Military Librarians Workshop:

A Premier Gathering of Military Librarians, 1957-1999

by
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Table of Contents

Dedication

This work is dedicated to the very special military librarians who have hosted the Military Librarians Workshop during its forty-four year history. By providing a forum for the exchange of ideas and information on military librarianship and the issues of the day, they have made an outstanding contribution to the mission of the Military Librarians Division of SLA. The membership appreciates and admires their commitment to their profession. Our Division is strong today because of their efforts.

BJ Fox, Chair, 1999/2000

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Cheltenham, Maryland
1993

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Ft. Belvoir, Virginia
2000

Acknowledgments

Like the Apostle Paul, the historian is constrained to "see through a glass, darkly" (1 Corinthians 13:12). The writer of history can never hold a mirror up to reflect the past as it actually happened; instead of a mirror, all the historian may have is a collection of gleaming, slivered fragments that almost defy reassembly. One who has the temerity to reconstruct a mirror from these broken pieces must bear in mind that they will never reflect with perfect clarity. Cracks will always be visible; many of the pieces will prove to have been lost forever, and others, even when fitted into their proper place, will give a distorted image.

The historian must work with the bright (and sometimes not so bright) shards of documentation and, if the history is recent enough, personal memories. Important events and incidents that went unrecorded or have been forgotten are irretrievably lost. The writer of history must also take into account the possibility that crucial bits of information were once recorded but now are inaccessible; the person with the clearest memory of an event is likely to be the one you failed to interview. At length, the best one can do is to salvage as much of the past as possible and, with an appreciation of history's inherent limitations, present the reconstruction to the reader.

The proceedings of each Military Librarians Workshop (MLW) held since 1957 (save one) have been published by the sponsoring agencies and are easily accessible to interested parties. What these proceedings do not contain is the story behind the workshops: how they got started, who the principal actors were, and what the process was for the MLW's evolution into the gathering that is known today. That story is contained in the gleaming shards of yellowing pages—letters, memos, minutes of meetings—and the memories of those who were around at the beginning.

Barbara Everidge Bauldock, archivist of the Military Librarians Division (MLD) of the Special Libraries Association (SLA), graciously provided the author full access to the bulging files that are denoted "MLW history file" in the footnotes of this work. These files contain original correspondence and copies of letters from the early days of the MLD-SLA, documents relating to the MLW since its

inception in 1957, successive iterations of the Standard
Operating Procedures (SOP) manual (now called the
Procedures Manual), and copies of the MLD newsletter from
1986 to the present.

Robert B. Lane, director of the Air University Library, was
equally generous in providing copies of MLW-related
materials on file in Alabama, along with extensive personal
comments about the workshops. He also provided many of
the photographs that appear in this volume.

Others were generous with their time. Frances Carey, Paul
Klinefelter, Jerrold Orne, and Robert Severance all
contributed their reminiscences and sought to elucidate the
author on issues that would have been invisible if one had
only the documentation on which to rely. A word of special
gratitude is due to Robert Severance, who was willing to
tolerate the author's questions while in the midst of a
difficult personal passage following the death of his wife.

Paul Klinefelter, Normand Varieur, Marcia Hanna, and Carol
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reading. Their comments about the work and suggestions for
its improvement are deeply appreciated.

William A. Palmer, Jr.
Cheltenham, MD, 1993

The Military Librarians Workshop (MLW) is an annual meeting that brings together civilian and military personnel who serve as special librarians, library supervisors, or technical information officers in military or governmental institutions, or in private organizations that have a military mission. Sponsored by the Military Librarians Division (MLD) of the Special Libraries Association (SLA), the yearly meetings have been hosted, on a rotating basis, by the military services (Air Force, Army, Navy/Marine Corps) and agencies of the Department of Defense. To preserve the workshop character of the meetings, the number of attendees has been limited; those who participate do so at the invitation of each year's host. MLW participants share working papers on subjects of particular interest to military librarians, hear formal presentations from experts in their respective fields of library technology, and actively engage in discussions of common professional military library and technical information matters.

Introduction to the Postscript

This section is an update to the history of the Military Librarians Workshop by William A Palmer, Jr. This update covers the period 1992–1999. In November 1993 the MLW Executive Board voted to accept the manuscript submitted by Palmer.[1] However, uncertainties about the best method to make the completed history available to the membership resulted in a publication delay. The current MLD Chair, Barbara J. Fox, determined that the length of the delay necessitated a section supplementing Palmer's work. Work on the section began in December 1999 and was concluded during March 2000.

This update is an outline rather than a comprehensive treatment. It describes the military library community's continuing need for MLW as a forum, the changes in policy and approach that evolved during this period, some of the challenges that the host organizations faced and, finally, it ventures some predictions about future challenges.

Because the themes and program content so clearly reflect the changes taking place in military librarianship this update

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1
Minutes of the MLW Executive Board Meeting, 15 November 1993, Albuquerque, NM.

section provides a sketch of some of the most significant facets of those programs. It also briefly describes the locales and special aspects of the social events that took place as part of the individual Workshops.

This update is based on personal interviews with most of the Workshop hosts for the period and with other librarians who had taken central roles in earlier workshops and who continue to be leaders in the community. It is also based on responses to an electronic mail questionnaire, published proceedings, minutes of MLW Executive Board meetings and, finally, on attendee evaluations for the 1999 Workshop.

Military librarians began to come into their own in the aftermath of the gigantic military buildup of World War II. As muscular defense budgets were maintained for fighting the Cold War and worldwide military bases proliferated, personnel were recruited for service in everything from small recreational libraries to major technical or educational libraries. The post librarians found support and structure for their work with civilian colleagues in the American Library Association, where they constituted a section in the Public Library Division. The military librarians who worked in technical and educational institutions, however, gravitated to the Special Libraries Association (SLA).

Special libraries, in contrast to libraries that serve the general public, use and produce specialized information that addresses the needs of industry, research, government, universities, and the mass media. The SLA was founded in 1909 to advance the leadership role of special libraries and their personnel. At present the SLA encompasses 27 distinct divisions of special libraries, ranging from advertising and marketing to telecommunications and transportation.[2] The history of the MLW begins with the recognition, in the early 1950s, of the special qualities of military academic and technical libraries, and the need for these libraries and their personnel to be part of a structured framework that would enhance their functioning and promote their professional contributions to the defense establishment.

As early as 1944 Francis E. Fitzgerald of the National War College had discussed the need for special military libraries to index military journals—both domestic and foreign—that were not being indexed commercially and for which there was no available searching source. The key to addressing that need, however, was seen as a formal organization of military librarians whose cooperative efforts would meet the growing demand for speedy access to information.[3]

Fitzgerald's ongoing interest in such an organization perhaps was fueled by a letter to him from Arthur T. Hamlin, executive secretary of the Association of College and Reference Libraries:[4]

2
Deborah M. Burek, ed., National Organizations of the U.S., vol. 1 of Encyclopedia of Associations, 26th ed. (Detroit: Gale Research, Inc., 1992).

3
Jerrold Orne, "Aims and Purposes of a Military Librarians Organization," typescript of a talk presented to military librarians in Washington, DC, 22 October 1953; p. 3.

4
The Association of College and Reference Libraries became the Association of College and Research Libraries in 1938. Why the former name of this organization appears in a letter written at least a decade after this change was made is not clear.

As you may know, I was one of two people to survey the Army War College Library last winter. Since then I have had some slight contacts with Air University and the Command and General Staff College. I have always kept in touch with some of the personnel in the various federal intelligence and military libraries. It has therefore been a matter of particular concern that this organization apparently makes few direct contributions to the professional needs of these institutions.

Some of the trouble undoubtedly occurs because these institutions do not use the services available, but in any case there is lack of give and take. We therefore do not have the active interest and support of the majority of the staff members of these libraries.

5
Arthur T. Hamlin, copy of an undated letter to F. E. Fitzgerald, MLW file at Air University Library, Maxwell Air Force Base, AL.

I mentioned this feeling briefly to Colonel Haneke [of the Army War College] recently, and his reply tells of your interest in having a meeting of the librarians of the several war colleges and related institutions. Colonel Haneke indicated that the project was being postponed more because of work pressure than lack of interest.

If assistance would be welcomed, I would be very happy to help in any way to bring about this meeting. I could devote a little time to items on the agenda and help get it organized if help were needed. I am sure that our ACRL Board of Directors would favor ACRL cooperation or joint sponsorship. As you know, our President this year is in the Air Force and therefore sympathetic to the needs of service libraries.

I hope you will be very frank and say so if you think your joint interests would best be served without any association contact. I am writing with utter candor to you about this because of your apparent position as leader among the librarians of the services' graduate schools.[5]

The 1949 SLA Conference in Los Angeles was the occasion for a breakfast meeting of 28 military librarians who discussed these common goals and problems. Among the participants in that meeting were a number of people who would later provide leadership for MLW programs: LaVera Morgan, then with the Navy's Guided Missiles Division; Eugene B. Jackson, then with the R&D Branch, Office of the Quartermaster General; Eva Lieberman of the Naval Ordnance Laboratory; Francis B. Thorne, head of technical services at the Armed Forces Staff College; and five members of the Air University Library staff, including Florine A. Oltman who would later serve as president of the SLA (1970-71).[6]

Interest in establishing a military librarians group was sufficient for the first steps to be taken toward formal organization in 1952. About 30 people met together at the New York City SLA Conference that year to elect leaders, pursue the process of section or division status within the SLA, and plan an institute for military librarians to be held in 1953. Francis E. Fitzgerald and Francis B. Thorne were chosen to lead this effort.[7] Among others whose input was valuable at this time were Bill Jorgensen of the Naval Electronics Laboratory, Alan J. Blanchard of the Army War College Library, Madeline Canova of the Naval Test Station at China Lake, California, Ruth Longhenry of the Army War College staff, Ruth Hooker of the Naval Research Laboratory, and Jerrold Orne of the Air University Library.[8]

The Military Library Institute, under the joint chairmanship of Fitzgerald and Thorne, was held in association with the 44th Annual Convention of the SLA, held in Toronto, 22-26 June 1953. The military librarians met on Tuesday afternoon, 23 June, to hear addresses from Jerrold Orne, on the problems of military libraries, and Mary O'Connor, of the National Defence College at Fort Frontenac in Kingston, Ontario, on Canadian military libraries. Alan Blanchard, F. E. Fitzgerald, and Ruth Hooker presented abstracts of papers on the subjects of bibliography, indexing, and translations, respectively.[9]

In addition to Mary O'Connor there was a strong Canadian contingent at this meeting, a presence that remains strong in

6
Robert B. Lane, director, Air University Library, personal communication, 18 August 1992.

7
Jerrold Orne, "Summary of Remarks on the Organization of the Military Librarians Section of the Special Libraries Association," undated typescript in the MLW history file.

8
Robert B. Lane, personal communication, 18 August 1992.

9
F. E. Fitzgerald, Third and Final Draft, program of the Military Library Institute, 19 May 1953; and Ruth Hooker, Appendix to the Library of Congress Information Bulletin, 6 July 1953; p. 5; both documents in the MLW history file.

the MLW today. David Foley of the Royal Military College in Kingston, J. Bernard Vinet of the Collège Militaire Royal de St. Jean in Québec, W. C. Myer of the Joint Intelligence Bureau in Ottawa, Charles H. Stewart of the Department of National Defence Library in Ottawa (who served as presiding chairman of the Institute program), John Spurr of the Royal Military College, the Reverend Auguste M. Morisset of the Library School at the University of Ottawa, and John F. Hatton of the Defence Research Medical Laboratories in Toronto participated in the Institute.[10]

Jerrold Orne also presented a petition, signed by 15 SLA members,[11] to form a Military Librarians Section within the Social Science Division of the SLA. The SLA members voted unanimously to accept this petition. It was estimated that 50 to 60 military librarians, who were already members of the SLA, were eligible for membership in this new section.[12]

Ellen Commons, chair of the SLA's Social Science Division, appointed Orne as head of the Military Librarians Section in July 1953. By October, Orne was meeting with more than 90 Washington-area military librarians to generate enthusiasm and recruit helpers for the work that lay ahead. "All of you know and many of you feel, as I do, that there is no point whatever in establishing a new organization for the sole purpose of social meetings," he told the assembled librarians. "If an organization does not have a working program or makes no progress in its program, that organization is doomed to failure."[13]

In a letter to John M. Hetrick, command librarian of the Military Air Transport Service at Andrews Air Force Base, Orne outlined some of his ambitious goals for the section:

> . . . In its first year as an organization, it seems to me the fundamental objective we should seek is the establishment of a productive working program. To be solid and constructive, such a working program should come from the members. They alone know what their problems are and what they need. Mr. Paul Burnette, of the Pentagon Library, has proposed and already initiated preliminary steps in setting one project in motion.

10
Robert B. Lane, personal communication, 18 August 1992.

11
The signers were Francis Thorne, Ruth H. Hooker, Bernard Vinet, Jerrold Orne, Mary O'Connor, Charles H. Stewart, John W. Spurr, F. E. Fitzgerald, Donald Shepard, Mildred Oelke, Mildred H. Brode, Mildred Benton, Louis Canter, John J. Clopine, and Alan J. Blanchard.

12
Social Science Bulletin, Social Science Division, Special Libraries Association, November 1953; p. 3; Appendix to the Library of Congress Information Bulletin, 6 July 1953; p. 9.

13
Jerrold Orne, "Aims and Purposes of a Military Librarians Organization," p. 2.

6

He is proposing that the Washington group undertake the preparation of a Union list of Foreign Military Serials. The Washington group will no doubt have definite progress to report at the Cincinnati meeting [the 1954 SLA Convention]. A second project comes out of my own organization, and we are offering it now for your own consideration as a national undertaking. We would like to see a Military Librarians Exchange Union, with particular emphasis on the exchange of complete files on microfilm of classic and standard military serials. We do need opinions on what titles should be filmed, as well as information concerning where any microfilm of such material may already exist. . . .[14]

Orne's project-oriented approach to leadership of the Military Librarians Section established the theme that would later echo throughout each of the Military Librarians Workshops: The primary purpose of creating a military librarians organization is to foster cooperative efforts in solving common problems and to provide access to the information needed to accomplish the military librarians' mission.

In a general letter dated 1 February 1954 to the members of the newly created Military Librarians Section and "those who might be interested in becoming members" Orne focused on the specific work to be done: (1) establishment of a military libraries bibliographic exchange union, (2) preparation of a union list of foreign military serials, and (3) promotion, either organizational or commercial, of thorough indexing of English-language periodicals in the field of military science. He added the possibility of a fourth project: the indexing of foreign language military periodicals. He also served as the new section's most ardent booster: "This letter is an invitation to you to send your thoughts to those who are developing these projects and to enter yourself as a member in our group just as soon as you believe you belong with us."[15]

Paul J. Burnette, director of the Army Library–Pentagon, became the second chairman of the Military Librarians

14
Jerrold Orne, letter to John M. Hetrick, 9 December 1953.

15
Jerrold Orne, general letter to military librarians, 1 February 1954.

Section at the Cincinnati SLA Convention in 1954, assuming responsibility to build on the foundation laid by Orne. Much of his energy was diverted away from the projects Orne had instituted to attend to the administrative demands of a rapidly growing organization. The records of the Social Science Division indicate that the Military Librarians Section had grown to 145 members by 21 May 1954.[16] This prompted a move to petition for full division status within the SLA.

