens pre-sided. Ms. Barbara T. Everidge accepted the role of Group Recorder.

Submitted by,

BARBARA E. STEVENS

Report of WORKING GROUP 6: REVISION OF CPR 950-21, ARMY CIVILIAN CAREER PROGRAM FOR LIBRARIANS

1. Members of Working Group first met the morning of 11 May in the rear area of the Ballroom, Sosa Recreation Center. Ms. Omdahl, the Chairperson, described the need for a revision of CPR 950-21, Army Civilian Career Program for Librarians. This CPR was developed at the beginning of the Army-wide Librarian Career Program (LCP) in 1966. During the past ten years much practical experience has been gained in career development, registration, and referral. Changes in the basic policy as reflected by CPR 950-21 are necessary if the purpose of the LCP is to be accomplished. Ms. Omdahl emphasized that all changes must be in consonance with CPR 950-1, Career Management: Basic Policies and Requirements which is also being revised. Ms. Strickland, Functional Chief's Representative, Army Librarian Career Program, has final functional responsibility for the revision of CPR 950-21.

2. Core members of the Working Group were given the following subchapter revision assignments:

- Subchapter 1: General Provisions - Egon Weiss
- Subchapter 2: The Career Field - Glenna Piersall
- Subchapter 3: Training & Development - Margaret Murphy
- Subchapter 4: Registration & Referral - Bernard Strong
- Appendix A: Master Training Plan for Librarians - Concetta Anaclerio
- Appendix -: (New) SKAP - Nellie Strickland

3. Core members were also given the following suspense dates by Ms. Omdahl:

- 1 Dec 77: Draft copies of each revised Subchapter and Appendix are due in Ms. Omdahl's office.
- 1 Feb 78: Ms. Omdahl will finish her review of each draft copy and return to Core Member for final revision.
- 1 Apr 78: Final revised copy is due in Ms. Omdahl's office.
- 30 May 78: Complete revision of CPR 950-21 due in Ms. Strickland's office.

4. The members of the Working Group were asked to consider whether:

- a. An outline of the new revisions should be prepared.
- b. The format of the CPR should be revised.
- c. A listing of additions, deletions, and changes is necessary.
- d. New career patterns need to be developed.

Some editing changes were suggested, and then a discussion ensued on certain specific aspects of the Army Librarian Career Program.

5. A second meeting of the Working Group was held at 1830 hours on 12 May in the general reference area of the Van Noy Library. There were further discussions and amplifications of the instructions received. The Staff Librarians at HQ FORSCOM, TRADOC and DARCOM were asked to submit their respective Command's Intern Training Plans to Ms. Anaclerio.

6. On Friday afternoon, 13 May, Ms. Omdahl delivered the Report of Working Group 6 to those attending the 1977 Army Library Institute.

Submitted by,

Concetta R. ANACLERIO
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APPENDIX



APPENDIX A

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KEYNOTE ADDRESS - 1977 Army Library Institute, 9-13 May 1977

Delivered by Alphonse F. Trezza, Executive Director, National Commission on Libraries and Information Science.

Thank you very much. It's a real pleasure to be here this evening and to have this opportunity to talk with all of you about libraries, information services, and their directions. When I was first asked to come and speak, I had planned to come just for the evening meal and give my speech. But, the more I talked with Ray and Gene about the program and looked at it, I thought it might be much more useful to spend the day with you, so I'd have some sense of what it is you're trying to do.¹ I had read the Army Study, and had some feelings about it, but I thought it would be a lot more useful to actually come listen to some of your discussions and hear your reactions to it today. I'm glad I did; it was the right decision to make. Tonight, I will divide my talk to you in two parts. First, I'm going to talk about the National Commission, what we are, what we're doing, and what's new on the national scene--in a brief way, give you some idea of what's going on. Then I'll talk about how Army libraries might, or should, interface with it, and then talk a little bit about your problems as I see them. I'll be very frank with you. Those of you who know me, know I am always frank. I will frankly state my opinions and you can ignore them, or pay attention to them. That's up to you. But, I would be less than honest if I did not tell you what I think. I think that's why I was asked to be here. I'm not going to disappoint you. I'm not going to be controversial for the sake of controversy. Don't get me wrong. It's just that I don't want anyone to feel hurt when I make some of my statements, which might not please everyone.

