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STUDY OF

US Army Libraries

VOLUME I : FINAL REPORT

BY

VERNON E. PALMOUR
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STUDY OF

US ARMY LIBRARIES

VOLUME I OF TWO VOLUMES

FINAL REPORT

VERNON E. PALMOUR

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LOUIS W. STICE

JULY 1976

THE ADJUTANT GENERAL CENTER

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15. ABSTRACT (Continue on reverse side if necessary and identify by block number) This report addresses the development of programs for increasing efficiency in operation of Army libraries to meet expanding demands for services with static budgets. Army libraries are described in terms of type, resources and expenditures. Problems of current operational patterns are identified. The report recommends establishment of an Army Libraries Management Office (ALMO) which would determine goals, objectives, and priorities for Army libraries, develop uniform standards for operation and support, and develop and			

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20. coordinate cooperative programs in sharing resources, shared cataloging, and centralized procurement of materials. An Army Libraries Advisory Council (ALAC) is also recommended to maintain continuous two-way communications between the ALMD and operational libraries.


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TABLE OF CONTENTS

VOLUME 1

	<u>Page</u>
EXECUTIVE SUMMARY	i
FORWARD	vii
PART I INTRODUCTION AND BACKGROUND	
CHAPTER 1 INTRODUCTION	
1-1 General	1
1-2 Problem	1
1-3 Background	2
1-4 Study objectives	4
1-5 Study approach	5
PART II FINDINGS AND CONCLUSIONS	
CHAPTER 2 DESCRIPTION OF ARMY LIBRARIES	
2-1 Types and missions	8
2-2 Number of libraries	9
2-3 Organisation	10
2-4 Resources	14
CHAPTER 3 COOPERATIVE LIBRARY ACTIVITIES	
3-1 Introduction	17
3-2 Areas of cooperation	17
3-3 Cooperation among Army libraries	19
3-4 Barriers to cooperation	24
CHAPTER 4 FUNDING OF ARMY LIBRARIES	
4-1 Sources of library funds	26
4-2 Library participation in the budget process	30
4-3 Funding problems	31
CHAPTER 5 PROCUREMENT	
5-1 Introduction	33
5-2 Selection of materials	33
5-3 Acquisition of materials	35
5-4 Centralized procurement program for post libraries	45

	<u>Page</u>
CHAPTER 6 ARMY MANAGEMENT OF LIBRARIES	
6-1 Introduction	49
6-2 Need for central management	49
6-3 Technical libraries and information centers	50
6-4 Uniform policies and standards	52
6-5 Channels of communications	54
6-6 Management reporting	61
CHAPTER 7 STAFF AND TRAINING	
7-1 Composition of library staffs	65
7-2 Directors of Army libraries	67
7-3 Utilization of staff	70
7-4 Training programs	71
7-5 Staff weaknesses	74
CHAPTER 8 SUMMARY OF PROBLEMS IDENTIFIED	
8-1 Common problems	77
8-2 Problem areas by types of libraries	79
PART III RECOMMENDATIONS AND IMPLEMENTATION	
CHAPTER 9 RECOMMENDATIONS	
9-1 Consolidation and centralization	85
9-2 Organization	86
9-3 Other organizational recommendations	90
9-4 Cooperative library activities	93
9-5 Other recommendations	95
9-6 Funding Coordinated Programs for Army Libraries	97
CHAPTER 10 IMPLEMENTATION	
10-1 Priorities	100
10-2 Cost Implications	102
10-3 Cost Savings	103
GLOSSARY AND ABBREVIATIONS	108
STUDY BIBLIOGRAPHY	

APPENDICES

- A. Study advisory group**
- B. Study team visits**
- C. Questionnaire**
- D. Identification of other resources**
- E. Army libraries in Fiscal Year 1972**
- F. Proposed job description and proposed regulation**
- G. Proposed procurement plan**
- H. Selected bibliography on cooperative library activities**
- I. Regulations governing Army libraries**

VOLUME II

DIRECTORY OF ARMY LIBRARIES

EXECUTIVE SUMMARY

1. Introduction. This is a highly summarized review of the Study of Army Libraries which was undertaken to:

- a. Gather data related to total Army library resources.
- b. Determine opportunities for coordination among libraries in order to improve utilization of resources.
- c. Define channels of communications for issuance of technical guidance, policies, standards, and general procedures for reporting of essential management data.
- d. Provide more effective and efficient service to Army library users.
- e. Develop more economical procurement and administrative operations.
- f. Provide guidance for operating librarians and managers at all echelons for further evaluation and development of library service within the Army (Section 1-4).

2. Study Methodology

a. Three primary sources were used to develop Study Team familiarity with Army library resources, the policies that govern them, and library problem areas. They were:

(1) The Study Advisory Group (SAG). This group of senior Army librarians (including staff librarians from major commands/headquarters agencies and operating librarians from some of the larger or representative Army libraries) was utilized to identify problem areas, suggest solutions, and provide guidance throughout the study.

(2) Field visits to 84 libraries of all types at 23 installations/locations.

(3) A survey questionnaire developed by the Study Team and forwarded for completion to all Army libraries identified (Section 1-5).

3. Major Study Assumptions

a. More sophisticated library services will be required in the future because of expanding Army education and training programs, increased job specialization, greater complexity in management and technology, growing concern in the Army with social issues and behavioral psychology, and continuing efforts in research and development.

b. Resources in terms of personnel and funding for Army libraries will not be increased in a peacetime environment; greater efficiencies in operation will be required to meet increased demands for user services.

4. Description of Army Libraries

a. There are three basic types of Army libraries:

(1) Special or technical libraries, which include medical, engineering and science, legal, and other special libraries (such as the Military History Research Collection and The Army Library, Pentagon).

(2) Education libraries including academic libraries (West Point, Army War College) and libraries serving service schools.

(3) General libraries, which include post libraries and patients' libraries in military hospitals (Section 2-1).

b. A total of 576 Army libraries (with 803 service outlets) were identified and investigated in the study. This varies substantially from the 940 Army libraries identified in the Federal Library Survey in 1972. Changes reflect the transfer of 221 dependent school libraries in Europe from Army to DOD, a substantial number of closings of post libraries in the Far East, and consolidations of post libraries into area and community groupings in Europe and the Far East (Section 2-2).

c. Three hundred eighty-six (386) libraries with 600 service outlets (between two-thirds and three-quarters of those identified) furnished data in the questionnaire survey. These libraries reported a total of 28,025,172 volumes owned, 1,800 staff employed, and \$33,996,700 expended in fiscal year 1973 (Section 2-4).

5. Findings and Conclusions.

a. Organization of Army Libraries

(1) Underlying almost all of the many problems in Army libraries is the lack of any central organization which would: permit development of uniform policies, directives, and standards for support and operation; provide technical guidance to all libraries, and training for all library staff; and seek solutions to common library problems. The large number of autonomous libraries of all types serving a wide variety of agencies under different commands/headquarters also precludes effective development of the cooperative activities necessary to improve service to users and reduce overall costs to the Government (Sections 2-3, 6-2).

(2) It was not a purpose of this study to investigate the organizational structure supporting libraries. With the present lack of central management, however, there is little hope for future reductions in operating costs unless some libraries are closed. Current levels of services at most Army libraries are already so curtailed that additional cuts, as they are now structured, would substantially reduce their effectiveness in fulfilling library missions (Sections 4-3, 8-1, 8-2).

(3) Establishment of a central office for libraries is a primary requisite for the effective management of library resources and the development of cooperative programs which, over time, can provide improved levels of service to users, and afford substantial economies in operation (Section 9-2).

(4) Many small independent libraries, providing minimum service, are frequently located on the same installation. Consolidation or merger of these units should be considered, together with centralization of certain library functions common to all (e.g., ordering and processing of materials). Adequate planning must insure that service to users is enhanced rather than jeopardized by such consolidations. Eventual cost savings should accrue from more effective use of library resources at the local level (Section 9-1).

b. Other Problems

(1) Lack of a central authority, poor communications, and the low visibility and status of libraries contribute substantially to other library problems and weaknesses. These include:

- (a) Lack of measurable goals and objectives (Section 8-1)
- (b) Inadequately defined missions and erratic and/or inadequate funding (Section 4-3).
- (c) Problems in the procurement of library materials (Chapter 5)
- (d) Lack of uniform policies and standards (Section 6-4).
- (e) Inadequate professional guidance and lack of professional evaluation authority (Section 7-5)
- (f) Inadequate training programs (Section 7-4).
- (g) Lack of channels and support for interlibrary communications and cooperation (Sections 3-4 and 6-5).

(2) In addition, local priority problems noted (in order of rank) were:

- (a) Shortage of staff (cited by 75% of libraries reporting).
- (b) Low visibility within organization.
- (c) Inadequate or poorly located facility.
- (d) Inadequate budget.
- (e) Staff time devoted to nonlibrary duties.

6. Recommendations. The Study recommends that:

a. A central libraries office, to be called the Army Libraries Management Office (ALMO) be established under Deputy The Adjutant General Staffed by an Executive Director and two action officers (all well qualified professional librarians) and with adequate clerical support, the functions of the Office should include:

(1) Formulation of objectives policies, standards and guidelines for the management and operation of Army libraries to include insuring compliance with these policies and standards

(2) Identification and establishment of channels of communications and policies necessary to implement cooperative library activities aimed at reducing duplication of resources and administrative and technical activities.

(3) Review, development, and promulgation of requirements for periodic reporting of management data essential to evaluation and improvement of the total Army library program.

(4) Development of library management and staff training programs.

(5) Contracting with professional educators for the conduct of highly technical professional training.

(6) Acting as functional chief's representative in managing the Career Program for professional librarians.

(7) Serving as principal library advisory agency to major commanders and installation commanders.