A petition with 62 signatures appended (Appendix I) was forwarded to Marian E. Lucius, executive secretary of the SLA, on 24 February 1955.[17] In a follow-up letter to Gretchen D. Little, president of the SLA, Burnette argued the rationale for divisional status.

16

George J. Stansfield, "History of the Military Librarians Division, Special Libraries Association," undated typescript in the MLW history file.

17

Paul J. Burnette, letter to Marian E. Lucius, 24 February 1955, copy in the MLW history file, along with the original petition and appended signatures.

...The principle [sic] reason behind the feeling of the members of the Military Librarians Section in promulgating such a petition was based only on the simple fact that placement in the Social Science Division was somewhat without logic or reason, a feeling that they did not quite fit in that category. This should not, by any means, be considered a criticism of that Division. The Chairman of the Social Science Division has extended us every courtesy and has shown a complete understanding of our problems. I believe that we have worked well together in planning the program for the year.

Military science has grown tremendously in scope during the past few years. New needs for defense have mushroomed. There have been added many technical information agencies, research and development programs, documentation programs— a multitude of activities that did not exist in former years. Official recognition for libraries for instruction and recreation in the Armed Forces has been made. In essence, the military has discovered the vital role that libraries can play in aiding its missions. With this growth of libraries in the military, there has been a concomitant growth on the part of librarians of defense agencies to give the best possible service. These librarians have

explored ways and means of making their libraries effective.

The desire of the military librarians devoted to the principle of service was evidenced by the banding together of librarians of like interest in the Military Librarians Section. This Section has grown to a membership of approximately 180 and there still remains a tremendous potential for growth. Though the membership as a whole was not polled as to the desire for divisional status, it may be assumed that a great majority of the members would be in favor of this move since of 70 people approached on the petition now before the board, only one individual did not favor divisional status. . . . [18]

Stung, perhaps, by Burnette's charge that the SLA had acted "without logic or reason" in assigning the Military Librarians Section to the Social Science Division, the SLA Executive Board examined the petition with a fine-toothed comb. On March 11 Lucius returned the petition to Burnette, stating that:

> It was pointed out that the signers of this petition did not represent a majority of the Military Librarians section. As members of the Association, this group is entitled to petition for the formation of a Division. You cannot, however, petition that the Military Librarians section be established as a separate Division.

If this put too fine a point on things, the Executive Board also challenged several of the signatures, claiming that the signers—F. E. Fitzgerald, Slavko Cerick, Catherine M. Gauveau, Marjorie E. Webster, and Virginia M. Wilson—were not members of the Association. "I might also point out," added Lucius, "that only members whose business connection would cause them to be interested in a Military Librarians Division are entitled to sign." Burnette would have to rework the petition before it could be reconsidered by the Executive Board.

[18]
Paul J. Burnette, letter to Gretchen D. Little, 2 March 1955, copy in the MLW history file.

I am sure it was not the intent of the Executive
Board that new signatures would have to be
obtained for this petition to be valid. In thinking
the matter over, however, I realize that you might
be open to criticism if you changed the wording of
the petition without obtaining new signatures. I
think the safe procedure is to start over again.

On a conciliatory note, Lucius added, "I also know it is the
Board's intention to approve this petition when presented in
the proper form."[19]

Burnette reworded the petition and gathered 55 signatures
(Appendix II) before resubmitting it. The SLA Executive
Board processed the second petition without further
comment and the newly formed Military Librarians Division
met for the first time at the 1955 Detroit SLA Convention.
Harry F. Cook, chief of the Air Force Libraries Section, was
appointed, in absentia, as chairman;[20] the Canadian Charles
H. Stewart was appointed vice-chairman. Jerrold Orne was
given the opportunity to promote the military librarians'
agenda from within the SLA by his election as one of the
directors of that organization.[21]

In a letter written to Cook two months after the Detroit
meeting Orne continued to press his own goal-oriented
agenda for the MLD.

Now that summer is well over, my thoughts again
turn to what actions will be taken by the Military
Librarians to make a name for themselves this year.
I was somewhat disappointed last year that the
project that was supposed to have been initiated
and carried out by Paul Burnette did not get any
further than it did. It seems to take an annual
meeting to stir them into some activity; however,
my most recent communiqué from him seemed to
indicate that he would really get down to
compiling the Union List of Foreign Military Serials
sometime this year. I merely want to point out at
this time that you will have to exert considerable
pressure on him to get the thing rolling and to
bring it to a successful conclusion. That is one of

19
Marian E. Lucius, executive
secretary, Special Libraries
Association, letter to Paul
J. Burnette, 11 March
1955; original in the MLW
history file.

20
Jerrold Orne, "Some
recollections of the
formative years by the first
chairman," undated
typescript in the MLW
history file.

21
Bulletin of the Special
Libraries Association,
July 1955, p. 1.

the major projects for the Military Librarians Division; the end of this year should see it completed.[22]

In fairness to Burnette, it should be noted that, during the year of his chairmanship of the Military Librarians Section, much of his energy was expended in shepherding the petition for division status through the SLA bureaucracy. Even Orne admitted, "We learned very early that you can't move SLA very fast. . . . My own activity among the principal officers, the Executive Board and the various 'éminences grises' of SLA did help us move it."[23] Burnette's project, the Union List of Foreign Military Periodicals, was first circulated among the military libraries in October 1956 and distributed as a preliminary edition in March 1957.[24]

Orne's comment to Cook that "It seems to take a yearly meeting to stir them into some activity" may be taken as a clue that he was already thinking along the lines that would lead to the first Military Librarians Workshop. Stewart, too, was giving thought to the need for meatier programming. He wrote to Cook,

> I have attended the last three conventions since the inception of the Military Librarians Section and frankly I have been disappointed, and speaking to others at Detroit, I find they feel the same. The main requirement seems to be a more organized program. . . . The question of recruiting, retaining members and promoting more active participation in our division boils down to one point—what do we have to offer?

Stewart went on to suggest that, although the fledgling division might not be ready to break up into sections of specialization, at least it was ready for its organizers to provide for "talks of special interest" to groups within the division.[25]

Cook, meanwhile, was tackling his own agenda as division chairman. He appointed George J. Stansfield, reference librarian at the National War College, as editor of a division

22
Jerrold Orne, letter to Harry F. Cook, 30 August 1955; copy in the MLW file at Air University.

23
Jerrold Orne, "Some recollections of the formative years by the first chairman."

24
George J. Stansfield, "History of the Military Librarians Division, Special Libraries Association."

25
Charles H. Stewart, letter to Harry F. Cook, 15 July 1955; copy in the MLW history file.

Bulletin, which published its first issue in February 1956 and a second in April.[26]

In less than a decade the military librarians whose milieu was the technical, scientific, or educational library had broken out of their isolation; lobbied first for a section, then a division within the SLA; and organized ambitious efforts to produce indexes, share information, and create networks of mutual assistance. Almost continuously at the center of these efforts was the indefatigable Jerrold Orne. Orne had been called from a post at Washington University in St. Louis to become the first civilian director of the Air University Library at Maxwell Air Force Base, Alabama. During his four-year tenure there he transformed what he characterized as a "disaster" into a first-rate institution by building a staff, instituting major changes in service priorities, and convincing the commander that a new library building was needed.[27]

Orne had already decided to return to the civilian environment—he had accepted a post at the University of North Carolina, Chapel Hill—when he received a letter from the new chairman of the MLD, John J. Clopine, in early June 1957.

> The Military Librarians Division of the Special Libraries Association conducted its annual business meeting on 28 May 1957 at the national convention which was held this year at Boston, Massachusetts. At this business meeting, several prominent military librarians asked about the possibility of holding a military librarians conference at the Air University Library. They expressed the opinion that the Air University Library has pioneered in many fields and that a conference examining methods and procedures of the Air University Library would prove of great benefit to them individually.

> As Chairman of the Military Librarians Division, I have taken the liberty to contact several military libraries and have asked the librarians to communicate their views to you. I realize that such a conference would require considerable effort on the part of your staff. However, considering the great benefit to be derived by your fellow

26

Ibid.

27

Jerrold Orne, personal communication, 2 November 1992.

librarians, I believe such a meeting to be highly desirable.

My personal preference for such a conference would be in October of this year. My chief areas of interest would be in the handling and control of classified material, indexing, acquisitions, and bibliographies.

In the name of the Division, I should also like to convey our thanks for the interest and encouragement you have always shown in our activities. The Air University's loss in your approaching departure is also our loss.[28]

Having achieved as much as he had hoped for at Air University, Orne confessed that this invitation could not have come at a better time. "I was at odds for something to do," he said.[29] "He just did it," recalled Robert Severance, who succeeded Orne as director of the Air University Library just prior to the first workshop. "He had the staff, the resources, and the help. When Jerry Orne decided to do something, he just got things done."[30]

The first Military Librarians Workshop was something of the crowning achievement of Orne's tenure at, and transformation of, the Air University Library. Severance arrived in Montgomery 1 October 1957 to find Orne's well-oiled machinery humming along. An important contributor to that machinery was Colonel Charles L. Schliecker, Orne's deputy (who would follow his boss to Chapel Hill). "We had a double desk, facing each other," Orne recalled. "He kept me up to date on all the military requirements. What I accomplished at Air University was due to a lot of good help."[31]

Orne's energy and "good help," along with the enthusiasm and support of military librarians around the country, brought about the first of many gatherings that would provide structure, support, and a significant esprit de corps to an important segment of the military librarians' community. Forty-five military librarians responded to Orne's invitation and participated in the first Military Librarians Workshop, 21-23 October 1957.[32]

28
John J. Clopine, letter to Jerrold Orne, 8 June 1957; copy in the MLW history file.

29
Jerrold Orne, personal communication, 2 November 1992.

30
Robert Severance, personal communication, 20 October 1992.

31
Jerrold Orne, personal communication, 2 November 1992.

32
George J. Stansfield, "History of the Military Librarians Division, Special Libraries Association."

New organizations come into being when they address the
deeply felt needs of their constituencies and find
enthusiastic and visionary leaders to embody those longings.
This was unquestionably true in the earliest days of the
MLW. "So many [military] librarians lacked confidence"
before the organizational efforts of the 1950s, recalled
Robert Severance; "they were so isolated."[33] The theme of
isolation was one echoed in an interview with Jerrold Orne.
Initially he had lent his vision and enthusiasm to the work of
carving out a niche for military librarians within the SLA.
However, he found that many in the SLA's hierarchy were
reluctant to deal with the military. "I infiltrated the SLA,"
Orne recalled; he even became a board member. "These older
women [the SLA executives, whom he characterized
elsewhere as the 'gray eminences'] were kind to me—they
almost accepted me."[34] Yet "almost" was the sticking point
for Orne and many other military librarians. The result was
that the first Military Librarians Workshop, initiated at a
national meeting of the SLA, and organized and led by the
very people who had forged the Military Librarians Division
within the SLA, was not formally sponsored by the SLA and
for years to come would function independently of that
body.

The independent stance of the MLW owed as much to the
differences between civilian and military cultures as it did to
a perceived failure on the part of the SLA's leadership to
appreciate military librarians. Orne, Severance, and other
high-ranking military librarians had resources at their
command that simply were unavailable to librarians in
civilian contexts. At a time when defense spending was
increasing with every fiscal year, military librarians had
access to transportation networks and facilities that must
have been the envy of their civilian counterparts. "I could
take eight or ten librarians to the West Coast in an Air Force
plane and keep the plane for a week, if I liked," Robert
Severance noted.[35] Indeed, this very freedom to use
available resources pretty much as one pleased, in contrast
to the bureaucratic maze encountered, for example, by Paul
Burnette within the SLA, encouraged leaders such as Orne
and Severance to operate on their own. "I was in charge, I
could make the arrangements, I could decide who to

33
Robert Severance, personal
communication, 20 October
1992.

34
Jerrold Orne, personal
communication,
2 November 1992.

35
Robert Severance, personal
communication, 20 October
1992.

invite."[36] Thus Jerrold Orne established a precedent for the MLW that would be followed for many years.

In putting together the invitation list for the first workshop Orne attempted to strike a balance, assuring that each of the services would be represented (although not in equal numbers), along with other governmental bodies and the faithful Canadian contingent (see Appendix III). For programming he relied heavily on the Air University Library staff, who assumed responsibility for nine of the 14 presentations.

Orne traveled from Chapel Hill to Maxwell Air Force Base to kick off the first MLW with a six-point statement of purpose. The workshop existed, he said,

36
Jerrold Orne, personal communication,
2 November 1992.

37
Proceedings of the Military Librarians Workshop, Air University Library, Maxwell Air Force Base, AL, 21-23 October 1957.

• To provide a homogeneous medium for the exchange of useful information concerning professional and technical practices of military librarianship.
• To devise ways and means of utilizing most effectively and most economically the resources available to the entire community of military libraries.
• To promote the initiation and development of projects and programs which will tend to increase the usefulness of military libraries.
• To seek methods for improving the acceptance and use of libraries and library materials by military personnel and others concerned with military activities.
• To promote instruments for creating an ever-increasing recognition of the military profession and of a segment within it, military librarianship.
• To provide a suitable forum for the presentation of ideas, plans, projects, or any type of report on activities bearing upon any of the above named purposes.[37]

Because the library at Air University was held up by many as a model of what a military library could do and could be, the workshop participants were eager to have a firsthand look at the facility and its program. After a welcoming message from

16

Lieutenant General D. C. Strother, commander of Air University, the conferees were led on a tour of the new library building. Staff members who welcomed the visiting librarians and presented the lion's share of the working papers included John K. Cameron, chief, bibliographic assistant and reference branch; Barbara L. Chalfant, bibliographic assistant; Lieutenant Colonel Lawson Clary, Jr., deputy director; Suzanne M. Connell, chief, books acquisitions; Oliver T. Field, chief, catalog branch; Helen J. Hopewell, chief, books circulation; Robert K. Johnson, chief, acquisitions branch; James E. LeMay, assistant chief, audio-visual center; Elizabeth L. Miller, chief, circulation branch; John W. Mitchell, chief, audio-visual center; A. Opal Moore, assistant chief, documents acquisitions section; Florine A. Oltman, librarian, Air War College; V. Estelle Phillips, chief, publications section; Robert Severance, director; and Elizabeth J. Thomson, chief, projects section.[38]

Those who organized and participated in the first workshop were conscious that they would be establishing precedents for any similar meetings to follow. Charles H. Stewart, for one, initially felt that future workshops should be held no more often than every two or three years, with more attention to be given to "a pertinent workshop item" in the MLD programs at the annual SLA conventions.[39] Robert Severance, who from the outset saw the MLW as something that would survive only by maintaining its distinctive and independent character, agreed with Jerrold Orne that the "gain most immediately evident is the establishment of a basis of a pattern which may now be tested and improved upon for the benefit of those present."[40] A sense of momentum had been established with the first MLW that neither Orne nor Severance wanted to see interrupted. Both certainly anticipated that the MLW would address the needs of military libraries on an annual basis.