As you know, we live in a world of constant change. In a world of change, we're never going to be absolutely happy or satisfied with what goes on. We have to learn to take life as it comes, roll with the punches, and not be supersensitive. I tell my staff, for example, if you have thin skin don't come work for me, because we cannot afford to really move ahead unless you can participate in a give and take situation, unless you believe in what you're doing. You will not move

¹The reference to Ray and Gene refer to Raymond Y. Yamachika, Director, TRADOC Library Program, who served as Institute Coordinator, and Vernon E. Palmour, Private Consultant and Senior Vice President, King Research, Inc., who served as the primary consultant, Study of Army Libraries, which was completed in July 1976.

APPENDIX B

ahead if you're going to be sensitive to every little nuance, criticism, or comment. You've got to take criticism as being constructive and meaningful and build on it. Those things you really don't appreciate, you ignore. Those things you think have a seed of constructive criticism, you listen to. That's the basis on which I'd like to start.

The National Commission on Libraries and Information Science came into being as an independent, permanent federal agency in 1970. It was preceded by the Advisory Commission on Libraries, which was established by executive order of President Johnson, in 1966. That two-year advisory commission tried to discern what the library information problems in the country were and to recommend possible solutions to Congress and the Administration. During those two years they held hearings and conducted some studies. The studies were published in a book called Libraries at Large, published by Bowker in 1969. That book contains the Commission's report, which isn't very long. One of its recommendations was that a permanent commission on libraries and information science be established. That report was given to the Administration and the Congress. Bills were immediately introduced in both Houses. After a year or so, the bill eventually worked its way to President Nixon's desk. His Administration was basically opposed to establishing the Commission, especially its independent status. They suggested it become part of the Office of Education. The reason the profession fought so hard for its independence became very obvious a year or two later. The Commission bill was finally enacted and signed into law July 20, 1970, and President Nixon completed his first Commission appointments a year later. There are 15 Commissioners. One, the Librarian of Congress, is ex-officio--held by virtue of his position; the other 14 are appointed by the President and confirmed by the Senate. Five commissioners must be either librarians or information specialists; one must be especially versed in technology; eight are people from all walks of life. Commissioners may be educators, professionals, library trustees, or people in business and government.

In the early 70's, the Administration decided to eliminate categorical programs, including all federal library programs which had been in operation, some since 1956--the Library Services and Construction Act, Elementary, Secondary Education Act Title II, the Higher Education Act Title II. The Office of Education's Office of Library and Learning Resources, which is under the Administration, could do nothing publicly except support their policy. Knowing this decision was professionally wrong and that they looked ridiculous, the Office staff could in no way oppose it. The independent National Commission, however, responsible to Congress as well as the President, could take a public stance on such a policy issue whether it agreed with the Administration's view or not. The Commission supported continuation

and strengthening of these important library programs. It could never have done that if it were an executive agency; that's why its independent role is so important. The Commission speaks for the public and the profession to the Congress and the Administration. That's a unique role and that's why it's an important commission.