(8) Responding to inquiries concerning DA library policy and operations from all sources (e.g., Congress, DOD, Federal Library Committee, other DA agencies, news media, and the general public).

(9) Initiating and monitoring the applications of new technology to Army libraries.

(10) Serving as a clearinghouse for problems common to all types of libraries (e.g., procurement and staffing).

b. An Army Librarians Advisory Council (ALAC) be established to represent all types of libraries in studying problems and implementing programs among Army libraries, and to provide guidance and advice to the Management Office (Section 9-2)

c. To avoid further confusion, the name of the Army Library Program should be changed to the US Army Post Library Program and the Program should be transferred from Recreation Services Directorate to the Education Directorate TAGCEN, as a separate Division of that Directorate. Commanders at lower levels should make comparable shifts (Section 9-3).

d. The Army should adopt, as a long term goal, the operation of all libraries at a single installation as a local system. To insure that service to variant missions and clientele are enhanced and in no way impaired, proposals for mergers, consolidations, or development of coordinated systems should be submitted to Staff Librarians at commands/headquarters level where applicable, and to ALMO, for approval before implementation (Section 9-3).

e. The following action should be taken in commands/headquarters agencies with regard to the program of staff/chief librarians:

(1) A staff librarian position should be established for medical libraries of the Health Services Command and of the Office of the Surgeon General.

(2) The Staff/Chief librarian positions should be strengthened to permit more effective management of libraries within the commands/headquarters structure (Section 9-3).

f. Pilot projects in cooperative library activities should be undertaken by the major commands/headquarters. Areas of cooperation to be developed are:

(1) Shared resources.

(2) Shared cataloging.

(3) Central procurement.

(4) Central distribution of references and core collections.

All pilot programs should be coordinated and closely monitored by ALMO (Section 9-4).

g. Funding for cooperative programs should be from the DA and commands/headquarters agency levels, with intra-command activities funded by commands and inter-command/agency activities funded at DA/MACOM level (Section 9-6).

h. All Army libraries should be required to submit a standardized annual report to ALMO (Section 9-5).

FOREWORD

Libraries have long been recognized as important components of American society. They are generally viewed as vaguely "good", without any real definition of why they are good. How, for example, are libraries "good" for the Army? For what purposes does the Army fund the variety of library services for commanders, professional soldiers, service men and women, Army dependents, doctors, lawyers, engineers, scientists, technicians, and civilian employees?

Derived from the Latin "libros", meaning book, libraries are generally considered to be just that, collections of books. Today's libraries, however, are much more than that. In addition to books, libraries provide access to newspapers, magazines, reports, government documents, microforms, a wide array of audio and/or visual materials, files of clippings and other informational ephemera, pictures, data banks, computer data systems, and any other items which are needed by the clientele. While developing the collections which anticipate and meet the needs of users is an important function of the librarian, this is only the first step in the provision of library services.

Like professional soldiers who are trained in the arts of war, librarians are professionals trained in the arts of providing information services. These arts include the organization of the collections selected to permit effective and prompt retrieval of required materials or information, development of programs which provide awareness of resource materials available, routing of new materials to those with immediate need for pertinent materials in their area of interest, searching available literature to insure that relevant recorded information is reviewed before launching new programs or research, preparation of reading lists (bibliographies) to provide subject background where needed, securing materials or information from outside the library when not available within, answering questions of fact or state-of-the-art, providing researched answers to questions of greater depth and importance, providing access to or search of computerized data bases, obtaining or providing required translations of foreign language materials, and any other services which meet the information needs of a defined clientele.

All libraries do not perform the same services. Services are tailored to identified specific needs which are generally defined by the library mission. The depth of directed services

is what usually distinguishes the special or technical library from the general library, where greater breadth of collection is required.

While the cost of providing library service may be documented, the value of the provided service is much more difficult to determine. Most assessments of value have been based on the cost of inadequate information. In discussing this cost of lack of information in research and development programs, Francis Bello noted:

"It is estimated that no less than 10 percent of the nation's public and private \$12.5 billion R & D budget goes for pointless duplication of effort. In addition, there is a harder to define 'waste', variously estimated, but amounting possibly to half of all R & D money, which embraces work that would be undertaken differently (and presumably more effectively) or not undertaken at all if the available literature had been properly searched beforehand."¹

This situation has not changed substantially in recent years. Even among technical libraries that support research and development, it is impossible to gauge the added value or cost savings resulting from timely information routed to the scientist or other professional, much less the cost of a poor decision based on inadequate information.

Information is intelligence. The commander in the field is well aware of the importance of good overt and covert intelligence in developing battle strategy or in countering enemy activity, but he usually cannot place a price tag on its value. The overt intelligence provided through libraries and information services is likewise important in making day to day decisions of command.

While special and technical libraries are apparently more obvious and dramatic in their information impact, general (post) libraries today are also indispensable resources which supply the current information critical to professional and personal decisions, and the materials and services necessary to support the continuous education essential to the maintenance of a competent work force and good morale.

¹ Bello, Francis. "How to Cope with Information", FORTUNE 62:3. September 1960. 163-166.

The purpose of this study was to examine all types of Army libraries, and to make recommendations for improving their capabilities for providing the services needed by the Army, while maintaining operations at the lowest reasonable cost to the Government. The focus of the study was on the aggregate of all Army libraries, not on the evaluation of individual libraries.

Actual cost savings cannot be the only criteria in considering the recommendations of this study, as shortages of funds and staff already limit effective delivery of services in a number of Army libraries. Recommendations are made in an effort to improve library services over the long term.

Acknowledgements. The Study Team received excellent counsel from the Study Advisory Group (SAG) which was ably chaired by COL L. J. Hanson II, Director, Plans & Operations Directorate, TAGCEN. The Study Advisory Group, representing all types of Army libraries, consisted of: Mary Shaffer, Director, The Army Library, Pentagon, representing the Military District of Washington (MDW); Catherine Zealberg, Director, Army War College Library, Carlisle Barracks, Pennsylvania; Egon Weiss, Director, US Military Academy Library, West Point, New York; Joyce Eakin, Assistant Director for Library Services, US Army Military History Research Collection, Carlisle Barracks, Pennsylvania; Lora-Frances Davis, Chief Librarian, Brooke Army Medical Center Library, Fort Sam Houston, Texas, representing Health Services Command (HSC); Donna Griffiths, Chief Librarian of the Joint Army-Air Force Medical Library, representative for the Office of The Surgeon General (OTSG), HQDA; Margaret Zenich, Chief, Technical Information Division, Office of the Chief of Engineers (OCE), HQDA; Nellie B. Strickland, Army Library Program Director, Recreation Services, The Adjutant General Center, (TAGCEN), HQDA; Ruth Mullens, Staff Librarian, US Army Forces Command (FORSCOM); Raymond Yamechicha, Staff Librarian, US Army Training and Doctrine Command (TRADOC); Barbara Stevens, Chief Librarian, USA Sergeants Major Academy Learning Resources Center, Fort Bliss, Texas; Ingjerd O. Omdahl, Staff Librarian, US Army Material Development and Readiness Command (DARCOM); Margaret Murphy, Chief Librarian, Technical Library, Army Materials and Mechanics Research Center, Watertown, Massachusetts; and Edward C. Kolb, Technical Information Officer, DARCOM.

Logistical arrangements and support was provided by the Recreation Services Directorate, TAGCEN, HQDA directed by COL Robert F. Carroll. With the assistance of Amy Sefton and Steve Balanda, two librarian-interns on loan from Fort Belvoir post library, the tedious coding and telephone follow up was expedited. Data processing was effected through the Systems Branch of the Information Systems Office, Office of the Comptroller, TAG. Cover

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Vernon E. Paimour
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Washington, D.C.
July 1976

PART 1

INTRODUCTION AND BACKGROUND

CHAPTER 1

INTRODUCTION

1-1. General

a. The Department of the Army (DA) is a large diverse community with many missions--research and development, combat, medical, legal, morale, education, and training. All of these missions require information. Part of the information needed to support one mission is also required to support other missions on a regular or intermittent basis. Consequently, in order not to duplicate information (materials and services), agencies providing information must communicate and coordinate their efforts.

b. Specialists in one field communicate with each other. Decisions and actions which they take are known to specialists in other fields and the general public through various information media. It is essential that specialists in any field have access to a wide range of information. If they don't, they run the risk of:

(1) Duplicating previous work -- "reinventing the wheel".

(2) Making decisions and taking actions no longer needed or practical or which may be harmful.

(3) Missing impetus from activities in other fields.

c. In an attempt to meet the information needs, the Army has become one of the larger operators of libraries and information centers. The Army maintains between 300 and 600 libraries, depending on the definition of library used. Addition of branch libraries boosts the total to approximately 800 service units. Army libraries span the different types of libraries--technical or special (engineering, science, medical, and legal), educational, and general (post). Library size and scope vary from a few hundred books stored in small crowded rooms serving a few local officers to major collections of close to a million items housed in modern library facilities with individual annual budgets exceeding a million dollars.

1-2. Problem. Responsibility for the provision of library service within the Army is fragmented among several commands, installations, and activities resulting in (1) lack of knowledge of total

Army library resources and services and (2) duplication of resources, often within the same installation. The different types of libraries established to support a variety of missions operate independently of each other without overall DA supervision, guidance, and coordination. Increases in operational costs, proliferation of published materials, and the interdisciplinary nature of missions supported by Army libraries call for promotion of coordinated efforts among Army library services.