People are naturally drawn to successful enterprises, and the prospect for future MLW gatherings proved to be a powerful magnet. Even before the first workshop was held Severance found himself inundated with calls from librarians eager for an invitation. In his summary of the first MLW, he stated that "it was decided early to limit attendance to the representatives of forty libraries. . . . There was pressure

38
Ibid.

39
Charles H. Stewart, undated memo on the first MLW; copy in the MLW history file.

40
Proceedings of the Military Librarians Workshop, Air University Library, Maxwell Air Force Base, AL, 21-23 October 1957.

for invitations and actually there were forty-five participants."[41]

The pressure for invitations presented the early MLW organizers with a significant dilemma. Many more people wanted to participate than could be handled by any of the potential hosts. This primary limitation meant that MLWs could in no way be construed as general meetings of military librarians. Moreover, the nature of the work to be accomplished during the workshops militated against large groups. The vision of Orne, Severance, and others was that the MLW would be a working meeting, and the larger the group, the lower its anticipated productivity.

Sensible as these limitations may have seemed, they did not go down well with librarians who wondered why they were excluded from MLW programming. By the conclusion of the second MLW, hosted by the U.S. Army Artillery and Missile School at Fort Sill, Oklahoma, feedback from those who had not been given the opportunity to participate in a workshop was growing in volume. O. Willard Holloway, who had hosted the second MLW, outlined his wrestlings with the invitation process in a letter to Robert Severance.

> I have been doing considerable thinking about the Workshop and the various problems connected thereto. I would like to get your reaction to a proposal I would like to make to Mr. Luckett with regard to next year's meeting. This has to do with selecting the organizations which will be invited to attend. My proposal is that one person from each service prepare a list of organizations to be invited from that service. For example, we would ask you to name the Air Force organizations to be represented. Mr. Greenwood would be asked to list the Navy organizations. Paul Burnette would be asked to do the same for Army organizations. The outside organizations such as CIA, ASTIA, etc., could easily be handled. . . . Another question concerns the number of people from each organization. I was criticized to some extent for allowing an organization to send more than one individual. I still feel that libraries such as yours,

41
Robert Severance, "Summary of the First Military Librarians Workshop," 2 October 1958, MLW file at Air University Library, Maxwell Air Force Base, AL.

and the Army War College, and many others, should
be allowed to send more than one individual. What
do you think about this problem?[42]

Severance's reply was that he felt George Luckett, library
director of the U.S. Naval Postgraduate School in Monterey,
California, and host of the 1959 MLW, "would welcome the
appointment of a steering committee to help him with both
attendance for selection and agenda making. The steering
committee could be appointed either by the president of the
Military Librarians Division of SLA or by the host of the next
workshop."

> Now as to the matter of how to select
> representatives from the services. This should be
> related to the content of the program and to the
> method of conducting the workshop. I think it is
> inevitable that the next group will be so large that
> it simply must divide itself into working groups of
> reasonable size—say about twenty. Another element
> to be taken into consideration in selecting
> attendance is that of the number of libraries in
> each service. In the Air Force, for example, we have
> only two libraries to support all of our schools. We
> have one command (ARDC) supporting practically
> all of the technical libraries. Representatives of
> these three commands, plus Harry Cook
> representing USAF, certainly ought to be able to
> agree on selection of Air Force representatives. I
> think the problem for the Army would be much
> more complicated, since there really is no over-all
> responsible librarian at headquarters level.[43]

Two more workshops would be held (one at the Naval
Postgraduate School and the other sponsored by the Armed
Services Technical Information Agency in Washington, DC),
however, before the steering committee envisioned by
Robert Severance would come into being.

Meanwhile, the clash between civilian and military cultures
was posing some difficulties for the Washington, DC chapter
of the SLA. Although this issue did not directly impinge on
the MLW, it nevertheless drew attention to the nature of the

42
O. Willard Holloway, letter
to Robert Severance,
9 October 1958; copy in
the MLW file at Air
University Library, Maxwell
Air Force Base, AL.

43
Robert Severance, letter to
O. Willard Holloway,
14 October 1958; copy in
the MLW file at Air
University Library, Maxwell
Air Force Base, AL.

problems raised along the interface between military and civilian organizations.

On 27 August 1958, Colonel Vardell E. Nesmith, Adjutant General of the Military District of Washington, DC issued a memo on the use of open messes. The memo appears to have been prompted by a request from the military librarians of the Washington chapter of the SLA to gather for a meal in the officers' open mess at either Fort Myer or Fort McNair.

> ... Concurrence with the following policy has been obtained from Department of the Army and is to be incorporated in the by-laws of the Fort Myer and Fort Lesley J. McNair open messes:

> "At the discretion of the Post Commander and the Board of Governors, the privileges of the (Fort Myer or Fort McNair) Officers' Open Mess may be extended to all persons associated with a Department of Defense group or agency, and their guests, for a specific event at the open mess sponsored by that group or agency."

> In consonance with the policy outlined above, it is desired that you inform all members that, except for Department of Defense events approved under the discretionary authority, only members and their accompanying bona fide guests will be permitted to use the open mess facilities, and that when a member requests a reservation for a party, it will be necessary for the open mess secretary to inquire whether the cost is to be a personal expense of the members or is an expense for which he will be reimbursed. If he is paying for the party and is not to be reimbursed, he may, of course, invite any guests for whom he wishes to assume responsibility. If he expects to be reimbursed, but is making the reservation on behalf of a Department of Defense agency or group, or an appropriate group recognized by the Department of the Army as militarily connected, it may be accepted within the discretionary authority of the

installation commander and board of governors.
Otherwise, the reservation will not be acceptable
regardless of the guest list.[44]

It was left to F. E. Fitzgerald, chief librarian of the National
War College at Fort McNair and host of the proposed SLA
chapter meeting, to work out the implications of this
directive. He tried to unravel some of the red tape in a letter
to Paul Burnette.

> In view of Par. 8, AR 230-60, it will be necessary,
> since the whole group will not be my personal
> guests, to comply with this regulation so that I may
> sponsor this and, perhaps, some future occasion. In
> order to spell out the requirements, I enclose three
> copies of the letter from Colonel Vardell E.
> Nesmith, Adjutant General, MDW, dated 27 August
> 1958.

> It would appear to me, in accordance with the
> regulation that the Special Libraries Association,
> and even more particularly the Washington Chapter
> comes within the purview of inclusion as
> expressed by Colonel Nesmith in Par. 3 of his letter.
> The question is to determine whether the
> Association is "an appropriate group recognized by
> Department of the Army as militarily connected."
> This, I believe, can be satisfactorily established on
> the record of active promotion by the Association
> of military objectives.

> . . . Each year since 1953, on the local and national
> level, the Special Libraries Association, principally
> through the Military Librarians Division, has been
> actively supporting the role and the mission of the
> Department of Defense. The field of coverage, for
> security reasons, has been confined to be sure to
> nonclassified exposition.

> . . . It would appear to me that the Military
> Librarians Division alone justifies maximum
> continued cooperation to the Association in the
> terms of reference set up in Par. 8, AR 230-60. I

44
Vardell E. Nesmith, memo
to the Commanding Officer,
Fort Lesley J. McNair,
27 August 1958; copy in
the MLW history file.

trust that such official recognition be sought on the local level now, and . . . the same favorable consideration on the national level. We are serving Uncle Sam.[45]

As Fitzgerald's predicament shows, the difficulty of bringing together on government turf even a chapter of military librarians under the umbrella of an essentially civilian organization such as the SLA could lead to headaches. Both Jerrold Orne and Robert Severance seemed to appreciate and anticipate this difficulty from the outset, preferring to keep the MLW out of the clutches of civilian or military bureaucracies. However, no organization can exist very long on the impetus generated by the zeal of its founders or the enthusiasm of its constituency alone. Sooner or later it, too, must wrestle with bureaucratic issues, and this wrestling was left up to the MLW Steering Committee that would meet for the first time in November 1960.

[45]

F. E. Fitzgerald, letter to Paul J. Burnette, 6 March 1959; copy in the MLW history file.

Logan O. Cowgill, chief librarian for the Army Corps of
Engineers, chaired the first MLW Steering Committee, which
held its initial meeting at the Savoy Hotel in New York City
on 28 November 1960. Two others—Robert L. Martin and
Charles H. Stewart—had also been appointed by MLD
chairwoman Frances Carey to serve on this committee;
Martin was absent from the first meeting and Carey attended
as an ex officio member.[46]

The Steering Committee concluded at this meeting that the
MLW was of such benefit to military librarians that its
continuance on an annual basis was to be presumed. The
committee also assumed as a given the existing system
whereby a sponsoring organization was responsible for
issuing the invitations. However, it proposed that its own
role in this process would include generation of an
invitation list that would include all participants except
those representing the host or sponsoring organization. The
Steering Committee would limit invitations to no more than
five members of any one military organization and no more
than one member of any military contract organization;
participants from the host organization would be limited to
no more than ten percent of total workshop attendees. Once
the list was prepared, it would be sent to the host no less
than four months prior to the workshop for final approval.

The committee also strengthened ties between the MLW and
SLA by proposing that the MLD division chairperson be
responsible for appointing, at each MLW, a Steering
Committee for the coming year's workshop. This committee
would consist of a chairperson and two members, at least
one of whom had been a member of the previous year's
committee, to provide continuity.

In addition to the Steering Committee, it was recommended
that the MLD chairperson also appoint a four-member
Program Committee to assist the Steering Committee in
development of the MLW program. This assistance would
include establishing the general subject or theme for the
workshop, assigning individual papers or topics for
discussion, and reviewing the status of continuing projects.
The four members of the Program Committee would ideally
represent the Navy/Marine Corps, Army, Air Force, and "the

46
Minutes of the MLW
Steering Committee,
28 November 1960, in the
MLW history file.

Defense Department of the U.S. and/or Canada." Those recommended for the 1961 Program Committee were Charles R. Knapp of the Industrial College of the Armed Forces, Sidney Forman of the U.S. Military Academy at West Point, Robert W. Severance of Air University, and Marian Craig of the U.S. Naval Weapons Center at Dahlgren, Virginia.

The final recommendation to come from the first Steering Committee was that an MLW Standard Operating Procedures (SOP) Manual be drafted, to guide future workshop leaders in planning and executing their programs. Frances Carey of the Naval War College ultimately assumed responsibility for developing this manual. Carey collaborated with M. Jims Murphy to produce a revision in the mid-1970s[47], and Paul Klinefelter, as chairman of the MLW Executive Board, shepherded the manual through several revisions during the 1980s with the assistance of Normand Varieur, Kathleen Wright, and Barbara Everidge Bauldock. Although the latest revision was completed in 1989, Carey's work has stood the test of time. As Klinefelter noted in a cover letter to the 1984 revision, "Frances Carey's seminal work at the outset was done carefully so that changes needed were generally minimal."[48]

Robert Severance was one of the first to suggest that a year's time might be inadequate for either a Steering or Program committee to prepare a substantive and useful workshop. His primary concern was that the MLD chairmanship changed annually and therefore did not provide the continuity of leadership that would achieve a long-range perspective for the MLW. Robert B. Lane, director of the Air University Library, has noted that

> During the years that Bob Severance was so closely involved with the workshops, he was an ardent advocate of the position that the MLW was not a creature of SLA or its Military Libraries [sic] Division. . . . He never really wavered from this position. My guess is that he did not want the MLW to be put in the hands of SLA or the Division when the leadership of those entities changed each year and were so beyond his control. The Long-range Planning Committee, or an Executive Board

47
Frances L. Carey, personal communication,
15 September 1992.

48
Paul Klinefelter, cover letter for the 1984 revision of the Standard Operating Procedures Manual of the MLW, 22 March 1984.

composed of seasoned and committed players, was
his idea of how to run the workshops. Of course,
the SLA connection was in reality much closer—the
workshop leadership was also the MLD leadership
in the early days. But he always sought to keep
them separate.[49]

Ultimately, the wisdom of Severance's concerns about
continuity became evident as the MLW evolved. By 1967 a
Long-range Planning Committee had been appointed, with
Severance as chairman (he served in this capacity until
1971) and Charles Knapp (soon replaced by O. Willard
Holloway) and LaVera Morgan as members. This committee
quickly issued a "Statement of Purpose" that outlined its
aims:

> To recommend a series of workshops designed to
> meet the various interests and needs of the
> members of the [Military Librarians] Division and
> the libraries they represent, and to endeavor to find
> a host agency for each workshop. The
> recommendations should be based upon a review
> of factors pertinent to workshop agenda and
> attendance including types of libraries and library
> systems; the professional specialization of staff
> members; operating and management problems
> related to budget, personnel, procurement,
> buildings, and internal organization and services;
> organization placement; geographic spread; and
> topics related to the military library in the federal
> and national library picture. Special consideration
> might be given to the relationship of post library
> service to the specialized libraries. The committee
> chairman may request Division members to act as
> consultants to the committee.[50]

The Long-range Planning Committee evolved into the
Executive Board in 1980. (See Appendix V.)

Severance's other concern, that the MLW remain neither fish
nor fowl vis-à-vis the SLA, prompted correspondence
between Bill M. Woods, the SLA executive secretary, and
George R. Luckett, the 1962 MLD chairman. The exchange

49
Robert B. Lane, personal
communication, 18 August
1992.

50
Robert Severance, memo on
workshops for military
librarians, 8 November
1968; copy in the MLW file
at Air University Library,
Maxwell Air Force Base,
AL.

was precipitated by the MLD's publication of a small yellow brochure detailing the history, purpose, and activities of the division. This brochure included the MLW in a list of MLD activities, moving Woods to comment:

> I . . . know that the Military Librarians Workshop is described as one of the activities of the Division. I have always been a little bit confused as I know procedures worked out for the workshop allow the host installation to invite whomever they wish. This, as you know, has been criticized and I feel, that if this is listed as one of the projects and presumably advantages of membership in the Division, that you are going to have some rather dissatisfied members. For instance, I did have a letter from a Navy librarian just a few weeks ago indicating that neither she nor the two other librarians in the same general area had ever been invited to a workshop and wondered why they were active members of the Division. I believe your Division needs to give some close and careful attention to the procedures and such comments.[51]

Luckett's response echoed the concerns that had been expressed from the beginning about the MLW, and the frustration that faced planners who knew that the workshops could not be useful—or even practically possible—and at the same time be all-inclusive.