So the Commission came into being. What is it supposed to do? The law begins by establishing this brief statement of national policy: 'Congress hereby affirms that library and information services adequate to meet the needs of the people in the United States, are essential to achieve national goals, and to utilize most effectively the Nation's educational resources, and that the Federal Government will cooperate with State and local governments and public and private agencies in assuring optimum provision of such services.' Some key phrases in that statement include 'are essential to achieve national goals,' and that the 'federal government will cooperate with state and local governments and public and private agencies in assuring optimum provisions of such services.' It doesn't say minimum, it says optimum provision of services. It's a very strong statement. The law further states that the Commission's functions are to develop and recommend overall plans for, and advising the appropriate government agencies on, the policy set forth in Section 2. Some of these are to advise the President and Congress and conduct studies, surveys and analysis of the information needs of all types of libraries at all levels. The statement talks about rural needs, the economically, socially and culturally deprived, and the elderly. It covers the whole gamut of library information service constituencies. It talks about the Commission's responsibilities for appraising the adequacies and deficiencies of current library information resources and services, recommending changes, developing overall plans for meeting national goals, and authorizes the Commission to advise federal, state, local and private agencies. In other words, we are authorized, by law, to advise the Army in the area of library information services. We, of course, submit annual reports to the President and to Congress.

That's a pretty broad mandate. How do you go about doing all this? How do you start from scratch and develop a national plan, a national program? The Commission decided to start by finding out what the people wanted. What does the constituency want, both the users and managers of libraries? The one way of finding out is to go talk with them. We decided to have hearings--not in Washington, but all over the country. We had general hearings in every region of the country. In addition to those general hearings we conducted numerous hearings with specialized groups. We met, for example, with publishers, with the private sector, with school, state, university, public and federal librarians. We also met with different government

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agencies. During that entire process, which took two and one-half years, the Commission started writing what was to become the national program. The first draft was released in 1974. I was Director of the Illinois State Library at that time; I came on with the Commission a little bit later. I urged one of the commissioners to release an early draft immediately. My experience has been that if you want a large group to accept a document, it must be a consensus document. If you initially give them a relatively perfect document to look at and comment on, you will never get consensus. Give them a document they can really rip apart. It has to have some meat, some basic thrust in it, and it must provide the opportunity for solid input from the field. That's what the Commission did. They issued a basically sound document, but left lots of room for change and they really wanted reaction. Reaction we got. Each sector accused us of favoring the other sector, which is just what we anticipated. After six or eight months of commentary, we produced a second draft, which was a very long document this time, about 100 pages typed, and it was a very comprehensive document. This second draft received much more favorable acceptance, although it still had some holes and some problems. We, again, received many comments. We indicated that the document had one chapter missing. It needed a chapter, probably not a long one, on concerns in the private sector, which we had somehow not addressed. I joined the Commission about this time. We finished the job of getting comments and revising the second draft. I indicated to the Commission that it was time to stop drafting and get on with the job of implementation. We were going to issue one more draft, then the final document. We issued the third draft sometime in the middle of March, 1975. We promptly sent it to about 500 people for immediate comments, giving them a three-week deadline to respond. This draft had the controversial new chapter, which discussed the concerns of the private sector as the private sector saw them. That was like waving a red flag to the librarians. A day after the report reached the field, my phone was ringing off the hook. We had "sold out" to the private sector. Well, in three weeks we rewrote that one chapter something like three times.

In May, 1975, we presented the final report to the Commission, which adopted it that same month at our Philadelphia meeting. In June, 1975, we had the report published and distributed at the American Library Association, the first major conference following adoption of the report. It's called Towards a National Program for Libraries and Information Services: Goals for Action. We immediately pressed for the Association's support of the report--its basic principles and concepts. They obliged us. Less than four months later, we had the endorsement of most major professional associations in the country--the Association of Research Libraries, Special Libraries Association, American Association of Law Librarians, the

American Society of Information Science, and a little later the Medical Library Association and the National Association of Abstracting and Indexing. In other words, the profession was willing to take a chance on the document's main thrust, even though they had some reservations about details. That's an important lesson--I want you to keep that in mind when I talk later about the Army report.