1-3. Background

a. The provision of library and information services has evolved within the Department of the Army as the needs were recognized by local commanders and directors of agencies. As support activities, these services were considered the sole responsibility of the unit to which they were attached. This pattern of growth was a very natural evolution, but in recent years the Army has become aware of the need to coordinate and to improve the overall management of total Army library activities.

b. While DA was becoming aware of the growing need to coordinate the library programs, data showing the full range of these programs were not available within any single office. The completion and publication of the 1972 survey of all Federal libraries revealed the first aggregate data on the scope of the Army programs. It was reported that the Army spent about \$24 million to support over 940 separate library units. The availability of this data stimulated the concern for better management of total activities of Army libraries. Plans were initiated for a study in the future.

c. The US Army Audit Agency (AAA) has questioned the Army's management of the library programs. In 1974, an AAA report made the following statement:

"Consolidation of Army library programs could result in significant savings and improved service. Presently, there is no single agency or coordinated system for managing the Army's library program, although the Army spends in excess of \$24 million of appropriated and nonappropriated funds annually to support over 940 separate libraries. Most of the Army libraries

National Center for Education Statistics. Survey of Federal Libraries, 1972. U.S. Department of Health, Education and Welfare/Education Division. Washington: 1973.

fall into 11 different categories, each with its own proponent, policy, funding, and staffing guidance. Frequently, these different kinds of libraries exist on the same installation, each with its own personnel administration, facilities, and resources; but without any centralized guidance or coordination. Little if any effort has yet been taken to minimize these duplications and to maximize the use of available funds. Installation master plans sometimes include construction projects for two or more libraries and, in at least one case, libraries have been built next to each other. The number of branch libraries has been expanded to meet current educational program requirements although the use of field and office collections could be used as a less expensive alternative. Consolidation of the library construction requirements and limitations on expansion of branch libraries would result in a larger, better organized library program operating for longer hours at less cost. In addition, the present fragmented library management program inhibits the exchange of information and the modernization of library techniques."²

d. Again in 1975, the AAA reported:

"There is no single agency or coordinated system for managing the Army's library program, although the Army spends in excess of \$24 million of appropriated and nonappropriated funds annually to support over 940 separate libraries. Little, if any, effort has yet been taken to minimize duplications and to maximize the use of available funds. Consolidation of library construction requirements and limitations on expansion of branch libraries would result in a larger, better organized library program operating for longer hours at less cost."³

e. Both of the AAA reports suggested that corrective actions await the outcome of the future DA study of Army libraries. The study plan was approved and promulgated in October 1974.⁴ Delays prevented the study from commencing until 15 September 1975.

²

US Army Audit Agency Report #HQ75-301. Section 10: "Consolidation and Management of Army Libraries". 7 Nov 74.

³

US Army Audit Agency Report #HQ75-301. 21 May 1975.

⁴

HQDA Ltr 28-74-7. DAAG-EH(M)(18 Sept 74). "Study of Army Libraries." 3 October 1974.

f. Army libraries, like all libraries, are faced with spiraling costs for materials and staff. Book and periodical costs have been rising at alarming rates over the last several years. Periodical price increases have averaged about 15 percent annually. As a result of the rising costs of library operations, some of the larger resource libraries in the U.S. are starting to charge fees for lending materials to other libraries. This puts smaller libraries that depend on these resources at a severe disadvantage. Because of these economic pressures, it is imperative that Army libraries strengthen their own ability to share resources with each other.

1-4. Study Objectives

a. Recognizing the problems facing Army libraries, a study plan was prepared designed to be conducted under the sponsorship of The Adjutant General for the Office of the Chief of Staff.³ The purpose of the study was to gather data related to total Army library resources, to determine opportunities for coordination among libraries in order to improve utilization of resources, and to define channels of communications for issuance of professional guidance and policies, standards, and general procedures and for reporting of essential management data. The ultimate purpose of the study was to provide more effective and efficient service to Army library users and to achieve more economical procurement and administrative operations. It was envisioned also that the study results would be used by operating librarians and managers at all echelons as a guide for further evaluation and development of library service within the Army.

b. Specific objectives were:

(1) Identify Army library missions, resources, services, functions, and fund support.

(2) Establish or revise policies, technical standards, and general procedures to govern Army libraries.

(3) Identify and develop policies for cooperative library activities aimed at reducing duplication of resources and administrative and technical activities.

(4) Develop requirements for periodical reporting of management data, which are essential to evaluation and improvement of Army library services.

³

HQDA Ltr 28-74-7, op. cit.

The study was to include all Army libraries worldwide as they existed in fiscal year 1973.

1-5. Study Approach

a. Three primary means were used by the Study Team to become familiar with the Army library resources, existing policies that govern them, and the problem areas. They were:

- (1) Study Advisory Group.
- (2) Visits to Army libraries.
- (3) Survey of all Army libraries.

b. The Study Advisory Group consisted of 15 advisors including the staff librarians from the major commands or headquarters agencies and operating librarians from larger or representative Army libraries. These advisors were senior Army librarians whose experience was very valuable to the study. The Advisory Group was relied upon to identify problems, suggest solutions, and provide general guidance throughout the study. The names and organizations represented by the advisors are given in Appendix A.

c. The second means for assessing the Army library programs was Study Team site visits to a number of installations and facilities. This was an important factor in learning the strengths and weaknesses of the various library programs. The actual libraries visited were selected based on the recommendations of the Study Advisory Group to insure a representation of the different types of libraries and various individual library programs. The site visits were not selected statistically. While these visits did not result in systematic data collection that could be subjected to quantitative analysis, seeing the libraries firsthand was an absolute necessity for a study of this kind. Installations and agencies visited are shown in Appendix B.

d. Systematic data on the libraries were collected by a survey of all Army libraries identified. Although the study plan called for using the 1972 Federal Library Survey data, the Study Team and Advisory Group determined that more complete and recent data on Army libraries were required. A comprehensive questionnaire was designed to collect data on library resources--staff, materials owned, facilities, funding--services provided, procurement, processing of materials, participation in cooperative activities, training provisions, reporting procedures and opinions of the librarians on problems and solutions. Appendix C contains the questionnaire used.

e. Questionnaires were mailed to 702 libraries whose names and locations had been assembled from various sources. The construction of the mailing list was a time-consuming task since there was no single source who knew how many Army libraries even existed. The response to the mail questionnaire is given in Table 1-1.

Table 1-1. Response to Mail Questionnaires

Total forms mailed	702
Returns	543
Complete forms	385
Incomplete forms	17
Included in other libraries	131
Invalid addresses and closed libraries	10
Nonrespondents	159

f. An overall response rate of 77 percent (adjusting) (543/702) was obtained. Discarding the 17 incomplete forms and adjusting for the consolidation and invalid addresses, the effective response rate was 69 percent (385/561). The nonrespondents were primarily field law libraries (112) and post libraries in Europe (24). Since field law libraries make up such a small proportion of the total library program, the response rate is adequate for statistical purposes.

g. For purposes of arriving at the universe of Army libraries, the decision was made not to adopt a restrictive definition of a library. A letter (Appendix D) was sent to all commands and agencies soliciting information on other libraries or other collections that, perhaps, should be considered as libraries. Returns totaled 150 as shown in Table 1-2. Questionnaires were mailed to those units that appeared to be comparable to libraries in the universe.

Table 1-2. Identification of Other Library Resources

Total returns	150
<u>Category</u>	
A NOS and college catalogs	65
B DCD publications, regulations, and internal reports	36
C Museums	12
D Historical collections	5
E Religious education	6
F Race relations and EEO	3
G Alcohol and drug	2
H Learning centers	3
I Office collections	12
J Clinic collections, health services training aids	3

h. Returned questionnaires were checked and the data were transferred to coding sheets for keypunching. Two librarian interns were assigned the coding task which took six weeks. Follow-up telephone calls were made when questions arose concerning data reported. Computer tabulations were produced for analysis of the questionnaire data.

PART II

FINDINGS AND CONCLUSIONS

CHAPTER 2

DESCRIPTION OF ARMY LIBRARIES

2-1. Types and Missions

a. The Army operates a variety of libraries. For purposes of this study, libraries were classified into seven types under three broad headings as follows:

-- **SPECIAL or TECHNICAL**

Medical
Engineering and Science
Legal
Other Special

-- **EDUCATIONAL**

-- **GENERAL**

Post
Patients

b. The following definitions apply to the library types:

(1) SPECIAL or TECHNICAL libraries support special missions with library and information services. This group is subdivided as follows:

(a) Medical libraries are defined as those libraries whose collections are predominantly devoted to medicine and the health sciences. (Examples: Medical library, Brooke Army Medical Center, Fort Sam Houston, and Medical Library, DeWitt Army Hospital, Fort Belvoir.)

(b) Engineering & Science libraries are defined as those libraries whose collections are predominantly devoted to engineering and the sciences. (Examples: US Army Ballistics Research Laboratory Library, Aberdeen Proving Ground; Topographic Laboratory Library, Fort Belvoir.)

(c) Legal libraries are defined as field law libraries whose collections support the legal officers assigned to various commands, installations, and activities.

(d) All Other Special or Technical libraries are defined as those libraries whose collections support missions not predominantly

devoted to the areas of health/medicine, and engineering/science. (Examples: The Army Library, Pentagon, and US Army Institute of Heraldry Library.)

(2) EDUCATIONAL libraries include those intended to serve faculty and students in academic or instructional schools, colleges, or universities. (Examples: Library, US Military Academy, West Point; Transportation School Library, Fort Eustis; and Library, Institute for Military Assistance, Fort Bragg.)

(3) GENERAL libraries provide service to meet informational, educational, cultural, and recreational needs. This group is subdivided as follows:

(a) Post libraries are those quasi-public libraries or library systems which meet general needs described above of military members, dependents, and retirees, located on or near a military post or reservation (usually operated by Recreation Services).

(b) Patients' (or Hospital) libraries include those autonomous service units which are located in hospital facilities and are operated primarily to serve library needs of patients in the facility, but which are not part of post library system.

c. Several libraries were operated as multitype libraries. For example, a medical and post library were combined on one installation. These libraries provided information on their operations separated by missions. Library Service Centers have been established on some posts to handle the processing of library materials—ordering, receiving, cataloging, and shelf preparation. These centers generally service the post libraries, bookmobiles, and other service outlets on an installation and are really separate departments of the post libraries. The Library Service Centers in Europe and Korea, however, provide these services for all the post libraries under the respective command, and serve as locating agents to collections in the command as well.