> I can . . . assure you that the Division and/or the Workshop will consider the problem of sponsorship. The existence of this latter problem has been known for several years and has bothered some of us. It is a difficult one for which to find a solution, and it is conceivable that the Workshop may have to be divorced from the Division. This is speaking unauthoritatively and off-the-cuff since the matter will have to be discussed officially at one of the formal meetings. The problem involves, as you probably know, the reluctance of any sponsoring organization such as one of the military schools, laboratories, etc., to relinquish the right to invite those that they consider contributing

51
Bill M. Woods, letter to George R. Luckett, 6 July 1962; original in the MLW history file.

members of the workshop. I am sure that you will recognize, as I do, that an extremely large workshop is unworkable and that limitations must be made. In the past, therefore, the workshops have left the decision of invitees in the hands of the sponsoring organization.[52]

By the time this exchange of correspondence took place the MLW had already been struggling with various schemes to promote inclusivity, including "A", "B", and even "C" lists of invitees. The easiest way to make the workshops more inclusive, of course, was simply to invite more people. That may explain why the MLW with the smallest number of attendees, 43 invited librarians at the White Sands Missile Range in 1962, was followed by a workshop that ballooned to 137 invitees, at the Silver Spring, Maryland, Naval Ordnance Laboratory in 1963.[53]

The MLW has been marked, almost from the beginning, by a chronic tension between calls to make the workshops more inclusive (and consequently more palatable to the SLA) by inviting more participants and calls to make the MLW more of a true workshop by limiting participation. This issue never has been fully resolved. The loudest voices for limitations have usually been heard from Air University. Morrison C. Haviland, chief of reader services at the Air University Library, voiced that concern in a letter to Lieutenant Colonel George V. Fagan, Director of the Air Force Academy Library and host of the fifth MLW.

> Workshops should be what the name states—shirt-sleeve sessions for the dissection of generally encountered problems in administration, practice, procedure and operation during which methods of attack and solution receive explanation and wider understanding by a homogeneous group.
> . . . Fewer people should be involved. Everybody wants to get into the act, and no one wants to be left out. Not only is this workshop too big, there are represented great varieties of interests and needs. A closer approximation of unity of purpose should be a guiding principle in participant selection. . . . We have represented here school and

52
George R. Luckett, letter to Bill M. Woods, 13 July 1962; copy in the MLW history file.

53
Robert Severance, "A Decade of Workshops," summary of a talk given at the tenth MLW, San Diego, CA, 12-14 October 1966; copy in the MLW file at Air University Library, Maxwell Air Force Base, AL.

research libraries, big and little schools, broad and narrow subject specialized research, the librarian new to the field and the venerable patriarch, no two libraries representing approximately identical sets of operating conditions, to mention but a few elements obvious to all of us as we note our fellow participants.[54]

The most persistent advocate of the small workshop, however, continued to be Robert Severance:

The smaller the attendance, down to minimum of about 50 participants, the better the chances of conducting a "working" workshop.
...A workshop needs to be what the word denotes: A meeting filled with hard work, including night sessions if necessary, which deals with a specific problem or set of problems and from which recommendations, conclusions or improvements will issue which are of value to the participants, their agencies, and other military libraries.[55]

The problem was "that this limitation led to the perception of 'elitism' to some military librarians"[56] as well as to executives of the SLA. Severance attempted to counter such criticism with statistics showing that, out of an aggregate attendance of 960 librarians at the first nine workshops, there were 444 different individuals included. If there were an "elite" group of military librarians it would be a very small club indeed: Only five people had attended all of the first nine workshops; counting those who had attended eight of the nine would add only three members to the "elite."[57]

The Long-range Planning Committee offered a proposal in the late 1960s to break the MLW into smaller groupings by regions, kinds of libraries, or services, thereby giving more people the ability to attend more focused workshops. An undated carbon in the MLW history file outlines this proposal as follows: In 1970 four workshops would be held, focusing on technical librarians in the eastern and western parts of the country, academic librarians, and staff librarians. This year of decentralized workshops would be followed by

54
Morrison C. Haviland, letter to LTCOL George V. Fagan, 12 October 1961; copy in the MLW history file.

55
Robert Severance, minutes of the Long-range Planning Committee meeting, 28 January 1969; copy in the MLW history file.

56
Frances L. Carey, personal communication, 15 September 1992.

57
Robert Severance, "A Decade of Workshops." The five who had attended all of the first nine workshops were Ernest DeWald, Catherine Quinn Hetrick, O. Willard Holloway, Eva Lieberman, and Robert L. Martin; those who had attended eight of the nine were Cleo Cason, Robert Severance, and James J. Slattery.

a large general workshop for all military librarians in 1971. Then in 1972 three workshops would be held for each of the major services.

Apparently this proposal did not go over well with the military librarians. At about this time, O. Willard Holloway resigned in frustration from the Long-range Planning Committee.

> . . . I was quite discouraged by the reaction of the Military Librarians to the Committee's recommendations regarding the future. It appears to me that the majority of them seem to be satisfied with the hit-or-miss system we have had in the past and are opposed to any "rocking-of-the-boat." . . . [C]onsidering these and many other factors, I am beginning to question the wisdom of continuing the Workshops at all. We have deteriorated into an annual convention and attendance has become a "personal prestige" item for many. . . . I believe we should pull into such a committee some new faces who may be able to find new solutions. . . .[58]

The MLW continued to be held in spite of Holloway's dour assessment, and also continued to gain prestige and numbers, but at least one advantage of this continued interest was an influx of the "new faces" who Holloway believed could resolve the challenges facing workshop organizers.

By 1972 the Long-range Planning Committee, then chaired by Virginia Eckel of the Air Force Institute of Technology, was again discussing the possibility of splitting the MLW into smaller workshops every other year because of the difficulty of finding a host for 200-plus participants. Given the negative reaction to such a proposal just a few years earlier, the committee must have approached this option for dealing with their dilemma somewhat apprehensively. The minutes laconically note that "There seemed to be no opposition and very little discussion."[59] This seems to be as far as the rejuvenated proposal to split the MLW ever got.

[58] O. Willard Holloway, letter to Robert Severance, 7 November 1969; copy in the MLW history file.

[59] Minutes of the MLW Long-range Planning Committee, meeting at Redstone Arsenal, AL, 2-4 October 1972; copy in the MLW history file.

Attendances between 150 and 200 were the rule during the 1970s and 1980s and even then some librarians voiced dissatisfaction about being left out. In 1976 an attempt was made to hold an MLW with no limits on attendance. Some 300 military librarians gathered at the U.S. Naval Academy in Annapolis, presenting the hosts with a number of logistical challenges. In an effort to accommodate the crowd, each of the services met separately. This approach, in the eyes of Paul Klinefelter, turned out to be "counterproductive" to the general aims of the workshop.[60]

Barbara Everidge Bauldock has reflected that one spin-off of these "growing pains" within the MLW, long the premier gathering of military librarians, was the establishment under government auspices of other opportunities for subgroups of the military librarian community to gather. Principal among these is the Army Library Institute, which first met in 1977.[61]

When the MLD met in Boston in 1986, the first item of business from the floor was an appeal from a military librarian who asked that MLD separate itself from any connection with the MLW. This individual claimed that he had been a member of the Division for 25 years without being invited to a workshop. "The MLD," he declared, "has lost control of the MLW." Division chairwoman Bonnie Davis responded by asking the offended member to submit any motion calling for a divorce between MLD and MLW in writing. She also asked Normand Varieur, the immediate past chair of MLD, to write a brief article for the MLD Bulletin, explaining the relationship between the two organizations.[62]

After almost 30 years, many military librarians were too young to remember the circumstances that brought the MLD and MLW into being in the first place or the visions that drove the first generation of workshop organizers. Varieur noted in his response that "our own members know very little about the connection between the MLD and MLW." He went on to explain many of the nuts-and-bolts details about the structure, set-up, and relationships between the two entities.[63]

60
Paul Klinefelter, personal communication, 24 July 1992.

61
Barbara Everidge Bauldock, personal communication, 6 July 1993.

62
Minutes of the Military Librarians Division, Special Libraries Association, 1986 Boston meeting; MLD Bulletin, September 1986; p. 5.

63
Ibid.

Stung by the charge that the MLW had been unresponsive to concerns of MLD members, Bonnie Davis, one of the "new faces" of the second generation of MLD leaders, began to explore ways in which controls on MLW attendance might be dropped completely. These explorations culminated in a proposal brought before the 1988 MLD annual meeting that every member of the division be entitled to an invitation to the MLW.

> It was proposed that MLD forward a recommendation to the Military Librarians Workshop (MLW) Executive Board that they amend the procedures for selection of attendees to the annual MLW. The amendment is to read that everyone who is a member of the Division is entitled to an invitation to the Workshop and that this is to implemented and in effect in October, 1989. Ms. [Kathryn E.] Marshall so moved, seconded by Ms. Mary Bonnett. Mr. Normand Varieur asked to have the October 1989 date taken out of the motion. Amending the motion, Ms. Marshall said "This date is a recommendation—not a forcing issue." Motion was carried unanimously.[64]

In addition to the obvious intent of this motion—to resolve the issue of inclusivity by opening the MLW to any member of the MLD—one practical effect was to bring the MLW under more direct control of the MLD leadership (and hence the SLA) than ever before. Another practical effect was to increase attendance at the workshops by making up to 50 additional spaces available for MLD members who might otherwise not receive an invitation. The latest revision of the Military Librarians Workshop (MLW) Procedures Manual (October 1989) thereby allocates the following number of spaces for each annual workshop: Department of the Army—66 spaces; Department of the Navy—44 spaces; Department of the Air Force—44 spaces; Department of Defense—10 spaces; Canada—8 spaces; other MLD members—up to 50 spaces; ex-officio participants (including the MLD Board of Directors, MLW Executive Board, host participants, program speakers, future MLW hosts, and host invitees)—up to 75 spaces; for a grand total of 297 participants.[65]

64
Minutes of the Military Librarians Division, Special Libraries Association, 1988 Denver meeting; The Military Librarian, September 1988, p. 3.

65
Military Librarians Workshop (MLW) Procedures Manual, October 1989 revision, p. 6.

To relate the tortuous history of the MLW invitation process or chronicle the evolution of committees or procedures does little to explain why the workshops have been so successful or why invitations to attend have been so assiduously sought. Robert Severance provided one answer:

> ... Libraries are books, journals, documents, maps, buildings, tables, chairs, and machines, but most important of all libraries are people. The greatest return on the government's investment in the workshops is the stimulation and professional development that results from personal contacts at the meetings.[66]

The personal contacts, more than program content or problem-solving endeavors, have been the prime reason for the workshop's longevity and appeal, contends Robert Lane. Lane, like his predecessors at Air University, has been willing to step back and assess the MLW critically, with the perspective of one who has been an active participant. Although he bemoans the fact that occasionally "the workshop is a production to be got through" and that programs offered by the workshops might also readily be found in state, regional, or national conferences, he concludes:

> ... I do not agree with those who say "if all that is true, then why do we need the workshops any more?" We do need them for the opportunity they present on an annual basis to renew and refresh personal associations and to make new ones. There's a lot of recruiting at the workshops, too; we are always on the lookout for talent in this regard. In short, the workshops can be interesting on occasion, but they are always personally and professionally rewarding. As a result, each is memorable, each worthwhile. I'm glad our far-seeing colleagues got them going way back in the 50s and congratulate our contemporaries for tending the flame so well.[67]

66
Robert Severance, "A Decade of Workshops."

67
Robert B. Lane, personal communication, 18 August 1992.

Librarians have long been the victims of unflattering stereotypes—pinch-faced spinsters with proprietary attitudes about the materials under their care or goggle-eyed bookworms with Milquetoast mannerisms. The reality is that librarians share the broad differences in personality and style that are reflected in society at large and, in the midst of serious efforts to share information and grow professionally, they also can have fun. This social impulse is undoubtedly one of the factors that has contributed to the success of the MLW.

Since the first MLW at Maxwell Air Force Base in Alabama, workshop programs have given military librarians the opportunity to visit various parts of the country and, in the midst of intense attention to the professional matters at hand, they have no less intensely taken advantage of chances to sightsee and socialize. At times, when space was available, MLW participants have enjoyed lodging at government facilities; at other times they have been given the opportunity to sample the offerings of nearby hostelries. Many military librarians who were familiar with the comfortable surroundings afforded by a large military base accepted O. Willard Holloway's invitation to the second MLW only to find themselves out in the "boondocks" of the Army Artillery and Missile Center of Fort Sill, Oklahoma. By contrast, George Luckett's invitation to the Naval Postgraduate School at Monterey, California, included a memorable reception in his beautiful garden and accommodations in a luxury hotel. Anyone who might deem the workshops as a time for all work and no play needs only to look at one photograph from the third MLW that dispels such a notion. In it, Canada's Charles Stewart sings while being accompanied on the piano by Alan Blanchard of the Army War College.

The fourth workshop brought librarians to the nation's capital, where J. Heston Heald of the Armed Services Technical Information Agency (ASTIA)[68] hosted the gathering. A highlight was a dinner at Fort Lesley J. McNair, followed by an open house at the libraries of the National War College and the Industrial College of the Armed Forces.[69] Some of the working sessions were held at Arlington Hall, while conferees were billeted at the old Harrington Hotel on Pennsylvania Avenue. The military

68
In 1963 ASTIA became the Defense Documentation Center for Scientific and Technical Information, then in 1979 it was given its present name: Defense Technical Information Center (DTIC).

69
Report on the fourth MLW, undated; copy in the MLW history file.

librarians were greeted by a lingering October heat wave that affirmed why some foreign diplomats considered Washington, DC, to be a "tropical" posting. The hotel featured no air conditioning, shared bathrooms, and the unavoidable presence of some of the District's infamous nocturnal entrepreneurs.[70]

Lieutenant Colonel George V. Fagan and the U.S. Air Force Academy provided a literal breath of fresh air to those who remembered the backdrop of Washington's heat and humidity from the previous year. Participants in the fifth MLW tackled library management problems and charted the future of the workshop in the modern and beautiful Rocky Mountain setting of Colorado Springs. Logan Cowgill characterized the visit as "a safari to the upper atmosphere."[71]

Although the U.S. Military Academy at West Point was chosen initially as the site for the sixth MLW, logistical problems required a change of hosts, and Margrett B. Zenich offered the facilities of the White Sands Missile Range in New Mexico. This venue offered many of the participants their first introduction to the beauties of the desert, where they enjoyed a moonlight picnic. Additionally, the proximity of the border beckoned conferees to visit Mexico, enjoy its native foods, and sample a drink called the margarita.