What does that document say? It begins by stating the long-range goal. It's a very broad goal, and like any good goal, it's one we probably never will meet, one we'll always work toward. Our long-range goal is to 'eventually provide every individual in the United States with equal opportunity of access to that resource which will satisfy the individual's educational, working, cultural, or leisure time needs and interests, regardless of the individual's location, social or physical condition, or level of intellectual activity.' That's an important goal, one more controversial than I had thought it might be. In our nation, we are used to providing information to people in education, in universities, or in laboratories--people who are what I call the educational or intellectual elite, who use information every day. We forget that many of the 216 million people in this country don't fit into that category; yet, these people have as much right to information as those who make it their daily lives. That's what the statement says. Why is it controversial? We're saying that the financial resources necessary to provide information must be shared by the 'have' libraries, including Army technical libraries, for example, or large research libraries throughout the country. Obviously, they'd rather utilize their resources for their primary clientele, and let the information sift down to the public. We maintain that's not the way it should operate. How will it operate? Both ways. It has to both sift down and work its way up. We must be equally concerned about information for the inner city, for the rural residents and the farmer, for people in sparsely-populated areas, in academia, in the professions, or people involved with science and technology information. No one has special virtues, no one deserves it more than anybody else. That's important to keep in mind.

How are you going to achieve that goal? You have to plan, and this is why there's a planning document. You must have the goals. You must then have objectives telling you how to get there. You must have continuing evaluation to see if you're moving in the right direction or if you must change as you go. The objectives? We developed eight objectives.

The first is an obvious one, saying we must strengthen resources at the local level; each local library must be able to carry its own weight at its own level. Having five weak libraries working together does not give you strength. All you have is five weak libraries.

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You must make sure you work with libraries that are better than you are. To do so, you must be carrying your own weight first; otherwise, the stronger library will feel you are taking advantage of the organizational opportunity to cooperate. Therefore, we must start by making sure that at the local level, we strengthen the local library. There must be some kind of a minimum standard.

We then say that we have the problem of special constituencies and we must consider their services. Our special constituencies include the blind, physically handicapped, institutionalized, the economically and culturally deprived, the non-user, the business community without adequate library services--all those special groups requiring special kinds of services.

Next, we must build on existing strengths. Let's continue to strengthen resources at the state level, the state library agencies, and state-level systems.

We then stress the importance of continuing education. We have all gone to library school at some time in our career. We have one year, or a year and a quarter of education, which includes one, perhaps two, courses in automation, one in book selection, technical services, and so forth. What makes us such great experts? Certainly not our extensive education. All that did was give us a background against which to learn. If we cannot continually educate ourselves, we cannot be worthy of the name professional librarian. This Institute is a beautiful example of an important continuing education experience. I was so pleased to hear that you hope to do this each year. All I can say is that it's about time. You must continually educate yourself, you must continually talk to each other. You must exchange your problems as well as your joys; you must exchange your weaknesses and strengths if you're truly going to grow and be a real library community in the Army. I'm really pleased to be part of this Institute. This supports one of the Commission's objectives. Later in the week you'll hear about an organization called CLENE--Continuing Library Education Network Exchange, which resulted from one of your studies.

Let me talk now about making sure we devise an effective role for the private sector. The private sector includes those people who create the material we use; the publishers, who make it available; and the information processors, who package it. It also includes people who put together the SDC, Lockheed, or New York Times data bases. You buy information services from University Microfilms or Xerox. All of these are data processors.

Another objective is the coordination of the services and resources of federal libraries. The tremendous amount of material that is available in federal libraries, is usually not effectively shared among federal libraries. That is really bad. We need to make sure they not only share their resources and services amongst themselves but also share it with the public, who really pay for it. In short, your libraries eventually must be part of a network whereby your materials can be used, when needed and necessary, by the general public as well as your primary constituency. You and I, as taxpayers, pay for all of this. The tremendous collections at the Library of Congress, the National Library of Medicine, NASA, or the CIA are examples of federal libraries whose collections must be available to the public.