2-2. Number of Libraries

a. The Department of the Army, as a single organization, is one of the largest operators of libraries. Based on the survey results, it is estimated that the Army maintains about 600 libraries, not including branches, bookmobiles, and field collections. A total of about 800 service units exist when all service outlets are counted.

b. Collectively, the number of Army libraries identified and investigated in the study was 576. Table 2-1 displays the universe of libraries by type.

Table 2-1. Number of Army Libraries by Type, 1976

Library type	Number of libraries*	Number of service outlets
Special or Technical	419	435
Medical	59	73
Engineering and science	85	97
Legal	267	267
Other special	8	8
Educational	28	49
General	129	319
Post	1 123	313
Patients	6	6
Total number of libraries	576	903

*A total of 940 Army libraries had been identified in the Survey of Federal Libraries, 1972. Of these, the 20 Systems Headquarters reported as libraries have not been identified as libraries in this study. In addition, 221 dependant school libraries in Europe have been transferred from Army to DOD. A substantial number of post libraries in the Far East have been closed, and post libraries in overseas commands have been consolidated into area or community systems. Service units for post libraries reported in the overseas commands, however, remain essentially autonomous though coordinated units.

c. Questions were raised in the early stages of the study as to whether the field law collections should be considered as libraries since they are seldom organized or administered by professional librarians. The total number, 267, was such that they were included due to the aggregate investment represented by the law collections. Since the law collections are non-circulating reference collections used only by the legal staffs, they are not libraries in the full sense of the other library types. If the law collection were defined out, the universe of Army libraries would include 309 main units.

2-3. Organization

a. For the most part, Army libraries operate as autonomous units supported by and responsible only to the local organizations which they serve. A limited degree of coordination exists among libraries in the same command; e.g., engineering libraries.

b. The largest single group of Army libraries, based on number of service outlets, is the general or post libraries. Post libraries are sometimes referred to as Special/Recreation Services or installation libraries and correspond to the public libraries in the civilian sector. Their primary function is to meet the general informational, educational, and recreational needs of the military community. As of March, 1976, there were 313 post library service outlets; 123 main libraries and 190 branch outlets. Some interpretation of these numbers is necessary. Due to organizational changes in Europe and Korea, what are listed as branch libraries for area purposes are often operating as single library units in fact.

c. Post libraries, while essentially autonomous under local Recreation Services officers, do receive some guidance and support from the Army (Post) Library Program which operates as part of the Recreation Services Division under TAGCEN. While the program has no authority over individual libraries, it has provided professional guidance, some channels of communication, improved personnel management, and has developed standards for facilities, staffing and resources. Support from this level has included provision of centrally procured and funded hardcover and paperbound books, which, for smaller libraries, comprise a substantial proportion of total resources added during any year. Paperbound book kits are also supplied to pinpointed Army field units. The Director of the Army (Post) Library Program is designated as the functional chief's representative for the Librarian Career Program which covers professional (GS-1410 series) librarians in all types of Army libraries, as governed by CPR 930-1, "Career Management Basic Policies and Requirements" and CPR 930-21, "Army Civilian Career Program for Librarians."

d. Overseas post libraries are generally organized into area groupings or systems. While each unit remains relatively independent, library service centers provide centralized ordering, processing and interlibrary resource sharing support, and area supervisors are responsible for technical guidance.

e. The Office of the Chief of Engineers, Technical Information Division, manages 46 engineering libraries worldwide. The libraries are a part of and serve R&D centers, district and division offices of the Corps of Engineers, and the headquarters staff. The Corps is developing information centers. Their first one, Waterways Experiment Station, Vicksburg, includes the technical library, special projects branch (translations, etc.) and services branch (film library, publications distribution, specifications collections) under one director. This particular center supports four DOD information analysis centers.

f. Engineering libraries are loosely organized, though not controlled, by the Technical Information Division of the Office of the Chief of Engineers. Policy is generated and some planning is

undertaken for all engineering libraries at this level. Although channels for professional guidance are available to engineering librarians, these channels appear to be less effective than those provided post librarians.

g. Army medical libraries operate under the Health Services Command (HSC) and The Office of the Surgeon General (OTSG). In line with the missions of the two commands, the HSC libraries serve the medical staffs of Army Medical Centers and hospitals. The Surgeon General libraries are a part of medical research units, with the addition of medical libraries in hospitals in Europe.

h. Except for engineering libraries, technical libraries are generally operated as completely autonomous units, without uniform operating guidelines or standards, without coordination or cooperation with other libraries, and frequently lacking professional guidance from a higher level.

i. DARCOM technical libraries were established to support the materiel, research and development missions of DARCOM, formerly Army Materiel Command (AMC), which was made up of the following organizations: Ordnance Corps, Signal Corps, Chemical Corps, Transportation Corps, and Quartermaster Corps. When AMC was organized in 1942, libraries for laboratories and other elements of the technical services came under that headquarters' guidance, while still remaining basically a local responsibility.

j. Almost all materials of Army field law libraries are centrally procured through The Army Library, Pentagon, and regulations for their establishment, maintenance, and disposition are vested in the Military District of Washington, the Army library division. The Judge Advocate General formulates all policies governing the establishment and content of field law libraries. Governed by central policies (AR 1-115, dtd 9 Jan 76), each law library remains essentially independent in operation. As many as four separate field law libraries were reported on a single installation.

k. TRADOC schools/academic libraries were established to support the instructional mission of TRADOC military schools and colleges and branch and specialist schools.

l. Other special Army libraries, such as the military history research collections and the library of the Institute for Heraldry, have such unique holdings as to classify them as national resources. These libraries, with other large Army libraries of different types (see Table 2-2), have potential for development as resource centers and/or back-up collections for a more structured Army interlibrary network. The libraries shown in the table as command reference centers have been designated as or are operating as reference and referral centers for libraries within FORSCOM or TRADOC. They also

Table 2-2. Resources of Large Army Libraries, FY 1975

Name of Library	Command/ Headquarters	Total volumes held*	Current periodical titles held	Total expenditures	Total Staff	Items loaned as inter- library loans
Technical Information Center, Waterways Experiment Station	OCEI	301,597	700	\$ 700,000	34	2,890
Redstone Scientific Information Center	DARCOM	1,889,393	4,124	1,621,410	39	1,672
The Army Library	ARMY	1,608,803	1,633	933,500	48	6,167
Military History Research Collection	OCMH	541,432	103	378,991	39	1,734
Military Academy Library		845,960	1,604	1,112,364	51	1,269
Army War College		747,100	898	689,553	36	1,221
Post Library, Ft Hood	FORSCOM	189,622	360	301,597	24	20
Post Library, Ft Benning	TRADOC	160,366	679	232,582	21	28
<hr/>						
COMMAND REFERENCE CENTERS						
Post Library, Ft Bragg	FORSCOM	152,151	507	498,560	25	42
Post Library, Ft Carson	FORSCOM	113,702	276	372,970	13	6
Post Library, Ft Belvoir	TRADOC	130,835	458	218,625	11	2,456
Post Library, Ft Sill	TRADOC	69,467	258	319,173	15	3

*Includes all types of library materials (see Table 2-7).

where not operating as Command Reference Centers in FY 75.

provide potential for use as primary regional nodes for entry into an Army libraries resource sharing network.

m. Installations may house a number of autonomous library units of different types, supporting a variety of organizations, facilities, commands, and headquarters, and occasionally, non-Army elements. With little coordination and communication among them, library services on most installations are fragmented, sometimes duplicative, and frequently incomplete. Post libraries generally have some visibility on installations, but most other libraries, particularly of the special or technical types, are usually buried within organizational structures. All types of libraries too often fall under lines of authority which fail both to properly evaluate the information needs of the organization and to adequately support the library in its mission.

2-4. Resources

a. The two primary resources that libraries have to their credit are staff and collections. Expenditures for library services in fiscal year 1975 by the Army exceeded \$35 million (Table 2-3). The figures shown in Table 2-3 represent the total expenditures reported by the 386 libraries responding to the survey conducted as part of the study. Table 2-1, presented earlier, gave an estimate of 576 total Army libraries. As indicated in Chapter 1, the response rates were high for each type of library except for the legal libraries. Adjusting for nonresponse, the overall expenditures for fiscal year 1975 may have approached \$38 million.

Table 2-3. Total Reported Expenditures, FY 1975,
by Type of Library

Library type*	Number reporting	Expenditures
Special or technical	248	\$ 15,022,000
Medical	44	2,030,000
Engineering & science	69	9,364,000
Legal	113**	1,082,000**
Other special	17	2,346,000
Educational	26	4,787,000
General	112	16,187,000
Post	107	16,016,000
Patients	5	171,000
Total	386**	\$ 35,996,000

*Based on responding libraries own classification.

**Includes 22, additons by the Army Library Pentagon for all 267 field law libraries.

b. Operating expenses are shown in Table 2-4 as evidence of the kind of expenditures for each type of library. Table 2-5 displays the percent of expenditures made for salaries, materials, and other factors. The percentages are in line with the pattern found in civilian libraries corresponding to the Army library types.

Table 2-4. Operating Expenditures, FY 1975,
by Type of Library*

Library type	Expenditures			Total
	Salaries	Materials	Other	
Medical	\$ 1,013,000	\$ 810,000	\$ 205,000	\$2,030,000
Engineering & science	5,269,000	4,001,000	294,000	9,564,000
Legal	194,000	383,000	3,000	1,082,000
Other special	1,566,000	477,000	303,000	2,346,000
Educational	3,213,000	1,174,000	400,000	4,787,000
General	10,744,000	3,601,000	1,842,000	16,187,000
Total	\$22,001,000	10,948,000	3,047,000	35,996,000

*Expenditures by Systems Headquarters and Library Services Center are included in appropriate library types.