Paul Klinefelter has commented that very early on the MLWs developed something of a rhythm, alternating between "activist" and "pastoral" programs, just as he observes that the papacy seems to oscillate between activist and pastoral popes.[72] Eva Lieberman invited the MLW back to the Washington, DC, area in 1963 to engage in discussions of procurement and retrieval at the Naval Ordnance Laboratory in Silver Spring, Maryland. Klinefelter characterized this well-attended workshop as "procedural"—certainly in the activist mode.

By 1964, an east–west rhythm was also becoming evident, as the MLW returned to New Mexico, where Madeline Canova hosted the workshop at the Air Force Weapons Laboratory in Albuquerque. There, conferees enjoyed the funicular ride to Sandia Mountain.

70
Paul Klinefelter, who attended most of the workshops from 1960 onward, was generous in providing many of the anecdotes related in this section.

71
Logan Cowgill, memo to O. Willard Holloway containing notes on the fifth MLW, undated; original in the MLW history file.

72
Paul Klinefelter, personal communication, 24 July 1992.

Egon Weiss was able to bring the MLW to West Point finally in 1965, where participants had the opportunity to witness a cadet review on the parade ground. Then, in 1966, the MLW returned to the west coast, where Bill Jorgensen of the Naval Electronics Laboratory and Carolyn J. Kruse of the Naval Weapons Center at China Lake, California, introduced their colleagues to the city of San Diego and a view of its fabulous bay from Point Loma. In 1967 the MLW was hosted by Virginia Eckel of the Air Force Institute of Technology at Wright-Patterson Air Force Base near Dayton, Ohio; conferees worked on the problem of making the library user-friendly.

One hundred-ninety participants representing 140 libraries attended the twelfth MLW at the U.S. Army War College, Carlisle Barracks, Pennsylvania, in 1968. Library director Alan J. Blanched was the host, assisted by Ruth Longhenry. A highlight of the gathering was a dinner address by Dr. Frank J. Bertalan, a former Navy librarian who had become director of the School of Library Science at the University of Oklahoma. The demand for library school graduates was growing at an unprecedented rate, Bertalan told the conferees, and annual salaries as generous as $8000 were being offered by employers.[73]

Librarians who attended the workshop sponsored by the Naval War College in 1969 got a chance to glimpse the future, seeing study carrels equipped with computer terminals. Hosted by Earl R. Schwass and Frances Carey, the thirteenth MLW sought to return to the concept of a "pure workshop program" rather than a speaker program.[74] Another memorable aspect of the 1969 workshop was the clam chowder at a Newport restaurant called The Black Pearl.

The impact of computerized information systems remained at center stage throughout the early 1970s. A quickly organized MLW, hosted by Nancy Ballard Walsh, was held at the Industrial College of the Armed Forces in Washington in 1970. HemisFair and a dramatic new hotel—the Del Rio Hilton—served as backdrop for 1971's workshop in San Antonio. John L. Cook of Air Force Headquarters, who had recently received the mantle of Robert Severance as

[73]
Report on the twelfth MLW, Navy Scientific and Technical Information Program Newsletter, Office of Naval Research: Washington, DC, November 1968.

[74]
Minutes of the MLW Program Committee, meeting at the Naval War College Library, Newport, RI, 5 May 1969; copy in the MLW history file.

chairman of the MLW Long-range Planning Committee, served as host.

Cleo Cason invited the military librarians to the Redstone Scientific Information Center at Alabama's Redstone Arsenal in 1972, where they were treated to an all-you-can-eat catfish dinner. Doris Baster hosted the 1973 MLW at the Naval Research Laboratory in Washington, DC.

Historic Fort Huachuca, Arizona, with its traditions of the Army's horse cavalry and anecdotes about a famous visit from General John Pershing, was the scene of the eighteenth MLW, hosted by Edith J. Fraser. In 1975 the workshop returned to the U.S. Air Force Academy in Colorado Springs, where Claude Johns and Ben Glidden hosted their colleagues with a visit to Pikes Peak and accommodations at the Antlers Hotel, which featured old-fashioned frontier entertainment.

The nation's bicentennial was celebrated with an open invitation to the U.S. Naval Academy in 1976. Some 300 conferees were welcomed to Annapolis by hosts Richard Evans and John P. Cummings and given a tour of the Academy's new library building. Cadet parades and a well-attended banquet at the Annapolis Hilton were memorable features of this gathering.

Catherine Zealberg greeted MLW participants on their return to the Army War College and Army Military History Institute at Carlisle Barracks in 1977. When the workshop went west again, in 1978, sessions were held in a big new convention center in Albuquerque. Torrential rains raised questions in the minds of attendees about whether they were really in the "desert southwest," but in spite of the rain they were made most welcome by Georgiana Hillyer of the Air Force Weapons Laboratory.

The twenty-third workshop, held in Alexandria, Virginia, afforded participants an opportunity, like the Roman god Janus, to look backward and forward. All former hosts of the MLW were invited to attend, a reception was held at the Air & Space Museum, and the program sought to predict what the military librarian's job would be like a decade hence, in 1990. "Our predictions weren't too bad," observed Paul

Klinefelter who, with Mary L. Shaffer of the Pentagon Library, served as host.[75] "The DTIC workshop was as close to a '10' as they come," comments Robert Lane. "Most have fallen far short of what Paul Klinefelter and his group achieved there."[76]

Paul Spinks welcomed the MLW back to the Naval Postgraduate School in 1980 and, in 1981, the workshop returned to the place of its birth—Air University in Alabama. Library director Robert Lane greeted the conferees and assembled guests, who listened to Dr. Thomas J. Galvin, Dean, Graduate School of Library and Information Science, University of Pittsburgh, and the inimitable, late Admiral Grace M. Hopper, USN, on the challenges of leadership and management in the dawning computer age.

On a return visit to West Point in 1982, MLW participants had the opportunity to meet USMA's first female cadets. Barbara Bauldock recalled that this workshop afforded her the first opportunity to experience a gorgeous and golden Hudson Valley autumn.[77] An unusual workshop was held the following year at the Defense Nuclear Agency in Washington, DC. Workshop participants could not enter the headquarters building of the agency, because it was a classified area. Workshop host Betty L. Fox greeted the military librarians at the Reston, Virginia, Sheraton instead, billing the lodgings as a "retreat" because they were located some 25 miles from downtown DC.[78]

The 1984 workshop was the first and only to be held in Florida, with Myrtle J. Rhodes of the Naval Coastal Systems Center in Panama City serving as the host. Barbara Bauldock recalled that "this one was held at a nostalgically decadent beachfront hotel, right on the sand."[79] The MLW returned to the Air Force Academy for the third time in 1985, where Colonel Reiner H. Schaeffer greeted the participants and gave them an opportunity to see the falcon mascots in action. While at the workshop participants put the final touches on a computerized library budget program that was later lent out to others.

The Army Corps of Engineers brought the MLW to New Orleans for the first time in 1986. Host Barbara J. Fox introduced conferees to jazz at Preservation Hall, field trips

75
Paul Klinefelter, personal communication, 24 July 1992.

76
Robert B. Lane, personal communication, 18 August 1992.

77
Barbara Everidge Bauldock, personal communication, 6 July 1993.

78
Ibid.

79
Ibid.

to antebellum plantations, Cajun coffee at the Café du Monde in Jackson Square, and a Mardi Gras celebration complete with a brass band leading the attendees into the formal dinner. A very specialized MLW was held with the Defense Intelligence Agency (DIA) as host the following year. Although sessions were held and participants were lodged at the Westpark Hotel in Rosslyn, Virginia, a group clearance was secured for the group to visit limited areas of the classified Defense Intelligence College. William Crislip and his staff at the DIA shepherded the military librarians through what Paul Klinefelter characterized as their "sacred precincts."[80] Evening entertainment included a visit to Washington's Arena Stage.

Joan Buntzen and Kathleen Wright welcomed participants in the thirty-second MLW to the Naval Ocean Systems Center (the former Naval Electronics Laboratory) in San Diego. Conferees were housed in the San Diego Princess Hotel on Mission Bay. Entertainment included a Mexican fiesta, with authentic Mexican food and folk dancing. In 1989 the MLW returned to San Antonio and the Air Force School of Aerospace Medicine, with sessions at the Sheraton Gunter Hotel and Fred Todd as host. Participants enjoyed the River Walk promenade, visits to the Alamo, a Texas roundup barbecue, and Western line-dancing lessons.

The U.S. Army Training and Doctrine Command, headquartered at historic Fort Monroe, Virginia, and host James H. Byrn welcomed the 1990 MLW. Conferees were housed in nearby Colonial Williamsburg and a reception was held in the library of William and Mary College. In 1991 the Defense Language Institute in Monterey, California, sponsored a timely MLW on the threats to libraries from natural disasters such as earthquakes, fires, and floods. A former Red Cross facility overlooking the Pacific, which had been turned into a conference center by the State of California, served as the meeting place. Gary D. Walter greeted the participants and also introduced them to the immersion method of teaching foreign languages.

Venues for the MLW are currently planned up through 1997. Each one promises to open new vistas of information and opportunities for cooperation among the librarians of the MLD.

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[80]
Paul Klinefelter, personal communication, 24 July 1992.

Palmer began his section on the origins of the MLW with the statement that "Military librarians began to come into their own in the aftermath of the gigantic military buildup of World War II."[81] Military librarians in the period 1992-1999 faced a very different world. This changed environment was the product of the democratic countries' success in the Cold War and of phenomenal changes in the technology of information access.

Military Librarians established the Workshop because, working as they did in far-flung locations, they saw a clear need for regularly scheduled meetings to exchange information focused directly on the special challenges of military librarianship. A natural outgrowth of this exchange of information was the opportunity for individuals to establish networks of personal contacts that would help sustain them throughout the year. These dual needs for information exchange and fellowship remained at least as pressing in the aftermath of success in the Cold War as they had been in the early 1950's when the US and Canada were gearing up to deal with that threat.

While the Army Library Institute, the Council on Navy Scientific and Technical Libraries and the Air Force Librarians' Workshop address the service-specific concerns of their constituencies, MLW remained the one forum for exchange and networking across the Department and with colleagues in the Canadian Department of Defence. As Kathy Wright, a long-time MLW participant and leader in military librarianship, correctly observed:

> The primary value of the workshop is that it is the only forum for DoD library managers to get together and discuss DoD library issues. The real value is the topics that we can't get elsewhere such as procurement, updating of the law with respect to OPM personnel rules, A-76, and licensing of services. The Workshop should be kept directly targeted on the information we can't get elsewhere.[82]

Personal networking remained another critical aspect in the success of MLW. As Mary Barravecchia explained "This is the

[81]
William A. Palmer, Jr., p. 3.

[82]
Kathy Wright, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

place where you make the connections, meeting the people who will support you all through the rest of the year in phone conversations."[83] Carolyn Ray recognized a similar continuing benefit of the MLW's saying that through these meetings she had established a:

> Network of people I now consider friends. This helps you keep up enthusiasm for the profession and for your own specialty. MLW is unique in this respect; it gives you friends in a world-wide community who understand your concerns and can share insights based on facing similar problems.[84]

Martha Davis offered a similar observation saying "humans are social animals and want the personal connection for which there is no real substitute." At the same time, however, Davis observed that MLW "used to be a good place for young people to make contacts, now the people are older." Davis's observations make plain not only one of the benefits that MLW had provided the community over the years but also noted a troublesome aspect of the changing composition of the workforce.[85]

Just as the individual programs offered by the various hosts provided critical information for facing current challenges, the annual updates provided by the Services and the Canadian Department of Defence offered listeners insights that cut across Service and national lines. Similarly, the annual updates by the Federal Library and Information Network (FEDLINK) and the Defense Technical Information Center (DTIC) gave attendees regular information that many would not otherwise have found so readily available.

83

Mary Barravecchia, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

84

Carolyn Ray, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

85

Martha Davis, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

Simply skimming the program agendas for the period 1992-1999 will give the reader an overview of the trends in the military library community. MLW programs during this period were, in the main, successful efforts to address the topics that were of direct concern to military librarians. The 36th Military Librarians Workshop, 27-30 October 1992, was hosted by the Naval Undersea Warfare Center Detachment, New London, Connecticut at the Mystic Ramada Inn.[86] This setting provided a contrast of the old and the new—the nearby submarine capital of the world contrasted with nearby Mystic Seaport with its 19th-century village of tall ships and historic buildings, exhibits showcasing the culture of seafaring lives, and a unique shipyard where the nearly lost art of wooden shipbuilding endures. Friendly dolphins greeted guests arriving for an evening buffet in front of the dolphin tank at the Mystic Marinelife Aquarium.

Host David Hanna dedicated the Workshop to Normand Varieur, MLW's past Chair, for his support in planning the conference and for Varieur's continuing "dedication to his work and to his fellow professionals." Similarly, Hanna commended members of his Program Committee, Mary Barravecchia and Lorraine McKinney, for doing everything from making hotel reservations to spending weekends helping him pick and wash apples to fill the baskets given the attendees.[87]

The theme of the workshop was dealing effectively with the "New Agendas for the Nineties," i.e., downsizing, consolidation, and realignment, all attributable to U.S. successes in the Cold War. The impact of this success on the military community was captured in Hanna's comment: "How ironic this is since in the past, the victors were given the spoils and not expected to downsize, consolidate or realign."[88]

Captain Robert L. Mushen, Commander of the Naval Undersea Warfare Center, Newport Division, delivering the welcoming address, noted the impossibility of predicting what the library of the future would be but warned military librarians that they would be operating under reduced budgets and would be obliged to develop new operating techniques while at the same time maintaining accessibility

86
Naval Undersea Warfare Center (NUWC), officially established in January 1992 as a result of DoD consolidation efforts, had two major divisions one on the East and one on the West Coast. The Newport Division included 15 field sites and undersea test ranges at locations throughout the United States as well as in Canada and the Bahamas.

87
U.S. Department of Defense. Command Support Detachment, Naval Undersea Warfare Center Detachment. New Agendas for the Nineties, Proceedings of the 36th Military Librarians Workshop 27-30 October 1992, p. iii (ADA264 198).

88
Ibid.

and user confidence. He also enjoined them to "remember that many of us [DoD managers] know what you are dealing with, and appreciate how you are managing—or should I say surviving—in this uncertain environment.[89]

The Program Committee drew on the considerable reservoir of New England resources in developing the program. Mary Barravecchia called upon her library school mentor, Professor James Matarazzo, Simmons College Graduate School of Library and Information Science, to present the keynote address. Given the then persistent unfavorable comparisons between U.S. competitive practices and those of the Japanese, the committee asked Dr. Matarazzo to talk about his recent analysis of the approaches of Japanese firms in managing information.