The eighth objective says we must devise and set up a national network. What's a national network? We're talking about a full-service network made up of all types of libraries in one coordinative whole. This national network is going to be coordinated at the federal level. At the moment, we're not sure where the responsibility will rest. Only three agencies in the Federal Government have responsibility for library services in a broad sense: ourselves, the Library of Congress, and the Office of Library and Learning Resources, in OE--but none of the three has a specific legal mandate to do this. The Commission is undertaking a study of governance to determine where the locus of responsibility for this national network should rest. It is important to note that the agency selected or established to become the locus of responsibility will be not a line agency, but a managing and operating agency. It will have no direct authority over any library. Instead, it will have broad overall responsibility. Its policy responsibility will be for network policies. The agency would answer to a policy board. Both agency and policy board would answer to Congress and the Administration, which completes the chain of command.

The agency will not be authorized to tell an individual library, or a state, how to spend its money in terms of staffing, procurement, or budget allocations. Those three elements are the basic elements of 'local' autonomy. When people say they don't want to participate in library systems or library cooperation because they don't want to endanger their autonomy, immediately ask them to define autonomy, and what it is they are afraid of losing. We use words too loosely. We must define what we're talking about. Local autonomy is made up of those three basic elements I just mentioned and nothing more. When I join a network, however, I assume the responsibility of serving a constituency other than my own. Obviously, I have not abandoned the basic responsibility to my primary clientele. I have assumed another responsibility; within that framework, I participate in this network

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or cooperative. If it's resource sharing, protocols must be established outlining conditions under which materials are loaned--direct borrow , library loan. Or by sharing staff resources, such as reference staff help, or whatever it happens to be. Whenever you join a network, you decide what it is you're going to do. You are not giving up local autonomy. That's a myth. That's a fear. That's a cop-out. I just don't buy the argument of not joining a cooperative or a network in order to preserve autonomy. Preserve it and we'll pass you by. One of these days, whether you like it or not, you will have to join. At that stage, you will join a network that already has set all the major policies; you will have had no input whatsoever; you will be swept along with the waves.

In Illinois during a ten-year period--1964-74, we went from no network activity to a full multi-type library network including academic, public, school, special libraries including the military libraries in the state. It's an all voluntary system. There are 560 public libraries. All but seven are in. We were not overly concerned if those seven ever joined. Why? Because if they joined, because they were forced to join, they would be reluctant cooperators, and would not be very happy or help the network. When you believe in the network, join it. When you don't, forget it. We expounded the same philosophy to academic libraries, and all but a very few have joined. We have many special libraries in Illinois and about half are members. The numerous school libraries are the latest addition. The fact that superintendents have to agree to and approve the memorandum of cooperation slows things. School libraries have the most to gain and the least to give, simply by the nature of their collections. They feel they will hurt more than help the network by joining it and want to remain outside until they can make a positive contribution. The act of joining is the biggest thing you can give. Worry later on about the specifics of helping the network. The important thing is to show the initial act of faith, by participating, joining, cooperating, being part of the group, by not standing off, regardless of the excuse, to wait until it seems safe to join. That's important.

How will the Commission try to develop a national network? One prerequisite is the development of a national system which includes all the major research libraries in this country. They have a lot to give and very little to get back, don't they? They wonder what's in it for them. I always point out to people that cooperation is the act of giving, not receiving. If you cooperate to receive, then you may as well forget it. If you do cooperate, in the long run you will receive; but, you must first start by giving. It's the same as marriage, isn't it? You get married to give, not to receive. If you both give, then you both receive--and it works beautifully. If you don't--marriage fails.

It's the same thing with cooperation. I recognized the minute I got the large research libraries in Illinois to join the network, that I'd better make sure there were going to be payoffs, which they could see, at least in the long run. Otherwise, they might be disillusioned. When you admit large institutions, who lend more than they borrow, you must check the imbalance. If I lend 10,000 items and I borrow 2,000, the imbalance is 8,000. For Illinois, we reimbursed net lenders for the cost of lending the 8,000. That reimbursement comes from a different source than their regular income. In a state, it comes from the state funds. At the federal level, it must come from federal sources. This is what makes the resource sharing possible. The reason you can justify state money, for example, to support the University of Illinois' resource sharing with libraries throughout the state is that the local level cannot pay for that burden, therefore, the state covers it. In short, each level of government pays for the cost it's best able to underwrite. Local governments for local responsibility, state governments for state responsibility, and the Federal Government for federal responsibility.