Table 2-5. Percent of Operating Expenditures, FY 1975,
by Type of Library

Library Type	Percent of expenditures			Total
	Salaries	Materials	Other	
Medical	50	40	10	100
Engineering & science	55	42	3	100
Legal	18	82	(1)*	100
Other special	67	20	13	100
Educational	67	23	8	100
General	66	22	12	100
All libraries	61	30	9	100

* Less than 1%.

c. For the same time period, 499 professional librarians were employed by the reporting libraries. A total staff of 1,800 was reported, as shown in Table 2-6.

Table 2-6. Staff Reported by Army Libraries,
30 June 1975

Employee class	Number of employees		
	Male	Female	Total
Appropriated Funds	327	1,075	1,402
1410 Series	113	308	499
1411 Series	151	303	654
1412 Series	11	20	31
All others	52	166	218
Nonappropriated funds	117	281	398
Total	444	1,356	1,800

d. Army libraries are stocked with a total of approximately 28 million volumes of library/information materials (Table 2-7). About two million new items were added to the collections during 1975.

Table 2-7. Total Reported Army Library Holdings, 1975

Kinds of materials	Volumes owned	Volumes added, 1975
Bookstock	9,819,508	625,093
Technical reports	3,759,395	222,960
Government documents	3,933,234	350,179
Microforms	4,339,805	563,264
Periodicals	490,283	71,996
Current periodical subscriptions	85,152	9,748
All other print materials	3,657,221	203,348
Audio and/or visual materials	1,940,574	76,763
Total	28,025,172	2,123,353

e. As an early part of the study, data from the Survey of Federal Libraries, 1972 were summarized for Army libraries. The 1972 data is included as Appendix E and provides interesting comparisons of Army, Navy, and Air Force libraries.

CHAPTER 3

COOPERATIVE LIBRARY ACTIVITIES

3-1. Introduction

a. Library cooperation is one of the most discussed topics in the library literature. Many of the early efforts to share resources between libraries were stimulated by state and federal funds. Federal legislation has provided millions of dollars to libraries for the purpose of developing, testing, and disseminating results on a variety of cooperative programs. The economic situation of the last five years has caused librarians to realize that cooperative programs are of absolute necessity to operate within budget constraints and to continue to provide adequate services. Real progress has been made in creating supports necessary to allow and encourage libraries to cooperate in local, state, regional, and national systems. Numerous library networks have been formed and are now in operation.

b. One of the study objectives was to identify and develop policies for cooperative library activities aimed at reducing duplication of resources and administrative and technical activities. The investigation considered several questions:

- What services, materials, or functions are duplicated among Army libraries?
- In what areas are cooperative activities feasible?
- To what extent can resource sharing, central cataloging, reciprocal borrowing privileges, or other cooperative library activities be utilized?
- What are the prospective cost payoffs?

c. Cooperative activities, both inside and outside the Army, were reviewed.

3-2. Areas for Cooperation

a. Various forms of library cooperative activities exist today, ranging from informal arrangements among a few libraries to very formal agreements among hundreds of libraries. Library networks have become prominent at all levels--local, state, regional and national. Networking can be defined as a formalized

agreement between libraries to share responsibility for performing one or more functions.

b. Cooperative activities run the gamut from simple agreements such as reciprocal borrowing privileges to shared cataloging services through on-line computer networks. Examples of cooperative activities are:

- (1) Reciprocal borrowing privileges.
- (2) Interlibrary loan service.
- (3) Reference services.
- (4) Union catalogs or union lists of serials.
- (5) Photocopying services.
- (6) Cataloging services.
- (7) Acquisition services.
- (8) Delivery services.
- (9) Storage of infrequently used materials.
- (10) Data base utilization.

The two most common activities are probably the reciprocal borrowing privileges and interlibrary loan services.

c. The advent of the computer in library operations has made possible the shared cataloging services in a timely and efficient manner. Since cataloging of materials is a function performed by each library, it was a prime candidate for a cooperative approach. The Library of Congress has long been one of the main sources of cataloging data. With the establishment of their MARC (Machine Readable Catalog) Program, cataloging data became available in a format for computer transmission. The availability of the Library of Congress MARC tapes stimulated a number of computerized cataloging systems. The most successful of these operations is the Ohio College Library Center (OCLC).

Markuson, Barbara Evans. "Information Resource Responsibility in the Army Technical Library and Information Support Systems." Contemporary Problems in Technical Library and Information Center Management: A State of the Art. Alan Kees, ed. American Society for Information Science. Washington: 1974.

d. OCLC was incorporated in 1967 to provide computerized cataloging services for member academic libraries in Ohio. Today, OCLC is national in scope and includes libraries of all types. Membership in OCLC for libraries outside Ohio is through networks as a group rather than on an individual library basis. The operational concept is simple: a cataloger searches the OCLC data base through a remote cathode ray tube (CRT) terminal for the item to be cataloged; if the item is in the data base, catalog cards are ordered; if the item is not in the data base, the cataloger enters the cataloging data in the proper format and then requests the cards. Catalog cards are produced off-line and mailed from OCLC, Columbus, Ohio. Although the initial utility of the OCLC data base was shared cataloging, its use as a location tool for interlibrary loan has become important to participating libraries. The data base includes a symbol for all libraries that have ordered each record.

e. The Federal Library Committee (FLC) entered into a cooperative agreement with OCLC in June 1973, making the OCLC services available to federal libraries. This agreement, known as the Federal Libraries Experiment in Cooperative Cataloging (FLECC), was established to study the feasibility and viability of utilizing an on-line bibliographic system by federal libraries. The early experiment proved successful and the federal system is now called FEDLINK.

f. As part of this study, a literature search was made on cooperative library activities. An earlier bibliography by Stenstrom² with supplements by Gillam and West³ was reviewed, as was a recent article by Weber⁴ covering the history of cooperative programs among academic libraries. Educational Resources Information Center, (ERIC) listings for appropriate descriptors were searched, and current literature was reviewed. Citations in the selected bibliography, attached as Appendix H, were chosen to give a current overview of cooperative networking activities and problems relevant to Army libraries.

3-3. Cooperation Among Army Libraries

a. Resource sharing among Army libraries has not progressed in step with the national trend. The study found very little

²

Stenstrom, R.M. Cooperation Between Types of Libraries 1940-1968: An Annotated Bibliography. American Library Association. Chicago: 1970.

³

Gillam, M.E. and West L.M. "Cooperation Between Types of Libraries, An Annotated Bibliography. 1969-71 Supplement." Illinois Libraries, 54(3): 385-400, May 1972.

⁴

Weber, David C., "A Century of Cooperative Programs Among Academic Libraries," College and Research Libraries. 37(3): 203-21. May 1976

real cooperation taking place. Some efforts exist between libraries of a similar type within the same major command; e.g., OCE and HSC. There was no significant cooperation going on between different types of libraries. This was particularly notable at installations with a number of libraries of different types.

b. For the most part, Army libraries tend to be small and more in the position of requiring access to other resources than being providers of resources to other libraries. This position is reflected in the interlibrary loan statistics reported, as shown in Table 3-1 with Army libraries borrowing about 80 percent more items than they loan. This is a change from FY 1972 when Army libraries loaned about 22 percent more items than they borrowed. The total volume of borrowing over the period has also increased by about 40 percent while lending has decreased by 58 percent. In FY 1975 all types of Army libraries borrowed more than they loaned except the category "Other Special" which contains several of the larger libraries such as the Army Library, Pentagon. The circulation figures are presented to show that the interlibrary lending and borrowing activities represent a small proportion of recorded circulation--less than 2 percent. This is in line with results shown in the Weber article on academic and college libraries.

Table 3-1. Reported Interlibrary Loan Activity
By Types of Library

Type of library	Number of inter- library loans	Number of items borrowed	Circulation
Medical	12,000	32,000	379,000
Engineering and science	16,000	39,000	714,000
Other special	12,000	7,000	218,000
Educational	6,000	7,000	1,302,000
General	22,000	38,000	10,578,000
TOTAL	68,000	123,000	13,191,000

c. About 63 percent of the libraries, excluding field law libraries, reported 100 or more interlibrary loan transactions (lending and borrowing). Table 3-2 shows the corresponding percentages for each type of library.

5

Weber, op. cit. - page 217.

Table 3-2. Percent of Libraries with 100 or More Interlibrary Lending and Borrowing Transactions

<u>Type of library</u>	<u>Percent of libraries</u>
Medical	68
Engineering & science	51
Other special	47
Educational	81
General	64
TOTAL	63

d. Several specific Army cooperative programs in their early stages warrant comment. Through their participation in the Federal Library Committee agreement with OCLC, a number of Army libraries are now linked to the OCLC network. The following Army libraries reported having OCLC terminals:

- U.S. Army War College Library
- U.S. Army Library - Pentagon
- U.S. Military Academy - West Point
- U.S. Army Corps of Engineers, Office of the Chief

A few other Army libraries were sharing use of these terminals for cataloging materials. Other Army libraries have plans to receive terminals in the near future.

e. The installation of terminals on posts may stimulate cooperation among libraries in order to use OCLC. Certainly, cataloging is one of the functions where cooperation can lead to real payoff. On many Army posts, there is no individual library large enough (in terms of cataloging) to justify an OCLC terminal, but when considered as a cooperative venture with the costs shared by a number of libraries, it becomes feasible. In fiscal year 1975, Army libraries cataloged close to 500,000 titles. About 150,000 items were reported as waiting to be cataloged, and one-half had been on the "uncataloged shelves" for six months or longer.

f. The OCLC data base has future value beyond its current primary service of shared cataloging. An interlibrary loan module will be operational in the near future, as well as other service packages under development. Another value to Federal libraries is the possibility of pulling out the records of Federal libraries into a separate data base to be managed, perhaps by FEDLINK.

g. While only a small beginning has been made in use of the OCLC network, this is an important step for Army libraries. As Weber suggests, "on-line computer based operational programs constitute a radical and permanent change in cooperative style. When one is freed from most of the constraints of the card catalog, of the U.S. mail, and of locally prepared cataloging data, this adoption of sophisticated on-line computer-based programs may well be by far the most significant change ever achieved in library operations." 6

h. Forty-two percent of the libraries, excluding the field law libraries, reported they participate in a multi-library system, network, consortia or other resource-sharing model. As shown in Table 3-3, medical and post libraries are more frequently a part of systems. Medical libraries participate in the national program sponsored by the National Library of Medicine. The post libraries in Europe and Korea are organized into systems, and account for most of those reporting participation in some form of resource sharing.