Following Matarazzo, David W. Lewis, Head, Research and Information Services Department, Homer Babbidge Library, University of Connecticut, noted that academic libraries faced economic challenges similar to those of military libraries. He stated that "the technologies that have served us well for a hundred years are being replaced . . . no one has enough money for both the new and the old."[90]

Other speakers discussed a variety of topics. They included the Naval Research Laboratory's efforts to develop a campus-wide information system for desktop access to library-based resources; organizing the work of a downsizing library; the National Translations Center at the Library of Congress, and Government-Owned and Contractor-Operated libraries. Sessions included "Coping with Anxiety;" "OCLC for Managers" and "Internet/Bitnet."

The 37th Annual Workshop was held in Albuquerque, New Mexico, on 15-18 November 1993 at the Sheraton Old Town Hotel, with 194 attendees listed.[91] The meeting was sponsored by Phillips Laboratory, Kirtland Air Force Base. Barbara Newton, Chief, Phillips Laboratory Technical Library, served as the military host with the support of Lee McLaughlin, chairing the Local Arrangements Committee. Newton and Sandy Spurlock, Inhalation Toxicology Research Institute, planned the program. As hosts, they received an unusually high degree of support from two local

89
Ibid., p. 3.

90
Ibid., p. 10.

91
Carolyn Ray, "194 Attend Military Librarians Workshop," The Military Librarian, Winter 1994, p. 1.

42

organizations, the Rio Grande Chapter of the Special
Libraries Association and Access Innovations, Inc. of
Albuquerque.

Consistent with widespread concerns in the military library
community, Newton and McLaughlin in their forward to the
proceedings warned that "professionals in the information
field who do not foresee future trends and who do not grow
to meet those demands will fall prey to their more alert
competitors.[92] Sounding a similar note in his letter of
welcome, the Commander, Kirtland AFB, noted the current
climate for military organizations generally and libraries in
particular but reminded the attendees that "while your
resources may be reduced, your responsibility to serve your
military or public community continues as in the past."[93]

Paul Mosher, Director of Libraries at the University of
Pennsylvania, in the keynote address, stated that society was
undergoing a "paradigm shift in the generation and transfer
of information" and that librarians must:

> . . . work in partnership with technologists and
> engineers so that the nature and useful applications
> of technology are remembered and understood.
> Only librarians can help prevent the techno-babel
> that threatens to overwhelm our future. [94]

Jose-Marie Griffiths, University of Tennessee, Knoxville,
comparing East European and U.S. approaches to education
for information professionals predicted U.S. programs would
continue to emphasize core principles and transferable
competencies but noted that the time was right for a re-
examination of the educational process.[95] Thomas E.
Pinelli, NASA Langley Research Center briefed on the
National Aeronautics and Space Administration (NASA)—DoD
Aerospace Knowledge Diffusion Research Project concluding
"we have yet to achieve a thorough understanding of how
knowledge diffuses within the defense community" and that
"the STI dissemination model, used by DoD and NASA, is
limited by its passivity."[96]

Two sessions reflected the continuing concern of military
librarians with the issues surrounding contracting out of

92
U.S. Department of
Defense. USAF Phillips
Laboratory. Global
Information: the Sun Never
Sets, Proceedings of the
37th Military Librarians
Workshop, 15-18 November
1993, p. iii (ADA286636).

93
Ibid., p. 1.

94
Ibid., p. 11.

95
Ibid., p. 2.

96
Ibid., p. 67.

library services and with provision of electronic resources. The Arnold Engineering Development Center library contract monitor moderated a panel discussion on library contracting at that Center. The Naval Research Laboratory briefed on efforts to implement electronic services including forging agreements with scientific societies and other publishers to test the feasibility of providing network access to electronic journals. In a third session, a Federal Library and Information Center (FLICC) consultant provided insight on the new Office of Personnel Management (OPM) standards for technicians, on the status of proposed standards for professional librarian positions and on the Factor Evaluation System.

Another panel offered information on the Open Source Information System; Corporate Information Management and Business Process Re-Engineering; and on the relationships between libraries and the DoD Scientific and Technical Information (STINFO) program.[97] In keeping with the cooperation existing between Phillips Laboratory and the scientific community in New Mexico, several speakers addressed model efforts in that state. A panel discussion followed addressing cooperative efforts among the members of the Library Service Alliance of New Mexico.

97
Ibid., pp. 261-281.

The Albuquerque MLW offered a variety of social and cultural activities. One widely remembered event took place at the Indian Culture Center. The organizers booked the Center one evening for the exclusive use of the Workshop attendees, a booking which had to be placed three years in advance. The dinner featured Southwestern cuisine, including "Indian Bread. Exhibits of Indian tribal dancing, including female Navajo tribal dancers (who do not typically take part in public exhibits), followed dinner. Guests were invited to participate in some of the circle dances, another departure from the usual tribal dance procedure. The Workshop gift was a cookbook of Southwestern recipes by a local author.

The Thirty-eighth Annual Military Librarians Workshop was held at the Hilton Hotel, Huntsville, Alabama, 14-17 November 1994. The theme, again reflecting trends in the military library environment, was "Reinventing Libraries:

Challenges and Change." The meeting was hosted by the
Redstone Scientific Information Center, Redstone Arsenal,
Alabama, Sybil H. Bullock, Director. Bullock in her welcome
letter to the attendees said "we will continue to use the
MLW as a tool for providing us with continuing training,
enhancement of our skills, discussions of the issues facing
us, and the strength of our profession: networking."[98]

Herbert S. White, School of Library and Information Science,
Indiana University—Bloomington, in his keynote address,
"The Politics of Reinventing Government Libraries," advised
his listeners that "nothing is gained by protecting the status
quo, because organizations which remain the same in an
otherwise changing environment . . . automatically get
worse.[99] Other sessions followed in the same vein calling
for new approaches to resource sharing; outlining major
steps needed to ensure long-term culture change in
Government; offering challenges to the conventional wisdom
of special library management; and proposing changes to be
made in higher education in an era of electronic
networking. Concern for electronic resources was reflected
in sessions on policies for retention of electronic messages
(e-mail), document imaging and archiving, and integrated
information systems. Other speakers emphasized the role of
the Arsenal and Huntsville as a place where technology
meets tradition.

Special events included an evening at the U.S. Space and
Rocket Center Space Dome Theater, an event which opened
with the Omnimax movie "Blue Planet." On the final day
there was an optional tour of the Redstone Scientific
Information Center.

The Thirty-ninth Annual Military Librarians Workshop, held in
Kansas City, Missouri and at Fort Leavenworth, Kansas, 9-12
October 1995, was hosted by the staff of the Combined Arms
Research Library, Martha Davis, Director. The Workshop
focused on the theme "Information Warfare: Librarians on the
Frontline."

Keynote speaker Winn Schwartau, a leading expert on
information security and electronic privacy, addressed new
paradigms for conflict in information warfare in his

98
U.S. Department of
Defense. Redstone
Scientific Information
Center, Redstone Arsenal.
Reinventing Libraries:
Challenges and Change,
Proceedings of the 38th
Military Librarians
Workshop, 14-17 November
1994, p. iii (ADA298 608).

99
Ibid., p 3.

presentation entitled "Information Warfare, Netsurfing and Military Secrets." The second keynote address, "Military Librarians in the Age of Information: Warriors or Wallflowers?," was presented by Robert D. Steele, Open Source Solutions Group.

Mary Ann Nowell, White House Librarian, presented a paper entitled "From the Department of War to the White House: A Library Legacy." On the final day of the Workshop a representative of the Library of Congress discussed copyrights in electronic media. Also on the last day, James Gunn, English Department, University of Kansas, Lawrence, spoke on the subject of "Libraries in Science Fiction" calling upon his listeners to consider the possibilities of science fiction for "entertaining readers in a way that will make them think, at least once in a while, and sometimes in totally unfamiliar and liberating ways."[100]

The special events featured a tour of Kansas City jazz clubs and a barbecue dinner. Tours of local facilities included demonstrations of the Tactical Commanders' Development program and a demonstration of the Army Knowledge Network by the Command Historian. An optional tour of the Truman Presidential Library in Independence, Missouri, was made available to the attendees on the closing day.

The 40th Annual Workshop, sponsored by the Nimitz Library, U.S. Naval Academy, was held in Annapolis, Maryland, 19-22 November 1996. All events took place at the Wyndham Garden Hotel, in Annapolis, except for Nimitz Library tours and a reception at the Naval Academy Museum. Richard Werking, Ph.D., Librarian and Associate Dean for Information at the Academy, was official host for the event. Professor Werking, Kay Miller and Katharine Wallace served as co-chairs of the Program Committee with the support of committee members Pearce Grove, Robert Lane, and Janet Scheitle. Larry Clemens and Barbara Yoakum, Nimitz Library, co-chaired the Planning Committee.

The Wyndham Garden Hotel's proximity to the center of Annapolis made it convenient for participants to visit historic Annapolis, originally established in 1695. Attractions

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[100]
U.S. Department of Defense. Combined Arms Research Library, Fort Leavenworth, Kansas. Information Warfare: Librarians on the Frontline: Reinventing Libraries: Challenges and Change, Proceedings of the 39th Military Librarians Workshop, 9-12 October 1995, p. 142 (ADA 317 738).

included the Maryland Statehouse, built in 1772 and the oldest in the U.S. still in legislative use.

The theme of the Workshop was "Change and Continuity in Librarianship: Approaching the Twenty-first Century." This theme was chosen as a reminder that both continuity and change are critical in library services and in scholarship.

Walt Crawford, Senior Analyst, Research Libraries Group, Inc., presented the keynote address entitled "Millennial Librarianship: Maintaining the Mix and Avoiding the Hype." Crawford proposed that "the libraries of the twenty-first century will evolve from today's libraries, if sensible librarians cope with change while avoiding simplistic prophecies of the all-digital millennium."[101]

Barbara Winters, Wright State University Libraries and Arnold Hirshon, Lehigh University, addressed the controversial issue of outsourcing library services. They maintained that outsourcing is neither panacea nor bogeyman.[102] Barbara D. Wrinkle, Director, AF Library and Information System; Michael L. Marshall, representing the Navy Laboratory/Center Coordinating Group and Carol McMillin, U.S. Army Corps of Engineers Library Program Manager, offered responses to the Winters and Hirshon presentation.

Other distinguished presenters followed with discussions of the Navy's virtual library project, Wright Patterson Air Force Base Library's efforts to extend end user searching; government documents in the electronic age; transition in the Depository Library Program; and government initiatives on the Internet. The speech by Lt. General Paul Van Riper, Commanding General, Marine Corps Combat Development Command, was enthusiastically received. It dealt with the Corps' efforts to prepare for the next millennium by "breeding new tactics."[103] His presentation was:

> . . . exciting because the audience felt his passion
> for the subject, visionary because he knows where
> the Marine Corps should go in the new century and
> philosophic because he made clear the reasons
> why the Corps had decided to follow the path it is
> taking.[104]

101
U.S. Department of Defense. Nimitz Library, U.S. Naval Academy. Change and Continuity in Librarianship: Approaching the Twenty-First Century: Proceedings of the 40th Military Librarians Workshop, 20-22 November 1996,. p. 2 (ADA352 039).

102
Ibid., p. 54.

103
Ibid., p. 94.

104
Barbara J. Fox, personal communication, 13 March 2000.

The 41st Military Librarians Workshop was held 18-20 November 1997 at the Marriott Hotel, Dayton, Ohio. The Workshop, attended by 147 participants, was hosted by Wright-Patterson Air Force Base's libraries, which included the Wright Laboratory Technical Library, the Air Force Institute of Technology Library, and the National Air Intelligence Center Technical Library, and by the Air Force Materiel Command Librarian (AFMC).

The Program Committee was composed of Carolyn Ray and Joe Burke, Wright Patterson AFB (WPAFB) Technical Information Branch, and Gail Hodge, AFMC Command Librarian. The committee chose the theme "Vision 2000: Strategies for a New Millennium." In their foreword to the proceedings Ray and Hodge noted that:

> Predictions about the future of military libraries are rife with words that could have been copied from any of a multitude of management re-engineering textbooks: challenge, change, chaos, closure, commercialization, commitment, competition, contracting out, cost-benefit, creativity, customization. The future promises to reflect the most recent past: a turbulent re-examination, retooling and, at times, a complete abandonment of the status quo.[105]

In keeping with that theme, keynote speeches stressed the challenges military as well as other librarians were facing in the current workplace. The keynote address was presented by Toni Carbo, Ph.D., University of Pittsburgh, and entitled "Just-for-You Service: Challenges in Customizing Library and Information Services." Dr. Len Simutis, Director of the Eisenhower National Clearinghouse for Science and Mathematics Education at the Ohio State University, offered insights into how changes in technology and society may affect librarians and educators moving into a new millennium.

A three-hour panel presentation on Office of Management and Budget Circular A-76 (Contracting for Government Services) drew the largest number of attendees. The speakers provided background in re-engineering of the DoD

105
Military Librarians Division, Special Libraries Association. Vision 2000: Strategies for a New Millennium: Proceedings of the 41st Military Librarians Workshop, 18-20 November 1997, p. iii. (ADA349711).

infrastructure, on competition of military library operations and factors influencing management decisions. Presentations by speakers from the Office of the Secretary of Defense; AFMC manpower and Judge Advocate General's offices, and the National Oceanic and Atmospheric Administration provided insights from the Government perspective. Presenters from Information International Associates discussed the issues from the contractors' viewpoint.

Other sessions offered information on marketing, the varied resources provided by military Web sites; gray literature and the addition of access to the Canadian Institute for Scientific and Technical Information; using benchmarking to implement best practices in military libraries; and a frank, detailed presentation on retirement planning for military librarians. Pre-Workshop sessions offered information on the library's role in declassification, various ways to "Reduce Information Anxiety" by correctly marking technical documents and on cooperation between STINFO offices and libraries.

Special events included a tour of the USAF Museum and a dinner at the Museum featuring a guest speaker from the Museum. The Lexis-Nexis company sponsored a tour of their site and a dinner for participants. Tours were also provided of the AF Institute of Technology Library and the Foreign Science Library.

Over 150 military librarians attended the 42nd Annual Military Librarians Workshop hosted by DTIC 16-20 November 1998 at the Ramada Plaza Hotel in Old Town Alexandria, Virginia. The meeting was planned and hosted by Carol Jacobson and Gerri Shane of DTIC.

"Managing the Digital Library" was the theme. Brigadier General Donald L. Scott, USA (Retired), Deputy Librarian of Congress, delivered the opening address, focusing on his efforts to improve operations at the Library using participative management approaches. Following General Scott, representatives of the Army and the Air Force Chief Information Officers briefed on information delivery challenges faced by their respective services. The opening

afternoon was devoted to roundtable discussions of end user training, electronic serials, metadata, library automation systems, digitization and information sharing.

"Digital Library Initiatives in the Department of Defense" constituted the agenda for the following morning. Speakers from the Corporation for National Research Initiatives, the Defense Advanced Research Projects Agency, the Naval Research Laboratory, the Phillips Laboratory and the Combined Research Library addressed virtual library research and implementation, offering attendees perspectives on directions for the future.