Let me translate some of this as it affects the Army. When you look at Army libraries, you really have a microcosm of libraries in the country. The Army has public, school, special and academic libraries. The post library is a public library, isn't it? You have school libraries for the children of service personnel. I know you had them overseas; I'm sure you have some here. You certainly have academic libraries--the Military Academy is one of many. You have special libraries of two types, those that are highly technical and those which are special, like medical or legal. You have the same mix that we do outside. If it's possible for us to get all those kinds of libraries in one network outside, why isn't it possible to do it with you? What is so impossible about the basic recommendation in the Army study, which says the Army is fraught with duplication and many weaknesses it can only overcome with leadership, concerted effort and an effective, central coordinating agency or office. It does not--and I read that report carefully--say this office has any line authority over anybody. It doesn't say that it will hurt the autonomy of library A, or B, or C. It doesn't say any such thing. It simply says you have to have an office to provide the leadership for coordination and cooperation. It will try to determine which services are best done centrally. It can make no decisions independently. It will have an advisory body to determine whether it's going too slow or too fast, whether what it's doing is right or wrong. It will have to be sensitive to the needs of the constituency, which is all of you. Otherwise, it won't work.

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If that's the case, what are you afraid of? Why two 'nonconurrences'? I heard the explanations for one of them today, and believe me, I don't think a single one was valid. It was based on fear, based on myth, based on refusal to take a chance and participate. And that's nonsense. My challenge to you librarians as a whole is don't let that report die. Someone remarked that we should work on the things at the ends and work our way up to it. They want to accept crumbs, and that's not good enough. You have a responsibility to provide leadership to your libraries, your commanders, and your constituencies. In the final analysis, you exist to serve your constituency. You've got that responsibility; you should insist and demand that a central coordinating office somehow be set up. Initially, exclude the one or two agencies that don't want to participate. Start with those of you who are willing to participate. Work together and start producing positive results. In short order, you will find that the two agencies who worried about participating will later come test the water and perhaps join you. There's no reason why all of you should have to give up your opportunity just for a few. But, nothing will happen unless you individually first make a commitment. That is, you must believe in the goals of coordination-cooperation.

You're now going to have to participate in this new process called zero-base budgeting. Zero-based budgeting, if done honestly in the Army, I suspect, will kill many small, inefficient libraries. If you do honest-to-goodness zero-base budgeting, it will be awfully hard to justify them. Why not start by considering how you might consolidate some of them. Pick a post that has 17 libraries in it. Say six or seven are weak and you consolidate them. Instead of six or seven weak libraries, you have one weak library--unless the consolidation includes clear goals to strengthen that library to make it a meaningful one. Then you have one meaningful library. Consolidate the budget, and you will not save much money, but you might do a better job--less duplication of staff, of collections, of services. Then you can build more services, more collections and better staff. That's what true zero-base budgeting means.

So you start looking at that. That means you will have to do some long range planning, objective setting, and evaluation. Evaluation is the key; you must constantly check how you are doing, and evaluate change as you go. The best plans you make in the next three weeks might not be valid a year and a half from now, because one of the things that affects us all is new technology. The advent of automation has been a trauma to some libraries. However, automation has not moved nearly as quickly as everybody told us it would. When I first started in the profession, automation was just starting. Back in the early 60's it sounded like automation was going to solve all the problems next year. Here we are in the middle of the mid-70's