Table 3-3. Percent of Libraries Participating in
A Resource-Sharing System

Type of library	Percent of libraries
Medical	75
Engineering & science	28
Other special	41
Educational	31
General	40
TOTAL	42

i. One of the most promising projects that could have a significant impact on cooperation between libraries of different types is the TRADOC Library Information Network (TRALINET). TRALINET is envisioned as a network to unify all TRADOC libraries (school/education, technical and post) into a viable major command library information network. The primary purpose is to increase the purchasing power of monies dedicated to library support, to stabilize manpower requirements, and to improve library/information services. This project is in the early stages of development with approval being sought on the first component called the TRADOC Library Program Union List of Serials (LIPULS).

j. The objectives of LIPULS are:

(1) Identification of all serial resources within the TRADOC library system.

(2) Provision of a locator device for accessing these resources from any point within the TRADOC community.

(3) Reduction of costly and unnecessary duplication of resources and the manpower required to maintain and service these resources.

(4) Contribution to an organized command-wide information network to meet the increasingly sophisticated informational demands of TRADOC.

LIPULS would be a resource management tool for serials, not a bibliographic control system. Although this system is being developed by TRADOC, it has Army-wide applications. It is typical of the type of programs that should be planned and developed for use by Army libraries.

k. A cooperative concept that has been approved (AR 28-1) but not developed or promoted, is that of command reference centers in the Army post library system. FORSCOM has officially designated Fort Bragg and Fort Carson (which has incorporated the collection of the former 8th US Army Reference Library, Presidio of San Francisco) as command reference libraries. Although recognized, they have not begun to receive any real command support in terms of funding or adequate staffing to support the intended mission as resource libraries backing up other post libraries. Conversely, at TRADOC no official designation has been made of the libraries at Fort Belvoir and Fort Sill although they are receiving some funding support to encourage their development as reference centers for the command.

l. The post systems in Europe and Korea appear to cooperate to a much higher degree than libraries in the U.S. Supported command reference centers and technical processing centers function in both systems. Furthermore, the areas are divided geographically which assists in cooperation. The fact that these systems function within single commands removes one of the major barriers in Army libraries. Unfortunately, in USAREUR there are indications of some erosion in central support because of the tide of Army decentralization.

a. Army medical libraries have established interlibrary lending channels on a regional basis with the larger libraries located in the medical centers serving as backup resources. A number of the medical libraries also participate in local cooperative programs with non-Army libraries. In the San Antonio area the local cooperative programs appeared very effective.

3-4. Barriers to Cooperation

a. The study surfaced a number of barriers that have hampered Army libraries in cooperative activities. These include:

- (1) Attitude.
- (2) Lack of well-defined channels for resource sharing.
- (3) Complexity of the Army command structure.
- (4) Poor communications.
- (5) Lack of incentives.

b. There is a serious attitudinal problem between the different types of librarians within the Army. The study team found resentment, distrust, and sometimes even bitterness between librarians. This attitudinal problem was reflected most often in the feelings between technical librarians and post librarians. A number of technical librarians stated during visits: that post libraries receive more attention at the DA level; that post libraries have higher grades and require less specialization and, in general, that they are supported better than their technical counterparts. No doubt some of these feelings have grown out of what is perceived by many as inequities in the Career Program.

c. Another attitudinal problem noted is a defensive posture indicating feelings that somehow cooperating will take something away from "my" library, or otherwise infringe upon the individual librarian's perceived prerogatives, professional or organizational. There is some evidence of active resistance to supporting even the preliminary attempts being made to establish elements of cooperation.

d. Attitudes should not be underestimated in their contribution to effective cooperation; proper attitudes are essential if cooperation is to result.

e. The lack of well-defined channels is a major barrier to resource sharing within the Army. Few formal agreements exist between libraries for the purpose of sharing resources. Formal agreements with adequate cross funding and safeguards are necessary. For example, the Army Library, Pentagon, is one of the Army's larger resource libraries, but is restricted in serving as a backup resource because of inadequate funding and staffing allocations.

f. Most of the present interlibrary loan networks, outside the Army, are hierarchal in design with well-known paths for the sharing of materials. Such designs utilize the larger libraries as backup libraries, and require that requests be channeled to maximize local resources before going to the larger resource libraries. Army libraries are not organized in this manner.

g. Another serious barrier to resource sharing between Army libraries is the complexity of the command structures. Libraries on a single installation may be under several different major commands. In some of these situations, it is almost as though the libraries are not part of the same overall organization.

h. Poor communications is probably both a symptom and a cause of the barriers already discussed above, but can be a restraint in itself. On a number of visits to installations, the study team found that librarians on the same installation were seldom in communication with each other.

i. Lack of incentive to cooperate is another important barrier to successful cooperative activities. Few librarians "want" to cooperate unless there is perceived advantage to their libraries by doing so. Since most cooperative activities include both the "haves" who give and the "have-nots" who take, it is difficult to prevent inequities in the development of a network. While "have-nots" have the strong incentive of need, other incentives, usually in the form of added support, are required to stimulate the willingness of "haves" to cooperate.

CHAPTER 4

FUNDING OF ARMY LIBRARIES

4-1. Sources of Library Funds

a. Library expenditures, as detailed in Chapter 2, probably do not reflect the full costs of library operations, which are frequently so buried within organizational or installation expenditures as to be virtually unobtainable. Data collected on library expenditures include only those direct costs which the libraries were able to identify: Salaries, materials, equipment, supplies, and miscellaneous expenses.

b. The types of funds used for libraries to meet these costs were also reported in the survey. The sources of support used and the levels of funding from these different sources varied substantially both between types of libraries and among libraries of the same type.

c. Six principal sources of support were identified. They are:

- (1) Operation and Maintenance Funds (OMFA).
- (2) Procurement of Equipment for Missiles, Army (PEMA).
- (3) Research and Development Funds (R&D).
- (4) Industrial Funds.
- (5) Civil Funds.
- (6) Nonappropriated Funds (NAF).

Twenty-four libraries also identified portions of their funding as derived from "Other" appropriated fund sources. These include construction funds, funds from other government agencies, etc. It would appear that some part of the "Other" source might more properly have been included in the six funds identified above, but information provided was not adequate to make changes and time did not permit further checking.

d. Table 4-1 shows the percentages of libraries, by type, reporting use of the different funds. O&MA funds were used by almost three-quarters of all libraries reporting, while use of other appropriated funds was reported primarily by special and technical libraries. Seventy-nine percent of all general libraries reported some level of support from nonappropriated funds.

Table 4-1. Sources of Library Funds, FY 1975

Types of funds	Percent of libraries reporting use of funds by type of library			
	Special or technical	Educational	General	All libraries
	n=130	n=26	n=112	n=268
O&MA	58	100	85	74
PKMA	3		1	2
R&D	23		1	12
Industrial	3		2	2
Civil	22			10
Other appropriated	15	4	6	10
Nonappropriated	3	4	79	35

e. The levels of support from the different funds also varied considerably among libraries. Table 4-2 shows the range, and median and modal percentages of support derived from each type of fund, by type of library. For this table, special and technical libraries are broken into their specific subcategories.

(1) Medical libraries derived most of their FY 1975 support from O&MA funds, with only two libraries reporting substantial levels of support from other sources.

(2) Engineering and science libraries showed the greatest variety in sources of substantial levels of support, with 13 reporting more than half of their support from O&MA funds, 16 from R&D funds, one from Industrial funds, 22 from Civil funds, and nine from other sources.

(3) Twelve of the 17 other special libraries received more than one-half of their support from O&MA funds, with 10 reporting full support from that source. Other sources of support included R&D funds (two libraries), Civil funds (one library), and other sources (four libraries)

Table 4-2. Level of Use of Various Types of Funds
by Type of Library (FY 1975)

Type of library	Type of fund						
	OSMA	PENA	R&D	Indus- trial	Civil	Other	NAF
Medical							
Percent reporting							
use	93		5			2	2
Range of support (%)	1-100		11-100			91-100	1
Median percent	91-100		50- 60			91-100	1
Modal percent	91-100		-			91-100	1
Engineering & science							
Percent reporting							
use	32	6	38	6	39	23	3
Range of support (%)	2-100	2-50	8- 60	3-50	7-100	11-100	11-80
Median percent	71- 80	40	91-100	7	91-100	50	41-50
Modal percent	91-100	41-50	91-100	-	91-100	91-100	-
Other special							
Percent reporting							
use	76		12		6	18	6
Range of support (%)	41-100		1-100		91-100	10-100 ^a	51-80
Median percent	91-100		50		91-100	41- 50	51-80
Modal percent	91-100		-		91-100	-	51-80
Educational							
Percent reporting							
use	100					4	4
Range of support (%)	91-100					1-5	1-5
Median percent	91-100					1-5	1-5
Modal percent	91-100					1-5	1-5
General							
Percent reporting							
use	85	1	1	2		6	79
Range of support (%)	5-100	71-80	91-100	41-100		2-40	2-100
Median percent	81- 90	71-80	91-100	70		11-20	21- 30
Modal percent	81- 90	71-80	91-100	-		11-20	11- 20

(5) Educational libraries received almost all of their support from OAMA funds, with only one percent (in one library) received from Other funds, and three percent (in one library) of nonappropriated funds received in FY 1975.