Following these sessions, an afternoon tour of the Library of Congress offered participants opportunities to visit the Thomas Jefferson Building and the National Digital Library. A formal tea, with presentations by Lexis-Nexis, the Library's Bicentennial Project Team, and members of the Federal Libraries Bicentennial Working Group, concluded the day.

The Federal Library and Information Network (FEDLINK) offered a pre-conference acquisitions primer which was followed by an advanced session on acquisitions on the day following formal closing of the Workshop. Tours of DTIC and the Central Intelligence Agency Library were also offered to participants.

Social and cultural activities were varied and location near scenic Old Town made visits to that historic area convenient for attendees. One evening featured dinner at the Fort Belvoir Officers' Club, with presentations by Dr. Judy Bellafaire, Director of the Women in Military Service for America Memorial at Arlington National Cemetery, and by Commander Ralph E. Chatham, USN (Retired), a professional storyteller and self-identified "all-purpose curmudgeon." Entertainment by the Joint Services Color Guard and the Marine Corps Brass Quintet rounded out the day's activities.

Historic Williamsburg, Virginia, was the locale for the 43rd Workshop, 6-10 December 1999. The host, Janet M. Scheitle, U.S. Army Training and Doctrine Command Library and Information Network (TRALINET) Director, selected the theme "Where Library History Meets the Future" with the

50

objective of presenting a history of military libraries, showing how they had contributed to the Defense mission in the past and how they could continue to do so in the new millennium. Scheitle noted that the Workshop, although hosted by the Army, had benefited from considerable support from other organizations in program planning, registration management, and arrangement of tours and social activities.[106]

The Workshop hotel, the Williamsburg Hospitality House, was located only two blocks from Colonial Williamsburg and, on the weekend before the Workshop officially convened, the Christmas celebration in Colonial Williamsburg began. The hosts continued in the holiday spirit with social events which included a holiday party, a concert by the U.S. Army Continental Band, a tour of Colonial Williamsburg by lantern light, and tour of the Colonial Williamsburg Foundation Library.

Susan DiMattia, President, Special Libraries Association, provided the keynote address. Winn Schwartau, well-known expert on networking security issues, addressed the group on the topic "Information Warfare: Electronic Civil Defense for the New Millennium" and followed his address with sessions on Internet security.

[106]
Janet Scheitle, note in unpublished program for the 43rd Military Librarians Workshop, 6-10 December 1999.

The continued concern of military librarians with contracting issues was reflected in the sessions entitled "Implications of Winning the A-76 Competition: the Aberdeen Experience" and in the session "A-76 Library Lessons Learned: The Air Force Example," and a panel discussion on "Proprietary Information in Contractor Libraries."

Discussions of knowledge management and digital library experiences in Defense organizations were also held. Dale Henry, a motivational speaker, presented a session entitled "Why do I Need a Library When I Have the Internet?: Techno-Stress."

The themes and the programs for the period 1992-1999 illustrate the issues that concerned military librarians during this period. They show a willingness to seek out the insights of experts both inside and outside their own community and to share approaches for applying those insights for the betterment of all.

As Palmer noted in the main portion of this publication, there has been a long-standing tension between the desire to provide a forum in the manner of a traditional workshop in which peers exchange information in a relatively small group as opposed to a concern with being inclusive and meeting the needs of a wide spectrum of the community.

Some leaders have felt considerable concern that sheer numbers and a too diverse set of attendees would rob the Workshop of its unique value. Others have felt that all members of the community, and of the Division especially, should have the opportunity to attend. Further, there has been ongoing uneasiness that attendance by invitation only suggested that MLW might be elitist in both intent and implementation. Many MLW leaders could understand the considerable merits of both of these valid but conflicting viewpoints.

This quandary was to some extent pushed into the background by changes in the environment that appeared to force change and by accommodations in MLW scheduling. Changes in the scheduling included more opportunities for senior librarians with common, highly focused interests, such as those in the Military Education Coordination Conference (MECC) Library Working Group, to hold targeted adjunct meetings.[107]

Changes in the military environment included fewer and more heavily burdened staff at host sites and in the Services to manage the invitation process. Another change in the environment was the increased availability of technologies such as e-mail and the Web to communicate. The ability to broadcast announcements via discussion lists, to describe a conference on Web pages and manage registration via e-mail argues for inclusivity. In contrast, the logistical burden imposed by a complex invitation process, including printing and mailing invitations, promotes exclusivity. In addition, there was a heightened sense that librarians, as professionals, attend other meetings and that MLW should not be presented as an exception to that rule.

In pursuit of simplification, the MLW Executive Board agreed in 1993 to eliminate Service quotas.[108] In an effort to

107
An increasing diversity in the attendees was reflected in an evaluation form at the 1999 MLW in which an attendee requested some separate tracks for civil service vs. contractor librarians because some sessions, e.g., OPM session, were not relevant to the evaluator's needs. Unsigned evaluation forms for the 43rd Military Librarians Workshop, 6-10 December 1999, files of MLD Chair Barbara J. Fox.

108
Minutes of the MLW Executive Board Meeting, 15 November 1993, Albuquerque, NM.

further streamline the process, the Wright Patterson AFB (WPAFB) hosts eliminated the practice of routinely sending letters of invitation to commanders, sending them to commanders only by special request. Those requests proved to be few. Further, they announced the Workshop widely, placing announcements in the MLD newsletter, on numerous discussion lists and on the first MLW Web site.[109] Online registration quickly became the norm for MLW.

On the other hand, not all proposed changes were put into place. There had been debate as to the best time of the year to hold the meetings. Much of this debate centered on Congress's persistent failure to appropriate funds promptly for the first quarter of the fiscal year and on the fact that several other technical information conferences fell in the first quarter. However, a survey of the MLD membership on this question failed to show conclusive results and the decision was made to institute no change. [110]

Another issue which has caused uneasiness is that of having vendor sponsorship at Workshops and the prominence they should assume on the agenda and in exhibit space. It is legal to have corporate sponsorship and the Military Librarians Division allows the host to make decisions on the amount and types of vendor support because there are sound local reasons for differing choices.[111] In fact, the vendors' presence is quite well-received by many of the attendees.[112] Nevertheless, there is a continuing sense that propriety must be carefully weighed in each case.

109

Carolyn Ray, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

110

Minutes of the MLW Executive Board Meeting, 15 November 1993, Albuquerque, NM.

111

Kathy Wright and BJ Fox, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

112

Unsigned evaluation forms the 43rd Military Librarians Workshop, 6-10 December 1999, files of MLD Chair Barbara J. Fox.

The Service and Canadian reports at the Mystic MLW made plain the challenges military librarians would face during this period. These challenges were offered primarily by the changing nature of their defense establishments and the fundamental changes being wrought by technology. Annette Gohlke, AF Librarian, reported on a year of base closure, reorganizations, re-locations, retirements and a continued determination to cope with change. Louise Nyce, Pentagon Library, provided a review of the organization structure for information in the Army, noting that change is traditional in the Army and that it would surely continue. Gretchen Cheung, Chief Librarian, College Militaire Royal de Saint-Jean, Richelain, Quebec, Canada, provided the Canadian update, an update characterized by reports of cost-cutting, reorganizations and continued determination to provide services for patrons. Kathy Wright, Naval Command, Control and Ocean Surveillance Center, San Diego, speaking for the Navy and Marine Corps, reported on consolidations, closures, and mission shifts but also on new buildings, installation of new automation systems and programs to provide desktop access for end users and enhance resource sharing.[113]

This changed environment, characterized by fewer human and budgetary resources to cope with technologies that demanded new skill sets, had a significant effect not only on program content but also on the logistical burden hosts were able to assume. For sound reasons, coping strategies and levels of outside support varied considerably from host to host. The Mystic MLW was an effort of only three persons who believe that only intense long-term planning enabled them to accomplish their task successfully. The Albuquerque hosts also planned heavily but enjoyed support from the local chapter of SLA.

Martha Davis, Combined Arms Research Library in Ft. Leavenworth, attributed the success of the meeting there to the esprit de corps of senior professionals and technicians at the library. Davis also noted that while they were one of the first hosts to contract out audiovisual support services, program printing and registration services, they did not run a deficit.[114]

113
Proceedings of the 36th Military Librarians Workshop 27-30 October 1992, pp. 47-60 (ADA264 198).

114
Martha Davis, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

The Wright Patterson AFB (WPAFB) host team did their own logistics. Carolyn Ray explained that whether to do so or not depends entirely on the level of staffing and the inclinations of individual staffs. Ray also suggested that hosts may have to display considerable judgment in finding appropriate ways to reward speakers. She noted as well the tension hosts have felt between having the opportunity to show colleagues their own facilities versus using a hotel with better meeting space.[115] Richard Werking, Nimitz Library, U.S. Naval Academy, also indicated that planning and hosting an MLW was enormously time-consuming. For the Nimitz Library hosts the burden was increased by the fact that they were unable to draw heavily on command support because they, like many other government agencies, had found that downsizing made it difficult to ask other parts of the organization to absorb additional tasks of significant size. Werking also found that one of the hardest jobs was compilation and publication of the proceedings. The primary difficulty lay in obtaining written papers from some of the Government employees, a problem which forced outlay of funds for transcriptions of audio tapes.[116]

Carol Jacobson, host for the 1998 meeting, commented that the more sophisticated presentation technologies in use now require that speakers provide copies of their presentations with sufficient lead time for them to be placed on the support computers used in the sessions. Jacobson noted that it was very difficult to persuade speakers to actually submit the information before the last minute.

Werking's and Jacobson's observations reflect a trend that becomes more apparent in the proceedings for successive meetings. Speakers are providing fewer written papers and are, instead, submitting PowerPoint slides. These slides, after the fact, provide only a very sketchy record of what was actually said in a presentation and often only hint at what its significance might have been.

Over the period 1992-1999, hosts also faced a rising level of attendee expectations about conference management. For example, attendees came to want the speed and convenience of using the Government credit card to pay for registration. They want to have daily updates of attendee lists, complete

115
Carolyn Ray, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

116
Richard Werking, electronic mail personal communication, 2 December 1999.

with e-mail addresses. They expect early announcement of workshops on Web sites and expect to be able not only to register via the Web but also to receive quick confirmation of registration. Similarly, they expect to see presentations up on the Web soon after the end of the meeting. These heightened expectations reflect the extent to which reliance on quick access through electronic communications had become integrated into the culture by the end of this period.[117]

117
Unsigned evaluation forms, the 43rd Military Librarians Workshop, 6-1-December 1999, files of MLD Chair Barbara J. Fox.

MLD and Workshop leaders expect to face a number of challenges moving into the next century. The Workshop will require the support of Divisional and Workshop leaders who have the time and budgetary resources to devote to the necessary planning and travel. The Division Chair will need to be both strong and thorough and will need the long term support of his or her local managers as well as the support of colleagues. Local hosts will need to convince their management of the value, specifically to the local site, of hosting an MLW. All this will need to occur in an era when local support for libraries is uneven at best and when many local commanders share the misconception that everything their staffs need is on the Web.

Mary Barravecchia said "there is so much uncertainty in the general climate it makes it hard to plan" and asked "Who is going to stick his or her neck out and accept responsibility when they could be in the middle of an A-76 study when their turn comes around?"[118] Noting that it is increasingly difficult to find people willing to accept any kind of association work, Carolyn Ray agreed that getting hosts to commit years ahead in an environment of such uncertainty will be problematic. Ray also pointed out the implications specifically for MLW of increased contracting of library services. Such hosting would have to be written directly into the contract or the contract would have to be amended in order for the work to be done. Such contracting provisions would have to be done years ahead.[119]

Janet Scheitle predicted that there will be far fewer hosts willing to sponsor MLW simply because they don't have the numbers to do the work.[120] Carol Jacobson agreed about the increasing difficulty of finding hosts and, like Scheitle, predicted that various hosts may have to rely on a team with one location providing the venue but using numbers of workers from other sites.

Jacobson also suggested that, paradoxically, careful planning well in advance of the meeting date will be critical for the upcoming meetings. She also stated that hosts will have to continue to work hard to keep an appropriate mix of management and technology issues in order to maintain breadth of appeal.[121] Facing up to the fundamental

118
Mary Barravecchia, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

119
Carolyn Ray, electronic mail personal communication, 10 February 2000.

120
Janet Scheitle, electronic mail personal communication, 11 January 2000.

121
Carol Jacobson, personal communication, 11 January 2000.

question, Martha Davis asked whether there would be a sufficient number of libraries left to justify having a Workshop.[122]

122

Martha Davis, interview by Marcia Hanna, MLW, Williamsburg, VA, 8 December 1999.

The MLW was established to meet the strongly felt needs of a geographically dispersed community of professional colleagues. It has provided a meeting place for exchange of information about issues that are not directly addressed by the meetings of other associations. It has continued to provide this service in a rapidly changing organizational and technological environment. Of equal importance it has provided the venue for establishing lasting professional contacts and, indeed, for the formation of enduring friendships among military librarians. MLW has met those needs of military librarians in good times, and more importantly, in bad times. In view of this strong record of service to the library community and to the Department, the leaders in the Military Librarians Division are determined to meet and best the challenges.