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and automation is far from solving our problems. We still don't have a really good automated system for libraries. We have pieces. We have a circulation piece that isn't too bad. We have OCLC, the Ohio College Library Center for cataloging, which is pretty good despite some problems. We have MARC, the Library of Congress Machine Readable Cataloging Information, which is great. We still have only pieces. Our goal is to put it together into a meaningful network, where we get the best use of automation. There's a new device we won't be able to use in the library programs for a few years yet, called video disc. It's about the size of a 33 1/3 record and played by laser, which means it can't wear out. You can identify 54,000 frames on it. 54,000. If periodical publishing was limited to abstract journals only, with a reference to the full article on a video disc, then access could be decentralized. It is estimated that a million pages of good articles a year in science and technology are published. That means 20 video discs would give you complete access to one million pages of science and technology articles. Quite a breakthrough, isn't it? Fiber optics has all sorts of implications for us. There are new developments in microfilm miniaturization. You discussed union lists. The technology to produce one efficiently exists right now. Let's assume you decide to make one project priority, to do a union list of holdings at Fort Belvoir. Can you? Yes. You can use it almost immediately. There is a commercial firm that for approximately five or six cents a record, will take all your catalogs, put them together, and give them back to you in a union list.

What we have to do is understand technology, know when it suits our needs, never mind somebody else's needs, our need. What technology might do for my library might not be appropriate for yours. That means you need some expertise. One of the Army coordinating office's services could well be to offer consulting advice on some of the problems in technology. Let's say Fort Belvoir goes to this office and discusses a commercial firm's particular product. Has it been evaluated? Should we do it? What are the weaknesses, what are the strengths of it? This office could offer not only coordination of services, but also technical advice. It has all kinds of possibilities. Obviously, when you set something like this up, you can't do everything at once. You must determine in advance what you want to accomplish in the immediate, in the short run and in the long run. In other words, adopt some specific objectives you hope to achieve in the first, second, or third year. You can evaluate the results and see if you are achieving positive results. The mechanism is there if you want to use it.

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Let me close with a few comments about attitudes. In the 28 years I've been a librarian I found that the thing that works strongest for me, in terms of my own success and in terms of what people think of me, has been my personal commitment to libraries and library science. I work to serve the public of the United States in terms of library information services. We live in a democratic society which depends heavily on an informed electorate. We live in a time when we are being inundated with information. We can't cope. What do you do when one energy expert tells you we're going to run out of oil in three years and another tells you it's going to be 300 years? An environmental expert tells you that atomic energy is going to bring us down, another tells you it's the only salvation for the energy crisis. We're subject to this tremendous flood of information. How are you and I going to cope? Partly, we cope by getting a handle on the organization and dispensing of information--not by controlling it, by dispensing it. As librarians, we try to make sure our libraries have available, in an effective and efficient way, information to serve your constituency. For example, if I'm in an urban branch library, my constituency is really not interested in complicated energy problems. They're interested in social problems. My collection should reflect that. They're interested in light fiction, escape literature. My collection should reflect that. One of my constituents feels this highly popular collection doesn't serve his or her needs. By simply determining what your patron really needs, your library, being part of a network, can obtain the material, usually by delivery truck, the very next day. You balance that small library collection by using it as the window on the total network. Every local library aims at its own constituency, studies its community, devises its collection to serve their immediate needs, knowing it has a back-up library it can rely on to fulfill unanticipated specialized needs. That's networking, essentially. The commitment we should have to serving people is primarily to provide information they need for daily living, information they need to be better citizens of this country, information they need, for example, to better understand the role of the military.

We sure could use that, couldn't we? There's been an awful lot of negativism about the military during the last five or ten years. We should all be doing something about trying to regain positive attitudes. We have lived in an era of negativism since Mr. Nixon's presidency. It's about time we changed it and turned it around. I think our President is trying to turn it around so we have more faith in government and a more positive outlook. You and I can contribute to that by doing our job, for we happen to be working in one of the most exciting institutions in this country. That's libraries and information services. To do your job, be committed to what you're doing. Remember, no matter how small your role, it's an important

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part of the total network. I am very much looking forward to having the Army participate in a national network as a full partner.
Thank you.