(6) OAMA funds also provided the bulk of funding for general libraries, with 65 percent of them receiving at least some funds from this source, and 69 percent receiving more than half of all support there. Nonappropriated funds, received by 79 percent of all general libraries, were the second most important support source, providing an average of about 30 percent of funds, with actual support levels ranging from one percent to 100 percent. Only 18 percent of general libraries received more than half of all support from RAF funds.

f. Year-end Funds

(1) A total of \$913,965 in year-end funds was received by 71 Army libraries in FY 1975, approximately three percent of total Army libraries expenditures reported for the year. Half of total year-end monies was received by 41 general libraries, while 13 educational libraries received another 41 percent. Only nine percent of the total went to 17 special and technical libraries, about half of which went to medical libraries. Only one percent of total year-end funds went to engineering or science libraries.

(2) Table 4-3 shows the percentages of libraries, by type, receiving year-end funds, the amounts received, and the percentages of total expenditures. While the percentage of total expenditures received in year-end funds by special and technical libraries is negligible, it must be noted that the half of educational libraries reporting year-end funds is receiving as much as one-sixth of entire expenditures from this source.

Table 4-3. Percent of Libraries Receiving Year-end Funds in FY 1975 and Proportions of Total Expenditures, by Type of Library

Type of library	Number reporting	Percent reporting year-end funds	Amount of year-end funds reported	Percent of FY 75 expenditures in year-end funds
Special or technical	130*	13	\$ 82,501	1
Educational	26	30	371,041	8
General	112	37	460,423	4
TOTAL	268	26	\$913,965	3

* Does not include Army law libraries

(3) Although many libraries maintain "want" lists of materials or equipment to be purchased if such additional funds become available, the rapid and uncertain procurement required does not insure that year-end money is spent most effectively. An established dependable support level permits better planning and the control necessary to insure best utilization of resources. Certainly, year-end funds should not be used to make up for basically inadequate budgeting.

4-2. Library Participation in the Budget Process

a. Budgets for Army libraries seldom cover total operational costs; they frequently exclude facility maintenance, salaries, and other personnel costs, and cover only expenditures for materials, equipment, supplies, and miscellaneous expenditures.

b. Some libraries have no budgets at all. Requests for purchases of materials and supplies are forwarded with no real knowledge as to whether or not the required items will be furnished.

c. Table 4-4 indicates the level of participation of Army libraries in the budgetary process. While almost two-thirds of library directors establish budget requirements for their libraries, only one-third participate in budget review and 29 percent actually control funds budgeted to them in terms of ability to reallocate priorities within determined ceilings.

Table 4-4. Library Participation in the Budget Process

Type of library	Number reporting	Percent performing budget process		
		Establish budget requirement	Participate in review	Transfer funds internally
Special or technical	130	61	38	25
Educational	26	92	46	62
General	112	63	27	28
TOTAL	268	65	34	29

d. Budgetary participation varies substantially by type of library. Ninety-two percent of educational library directors establish a budget requirement, and 62 percent have the ability to reallocate funds within ceilings. Special and technical libraries at 61 percent, are slightly below general libraries in establishing

budget requirements, but a substantially higher percent participate in budget reviews. Among special and technical libraries, medical libraries are more likely to be involved in budgetary processes than are engineering and science or other special libraries. Few law libraries reported participation, and none are included in this table. Of medical libraries, 73 percent reported establishing budget requirements, but only 35 percent of engineering and science libraries and 33 percent of other special libraries did so.

a. Lack of participation in the budgetary process--and, in some cases, lack of any budget allocations--substantially inhibits the proper development of the library collection or renders service less effective through inadequate planning. It is important that library directors become more effectively involved in the management of library resources if the ratios of services and costs are to be optimized. This requirement dictates both full participation in budgetary processes and full control of defined levels of library support.

4-3. Funding Problems

a. Even when library budgets are prepared, there is frequently no certainty that funds allocated will be made available. In addition, funds allocated do not necessarily represent service expectations. For example, post libraries support a large and varied clientele, including service persons and their dependents, retired personnel and dependents located in the area, and civilian employees on the post. Most commanders recognize the importance to morale of providing library services to dependents and retirees. Yet, only the number of active duty service persons enters into the determination of support levels for post libraries as funded under Recreation Services. Job-related needs of civilian personnel are not recognized. No support for services to retired members is provided. Support for children's materials and programs must frequently be obtained from such outside sources as women's clubs and youth activities funds.

b. Educational opportunities have become a key factor in the recruitment and maintenance of a qualified volunteer force, and programs ranging from GED to graduate college level are expanding on most Army installations. Post libraries have met the challenge of providing necessary support for these programs; in many cases they have become accredited by regional higher education accrediting authorities. No level of mandatory support for these activities has been recognized, although in some instances education offices have provided additional funding for the development of necessary support collections.

c. The level of funding at most post libraries is dependent upon the aggressiveness of the library director and the level of benefit and value accorded to the library program by Commanders, Recreation Services officers, Education officers, and others. Consequently, the support levels and levels of service vary substantially from one post to another.

d. Funding of technical and other libraries also shows similar variations, depending on local evaluation (frequently in administrative channels), of the value of library services to the organization. Although local evaluation is important, the lack of understanding of the mission and services of libraries, and of criteria for evaluating their value to organizations, inhibits their proper funding and development. Inadequate and erratic funding impedes collection development and the delivery of vital services, as well as the planning which could provide both at a reasonable cost. A realistic funding approach should:

- (1) Clearly define the mission of each library in specific terms relating to clientele to be served, levels and types of services to be made available, and priorities and goals in collection development.

- (2) Establish independent library budgets based on reasonable support of mission requirements.

e. Nonappropriated funds. The use of nonappropriated funds (NAF) in post libraries also presents some problems. This is particularly true in overseas libraries where many of the library employees, including professional librarians, are paid from NAF. Since transfer of NAF employees to appropriated fund positions is dependent primarily on competitive status within Civil Service regulations, and since transfers result in loss of seniority and other benefits (i.e., annual and sick leave levels), this funding discriminates against NAF employees and prevents their most effective utilization.

CHAPTER 5

PROCUREMENT

5-1. Introduction

a. Timely procurement of a wide array of information resources for prompt access to needed information is a fundamental part of library operations. The procurement process for materials includes:

- (1) Selection of the specific materials required.
- (2) Ordering of the materials selected.

b. These tasks, along with processing of materials received and organization of collections, make up a substantial part of the support or "custodial" functions of the library staff. A satisfactory distribution of staff time must exist between the support functions of the library and the function of dissemination of information/materials, which is the raison d'être for the library, if the library/information center is to provide a satisfactory level of service to its users. This chapter addresses the problems of library materials procurement in the following terms:

- (1) Methods for improving the ratio of staff utilization between support and dissemination functions at local service points.
- (2) Problems in ordering of materials through Army procurement channels, and recommendations for improving such procedures.
- (3) Reduction in overall costs of procuring materials through lessening duplication of routine labor-intensive activities common to all libraries in ordering, processing, and organizing materials.
- (4) Establishment of channels for coordination of resource development which are aimed at improved Army information services at lowest reasonable cost.

5-2. Selection of Materials

a. The materials required to meet the information and reading needs of their users are the stock-in-trade of all libraries, and the quality of each library may be evaluated in part by the degree to which the various collections and tools of the library satisfy these needs. Selection of materials, then, is the first critical step in the library process. The range of materials to be selected

varies somewhat by type of library, but all may be expected to include some level of bookstock, periodicals, newspapers, microforms, audio and/or visual materials, reports, and vertical files of clippings. Some libraries add substantial collections of government documents, technical reports, specifications, translations, etc. In a few, listings of individual experts in relevant subject areas (who will provide specialized information and analysis on demand) are an important resource. Computerized data bases, which provide information concerning print materials available in particular subject areas, are also an increasingly valuable resource.

b. Selection of these resources is usually the responsibility of the professional librarian, who carefully screens pertinent "tools" (e.g., library literature, abstracts, book digests, publishers indexes and reports) to choose those materials best suited to meet defined needs of library users or subject specialists for current and retrospective materials. Selections may also include requests from individual users, or lists prepared by library committees, with or without the advice of the librarian.

c. Most libraries house items in their collections which require special equipment to use, such as audio/visual materials and microforms. For these, the librarian must also choose equipment to provide satisfactory access to these resources.

d. Selection Problems

(1) Several factors inhibit satisfactory resource development in the Army. The lack of coordination among Army libraries results in substantial unnecessary duplication in acquisitions, combined with frequent gaps in overall coverage. Coordination in collection development could permit broader total resource availability. In addition, some common items are necessarily procured for a large number of libraries. Since the selection and acquisitions processes are time consuming, coordinated selection and purchase of common tools, reference works, and core collections for similar libraries with related missions, might well improve staff utilization. This coordinated selection and procurement program would also substantially benefit those libraries which have no professional staff; in a number of cases, obsolete core materials have not been replaced with new editions.

(2) On the local level, several additional factors may be noted:

(a) There is no coordination of collection development with other libraries on the same installation or in a convenient local area.

(b) Librarians are not always sufficiently alert to the total information needs of their users and few regularly study the specific needs of identifiable groups or individuals. In some cases, the sponsoring agency fails to keep librarians informed of changing needs or priorities.

(c) Funding may not be adequate for proper collection development.