62

Appendix I:
Signatories of the First (Rejected) Petition to
Establish a Military Librarians Division within the SLA

F. E. Fitzgerald	G. J. Stansfield	Mary Florence Dunn
Dorothy C. Rogers	Vivian Totten	Marion Gaffney
Helen J. Waldron	Howard B. Turner	Slavko Cerick
Nadine G. Weaver	Janice S. Brown	Doris V. Washington
Helen J. Waldron	Howard B. Turner	Slavko Cerick
Nadine G. Weaver	Janice S. Brown	Doris V. Washington
Clara J. Widger	Fern L. Hunter	R. F. Heisey
Anna C. Cornelius	Emily J. Bueg	Catherine M. Gauveau
Barton Bledsoe	John J. Morrow	Eleanor W. Connolly
Dorothy E. Savage	Marjorie E. Webster	Alice L. Fulton
Mary E. Gallaher	Helen M. Wiener	Catherine R. Quinn
Armand J. Lottinville	Anvor Barstad	Paul J. Burnette
Robert W. Severance	Iris J. Wildman	Elmer M. Schloeder
Huberta A. Prince	Jane C. Bledsoe	Eleanor L. Nickum
Madeline W. Losee	Frederick S. Meigs	Harry F. Cook
Mariana Thurber	John M. Hetrick	Caroline H. Stanley
Agnes D. Crawford	Frances J. Partridge	Elaine C. Simpson
Margaret B. Sterritt	Robert K. Johnson	Ellen Hildreth
John K. Cameron	Martha Allan Wilkinson	Elizabeth C. Perkins
Margaret V. Reay	Elizabeth L. Miller	Jerrold Orne
John B. McClurkin	James K. Harkins	Martha Moore
Virginia M. Wilson	Ruth H. Hooker	Dorothy P. Shephard
Mildred Russell	Minerva A. Snoddy	

Appendix II:
Signatories of the Second (Accepted) Petition
to Establish a Military Librarians Division within the SLA

Orville T. Chambers	Martha Moore	John B. McClurkin
Robert K. Johnson	Elizabeth C. Perkins	A. Opal Moore
Florine Oltman	Elizabeth L. Miller	Barbara L. Chalfant
Ellen Hildreth	Nell Lynn	Jane Finch
Margaret V. Reay	Robert F. Delzell	Iris J. Wildman
Janice S. Brown	Elmer M. Schloeder	Armand J. Lottinville
Helen M. Wiener	Anvor Barstad	Vivian Totten
George J. Stansfield	Mary Florence Dunn	Dorothy C. Rogers
Marion Gaffney	Nadine G. Weaver	Clara J. Widger
Fern L. Hunter	Emily J. Bueg	Jane C. Bledsoe
Huberta Prince	Helen J. Hopewell	John K. Cameron
Jerrold Orne	Oliver T. Field	Inez Ooton
Dorothy E. Savage	Paul J. Burnette	Eleanor W. Connolly
Alice L. Fulton	Mildred Russell	John J. Morrow
Minerva Snoddy	Mariana Thurber	Caroline Hanley
Frederick S. Meigs	Elaine C. Simpson	Mildred Benton
F. E. Fitzgerald	Howard B. Turner	Doris V. Washington
Ruth Frances Heisey	Anna C. Cornelius	Catherine M. Gauveau
Robert W. Severance	Catherine R. Quinn	Martha Moore
John B. McClurkin	Robert K. Johnson	Elizabeth C. Perkins
A. Opal Moore	Florine Oltman	Elizabeth L. Miller
Barbara L. Chalfant	Ellen Hildreth	Nell Lynn
Jane Finch	Margaret V. Reay	Robert F. Delzell
Iris J. Wildman	Janice S. Brown	Elmer M. Schloeder
Armand J. Lottinville	Helen M. Wiener	Anvor Barstad
Vivian Totten	George J. Stansfield	Mary Florence Dunn
Dorothy C. Rogers	Marion Gaffney	Nadine G. Weaver
Clara J. Widger	Fern L. Hunter	Emily J. Bueg
Jane C. Bledsoe	Huberta Prince	Helen J. Hopewell
John K. Cameron	Jerrold Orne	Oliver T. Field
Inez Ooton	Dorothy E. Savage	Paul J. Burnette
Eleanor W. Connolly	Alice L. Fulton	Mildred Russell
John J. Morrow	Minerva Snoddy	Mariana Thurber
Caroline Hanley	Frederick S. Meigs	Elaine C. Simpson
Mildred Benton	F. E. Fitzgerald	Howard B. Turner
Doris V. Washington	Ruth Frances Heisey	Anna C. Cornelius
Catherine M. Gauveau	Robert W. Severance	Catherine R. Quinn

Canadian
Mary Campbell
John U. Curtis
Lachlan F. Macrae
Mary O'Connor
Charles H. Stewart
John W. Spurr
J. Bernard Vinet

Army
Eleanor W. Connolly
Logan O. Cowgill
Ernest DeWald
Agnes L. Frey
O. Willard Holloway
Esther M. Johnson
Ruth A. Longhenry
Robert L. Martin
Elizabeth H. Mennie
James M. Miller
Francis E. Randle, Jr.
Helen Ratermann
James J. Slattery
Virginia M. Valine
Ruth Wesley

Navy
Marion E. Bonniwell
Frances L. Carey
Charles G. Gros
Eva Lieberman
George R. Luckett
Olin S. McKnight
Margaret M. Montgomery
Navada G. Montgomery
LaVera A. Morgan
Frank J. Bertalan

Air Force
Harry F. Cook
Catherine W. Dundas
George V. Fagan
Catherine R. Quinn
Sara G. Seagle
Paul H. Spence
Raymond G. Weitz

Other
Diana S. Calhoun
Ruth F. Heisey
Jerrold Orne
Alexander B. Toth
John K. Vance
Clara Widger

	Year	Dates	Host
	Theme	. . . . .AD Number		

	Year	Dates	Host
1st	1957	21-23 Oct	Air University Library, Maxwell AFB, AL

Air University Library . . . . .AD 660919

2nd	1958	2-4 Oct	Army Artillery and Missile Center, Ft. Sill, OK

General Problems of Military Libraries* . . . . .AF 824 675

3rd	1959	8-10 Oct	Naval Postgraduate School, Monterey, CA

Operation of Military Technical Libraries . . . . .AD 479447

4th	1960	7-9 Oct	Armed Services Technical Information Agency, Washington, DC

Controlling Literature by Automation . . . . .AD 243001

5th	1961	4-6 Oct	U.S. Air Force Academy, Colorado Springs, CO

Management Problems . . . . .AD 665760

6th	1962	26-28 Sep	White Sands Missile Range, White Sands, NM

Personnel Practices and Procedures as They Affect Military Library Management
. . . . .AD 493785

7th	1963	2-4 Oct	Naval Ordnance Lab, Silver Spring, MD

Procurement and Retrieval: Meeting the Challenge . . . . .AD 493137

8th	1964	14-16 Oct	Air Force Weapons Laboratory, Albuquerque, NM

The Military Library in the Information Process - A Report to Management . .AD 632300

9th	1965	3-5 Nov	U.S. Military Academy, West Point, NY

The Library in the Defense Establishment: Mutual Obligations Toward Mission
Accomplishment . . . . .AD 638928

10th	1966	12-14 Oct	Naval Electronics Lab, San Diego, CA

Library Employee Development . . . . .AD 638928

11th	1967	31 Oct-2 Nov	Air Force Institute of Technology, Wright-Patterson AFB, OH

The User and the Library . . . . .AD 669362

Year	Dates	Host
Theme		....................................AD Number

12th 1968   30 Sep-2 Oct   U.S. Army War College, Carlisle Barracks, PA
Managing a Military Library ....AD 685 843

13th 1969   29 Sep-1 Oct   U.S. Navy War College, Newport, RI
Administration of Libraries* ....AD 710 395

14th 1970   30 Nov-2 Dec   Industrial College of the Armed Forces, Washington, DC
DoD Libraries in Transition ....AD 732 461

15th 1971   4-6 Oct   HQ U.S. Air Force, San Antonio, TX
Principles of Management for DoD Libraries ....AD 761 819

16th 1972   2-4 Oct   Redstone Scientific Information Center, Redstone Arsenal, AL
Technology Transfer ....AD 759 494

17th 1973   9-12 Sep   Naval Research Lab, Washington, DC
Military Libraries and the Challenge of the 70's ....AD 782 803

18th 1974   10-12 Sep   HQ U. S. Army Communications Command, Fort Huachuca, AZ
Interpersonal Communication ADA015886

19th 1975   30 Sep-2 Oct   U.S. Air Force Academy, Colorado Springs, CO
Intellectual Updating: Changes in the State of the Art of Librarianship . .ADA031444

20th 1976   20-22 Oct   U.S. Naval Academy, Annapolis, MD
Public Relations ADA061432

21st 1977   271-29 Sep   U.S. Army War College/Army Military History Institute,
Carlisle Barracks, PA - Resource Sharing ADA066778

22nd 1978   31 Oct-2 Nov   Air Force Weapons Lab, Albuquerque, NM
Resource Sharing II ADA069158

23rd 1979   3-5 Oct   Defense Documentation Center, Alexandria, VA
Military Special Libraries in 1990 ....ADA086300

24th 1980   15-17 Oct   Naval Postgraduate School, Monterey, CA
Information Management in DoD: The Role of Librarians ADA130345

Year	Dates	Host		
	Theme		....	.AD Number

25th 1981   14-16 Oct   Air University, Maxwell AFB, AL
Leadership and Management for the Military Librarian ADA116752

26th 1982   13-15 Oct   U.S. Military Academy, West Point, NY
Interservice Resources Management ADA147921

27th 1983   12-14 Oct   Defense Nuclear Agency, Washington, DC
Space Planning and Today's Technologies .ADA159300

28th 1984   17-19 Oct   Naval Coastal Systems Center, Panama City, FL
Costs and Benefits of Library Operations — 1984 and Beyond ADA159600

29th 1985   9-11 Oct   U.S. Air Force Academy, Colorado Springs, CO
The Military Librarian as a Manager — We Win With People ADA189655

30th 1986   15-17 Oct   U.S. Army Corps of Engineers, New Orleans, LA
Networking Integrated and Local Library Systems . . . .(Not Published)

31st 1987   20-23 Oct   Defense Intelligence Agency, Washington, DC
Information Management and Intelligence .ADA220404

32nd 1988   12-14 Oct   Naval Ocean Systems Center, San Diego, CA
DoD Librarian Interfaces ADA209394

33rd 1989   18-20 Oct   Air Force School of Aerospace Medicine, San Antonio, TX
Libraries & Technology in Transition: Meeting the Challenge ADA261071

34th 1990   10-12 Oct   U.S. Army Training & Doctrine Command, Williamsburg, VA
Libraries: A Vision for the 90s and Beyond ADA236754

35th 1991   12-15 Nov   Defense Language Institute, Monterey, CA
Planning for the Unpredictable . . . . .Not at DTIC

36th 1992   27-30 Oct   Naval Undersea Warfare Center Detachment, New London, CT
New Agendas for the ADA264198

37th 1993   15-38 Nov   Air Force Weapons Lab/Rio Grande Chapter/SLA, Albuquerque, NM
Global Information: The Sun Never Sets ADA286636

Year	Dates	Host
Theme	. . . .	.AD Number

38th 1994   14-17 Nov   U.S. Army Missile Command, Redstone Arsenal, Huntsville, AL
Reinventing Libraries: Challenges and Change .ADA298608

39th 1995   9-12 Oct   Combined Arms Research Library, Fort Leavenworth, KS
Information Warfare: Librarians on the Frontline ADA317738

40th 1996   20-22 Nov   U.S. Naval Academy, Annapolis, MD
Change and Continuity in Librarianship: Approaching the Twenty-First Century . .ADA352039

41st 1997   18-20 Nov   Wright-Patterson Air Force Base, Dayton, OH
Vision 2000: Strategies for a New Millennium .ADA349711

42nd 1998   17-19 Nov   Defense Technical Information Center, Fort Belvoir, VA
Managing the Digital Library

43rd 1999   6-10 Dec   TRADOC, Fort Monroe, VA
Where Library History Meets the Future

44th 2000   31 Oct-3 Nov   Naval Postgraduate School, Monterey, CA
Steer by the Stars....Not by the Wake

50th 2006   Air University, Maxwell AFB, AL

Chairs of the Long-range Planning Committee (1967-80) and Executive Board (1980-99) of the Military Librarians Workshops

Date	Name	Organization
1967-71		Air University, Maxwell AFB, AL
1971-72	John L. Cook	Air Force Military Personnel Center, Randolph AFB, TX
1972-73	Margrett B. Zenich	U.S. Army Office of the Chief of Engineers, Washington, DC
1973-77	Frances L. Carey	Naval War College, Newport, RI
1977-80	Ben Glidden	U.S. Air Force, Colorado Springs, CO
1980-88	Paul Klinefelter	Defense Technical Information Center, Alexandria, VA
1988-92	Normand Varieur	Army Armament RD&E Center, Picatinny Arsenal, NJ
1992-96	Gretchen Cheung	Collège Militaire Royal de St. Jean, Québec, Canada
1995-98	Barbara D. Wrinkle	U.S. Air Force Command Librarian
1999	George Klim	Foreign Science Library, WPAFB

Date	Name	Organization
2000-2001	Tracy Landfried	Army Research Laboratory, Aberdeen
1999-2000	Barbara J. (BJ) Fox	Defense Technical Information Center
1998-1999	Tom Rohmiller	Wright Lab Library
1997-1998	Janet Burke	Wright Patterson, NAIC Library
1996-1997	Janet Scheitle	TRADOC
1995-1996	Mary-Dierdre Coraggio	Naval Air Warfare Center
1994-1995	Sybil Bullock	Redstone Arsenal
1993-1994	Carolyn Ray	Wright Lab Library
1992-1993	Serge Campion	Ft Frontenac Library (Kingston, Ontario)
1991-1992	Marcia Hanna	Defense Technical Information Center
1990-1991	Laurie Stackpole	Naval Research Library
1989-1990	Barbara J. (BJ) Fox	Army Corps of Engineers
1988-1989	Kathryn E. Marshall	Air Weather Services Technical Library
1987-1988	Carol Jacobson	Defense Technical Information Center
1986-1987	Bonnie Davis	Naval Explosive Ordnance Disposal Tech Ctr.
1985-1986	Normand Varieur	US Army Armament R&D Center
1984-1985	Ruth K. Seidman	Air Force Geophysical Laboratory Library
1983-1984	Betty Fox	Defense Nuclear Agency
1982-1983	Peter Imhof	Naval Research Laboratory
1981-1982	Martha A. Blake	Army Construction Engineering Group
1980-1981	Jean E. Dickinson	AFFTC Technical Library
1979-1980	Paul Klinefelter	Defense Documentation Center
1978-1979	Stanley Kalkus	Navy Department Library
1977-1978	"Jims" Murphy	Army Materials Mechanics Research Center
1976-1977	LtCol Claude J. Johns	Air Force Academy Library
1975-1976	Nancy B. Walsh	Industrial College of the Armed Forces
1974-1975	Louis Rains	Office of Naval Research
1973-1974	Ruth A. Longhenry	Army War College Library
1972-1973	Virginia Eckel	AFIT
1971-1972	Doris P. Baster	Naval Research Library
1970-1971	Egon A. Weiss	US Military Academy
1969-1970	Robert B. Lane	Air University Library
1968-1969	John B. McClurkin	Breckinridge Library, Marine Corps Schools
1967-1968	Michael A. Costello	
1966-1967	John L. Cook	AFIT
1965-1966	Dwight C. Lyman	US Naval Underwater Sound Laboratory

Date	Name	Organization
1964-1965	Charles R. Knapp	Industrial College of the Armed Forces
1963-1964	Logan O. Cowgill	Office of Chief of Engineers Library
1962-1963	George R. Luckett	Naval Postgraduate School
1961-1962	O. Willard Holloway	Army Artillery and Missile School Library
1960-1961	Frances L. Carey	Naval War College Library
1959-1960	Florine Oltman	Air University Library
1958-1959	Robert L. Martin	Quartermaster Research and Engineering
1957-1958	John Clopine	Naval Postgraduate School
1956-1957	Charles H. Stewart	Dept. of National Defence, Ottawa, Canada
1955-1956	Harry F. Cook	Chief Libraries Section, USAF
1954-1955	Paul J. Burnett	Library Director, Army Library
1953-1954	Jerrold Orne	Librarian, Air University

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