(d) Library committees or other reviewing authorities sometimes ignore and fail to use the professional expertise of the librarian in the selection process.

5-3. Acquisition of Materials

a. "Fundamentally", says Melcher, "the wants of any library's users are easily stated. They want what they want -- now."¹

b. Timeliness in acquisition of new materials is critical to the success of any library in meeting the needs of its users and fulfilling the missions for which it was established. Achieving this timeliness and collecting currency requires:

(1) Continuous review of pertinent tools to insure that needed materials are ordered.

(2) Adequate continued funding to enable libraries to develop useful and current collections (this includes establishment of dependable materials budgets so that rational collection development is possible).

(3) Prompt ordering of materials as needed.

(4) Responsive procurement and fiscal channels to permit prompt acquisition of needed materials.

(5) Processing methods which make acquired materials available to users with the least possible in-house delay.

c. While not all materials are urgently needed, the cost of delay for many materials can be measured. For example, in the case of a reference annual with little or no value when the new edition becomes available, the cost of delay in getting the annual may be calculated at about 8 percent (1/12) of its cost per month of delay, or about 2 percent per week. Current periodical materials' values may be said to depreciate in a similar manner. The cost of the loss

¹ Melcher, Daniel with Margaret Saul. Melcher on Acquisition. American Library Association. Chicago, 1971. p 1.

of use during the period of delay is more difficult to calculate since this involves measuring the cost of decisions made with incomplete or non-current information. In general, we must accept a strong correlation between the value of timely acquisition and the value of collecting a specific item.

d. Current Methods of Procurement

(1) Frequent lack of understanding of library procurement problems and the variability in local interpretation of procurement regulations as they affect libraries are reflected in use patterns of the various procurement methods available for the acquisition of library materials. Table 5-1 shows the percentages of special and technical, educational, and general libraries using the various methods of procurement, and Table 5-2, the median and modal percentages of use of these methods. For example, 93 percent of the special or technical libraries reported using individual purchase orders (Table 5-1), and individual purchase orders represented 71-80 percent (median) of the total use of procurement methods (Table 5-2).

Table 5-1. Methods of Procurement Used by Army Libraries

Method of procurement	Percent of libraries using procurement method by type of library			
	Special or technical (n=130)	Educational (n=26)	General (n=112)	Total (n=268)
Individual purchase order	93	100	75	86
Deposit account(s)	59	42	9	37
Blanket purchase agreements	31	38	16	25
Federal Supply Schedule	36	38	45	40
Imprest funds	34	38	13	25
Jobber contracts	24	38	37	31
"Til Forbid" contracts	1	0	1	1
Other	12	15	25	18

Table 3-2. Median and Modal Percentages of Total Use of Procurement Methods by Type of Library

Type of library	Individual purchases order	Deposit account(s)	Blanket purchase agreement	Federal Supply Schedule	Imprest funds	Jobber contracts	'Til forbid contracts	Other
Special or technical								
No. of libraries reporting	121	77	40	47	44	31	1	15
Median percent	71-80	6-10	11-20	6-10	1-5	21-30	1-5	61-70
Modal percent	91-100	11-20	11-20	1-5	1-5		1-5	1-5
Educational								
No. of libraries reporting	26	11	10	10	10	10	0	4
Median percent	70	1-5	1-5	6-10	1-5	21-30		1-5
Modal percent	91-100	1-5			1-5			1-5
General								
No. of libraries reporting	84	19	18	50	14	40	1	28
Median percent	31-40	1-5	21-30	30	1-5	21-30	1-5	91-100
Modal percent	91-100	1-5			1-5			91-100
All Libraries								
No. of libraries reporting	231	96	66	107	68	82	2	47
Median percent	61-70	1-5	11-20	11-20	1-5	21-30	1-5	81-90
Modal percent	91-100	1-5	1-5	1-5	1-5	6-10	1-5	91-100

(2) Although procurement officials report that blanket purchase agreements are the favored method for procurement of small orders, individual purchase orders are the most heavily used method of procurement. Actual cost has never been calculated but procurement personnel estimate the cost of processing each individual purchase order at about \$100.

(3) More than \$11,000,000 in expenditures was reported in FY 1975 for the purchase of library materials. About 37 percent of this amount was spent for 85,152 subscriptions to current periodical titles. Sixty percent of these titles were ordered for special or technical libraries (see Table 5-3). Individual purchase orders and vendor contracts were the principal methods used in ordering these subscriptions (Table 5-4).

Table 5-3. Percent of Total Current Periodical Subscriptions in FY 1975

Type of library	Number of subscriptions	Percent of subscriptions
Special or technical	50,646	60
Educational	9,622	11
General	24,884	29
TOTAL	85,152	100

Table 5-4. Procurement Methods Used in Placing Periodical Subscriptions

Type of library	Percent of libraries using procurement method		
	Individual purchase order	Through vendor	Other methods
Special or technical (n=130)	87	52	21
Educational (n=26)	96	92	8
General (n=112)	65	68	24
TOTAL (n=268)	79	63	21

(4) Vendor contracts were most used for placing subscriptions by educational and general libraries, while special or technical libraries most frequently resorted to individual purchase orders (see Table 3-3).

Table 3-3. Average Percent of Total Procurement by Method and Type of Library

Type of library	Individual purchase order	Vendor	Other
Special or technical	60	29	11
Educational	31	67	2
General	16	61	23
TOTAL	44	43	13

(5) There are several factors involved in these differences:

(a) Periodicals are more important information resources in technical libraries than in general or educational libraries.

(b) Many of the subscriptions placed by technical libraries can be placed only with the publisher (in many cases an organization or association rather than a publishing firm). In these instances, procurement can only be undertaken by purchase order.

(c) Since most periodicals found in general libraries are general or popular in nature, most can be procured through a vendor. Although contract performance is sometimes jeopardized by low bidder awards without sufficient attention to service performance records, the delay in receipt and loss of issues is much less critical in terms of loss of use than is similar delay or loss in the receipt of technical materials. Thus, general, and to a somewhat lesser extent, educational libraries, can better afford the risk of poor performance than can technical libraries.

(6) It is not known how many unique titles make up the 83,000 current periodical subscriptions. Based on data collected during Study Team visits, considerable overlap of titles sometimes exist in libraries on the same installation. While some of this duplication is probably unnecessary, a substantial volume of duplication at different installations, as well as limited duplication on an

individual installation may be necessary. Purchase of periodical subscriptions has presented especially difficult problems for procurement officers. Development of an improved system for acquiring this material merits special consideration

e. Problems of Procurement

(1) In the survey of Army libraries, specific procurement problems were ranked by reporting libraries for importance (each library ranked up to five of their most important problems). Table 5-6 lists the problems ranked, with the number of times each problem was cited and the percentages of reporting libraries, citing the problem. Various aspects of time lag and unreliability of budgets were the most frequently cited problem areas.

Table 5-6. Number of Times Procurement Problems are Cited by Rank (All Libraries)

Problem areas	Rank					Total citations	Percent of reporting libraries citing
	1	2	3	4	5		
Local processing time lag	34	22	19	14	14	103	40
Vendor time lag	18	32	15	9	12	86	34
Total time lag in receipt of materials	69	31	25	13	14	152	59
Inconsistency in interpretation of procurement regulations	5	5	3	6	7	26	10
Unreliability of budget	42	20	9	11	7	89	35
Lack of coordination between contracting officer & librarian	-	3	2	10	4	19	7
Poor performance of contractor/vendor	9	18	18	10	7	62	24
Cancellations at source of supply	7	12	21	19	17	76	30

Table 5-6 (Continued)

Problem areas	Rank					Total citations	Percent of reporting libraries citing
	1	2	3	4	5		
Cancellation by procurement office without consent of librarian	-	6	2	3	5	16	6
Lack of understanding regarding sole source requirements by procurement officer	4	3	9	14	12	42	16
Lack of clear, consistent guidelines	3	5	7	9	6	30	12
Victimisation by low bidder system	16	17	12	15	12	72	28
Lack of uniform invoicing requirements	1	2	6	4	3	16	6
Inability to effect multi-year contracts, 'til forbid, or standing orders	7	12	20	21	23	83	32
Heavy administrative/time consuming costs to effect purchase	13	13	18	13	13	70	27
Prepayment of materials requirements unable to be accommodated by system	7	10	10	10	15	15	32
Funding limitation of accounts established	1	2	3	1	1	8	3
Invoicing refusal on part of vendor	-	2	4	10	6	22	9
Inability to time procurement actions to prevent gap in subscriptions	9	19	23	20	19	90	35
Other	9	8	4	4	7	32	13
TOTAL CITATIONS	256	244	236	221	206	1163	

(2) Some differences in importance of problem areas appear when rankings are considered by type of library. Table 5-7 shows the five top ranking problems for each type of library. It is interesting to note that librarians tended to cite most frequently those problem areas which reflected results rather than causes of poor procurement procedures. Unreliability of budgets was a notable exception. Field interviews at Army libraries, however, indicated that lack of understanding of library needs and unique procurement problems, as well as the difficulty of persuading procurement officials as to the most effective methods for securing necessary materials, were basic underlying problems. Variations in interpretations of regulations at various installations and between successive officers at the same installation were also noted.

Table 5-7. Five Most Important Procurement Problems
by Rank of Importance* and Type of Library

Problem areas	Rank by Type of Library			
	All libraries (n=256)	Special & technical (n=120)	Educational (n=26)	General (n=110)
Total time lag in receipt of materials	1	1	1	2
Local processing time lag	2	2	4	3
Unreliability of budget	3			1
Vendor time lag	4	3	2	
Inability to time procure- ment actions to prevent gap in subscriptions	5			4
Victimization by low bidder system	6		3	
Heavy administrative/time consuming costs to effect purchase	7	4		
Inability to effect multi- year contracts, 'til for- bid, or standing orders	8	5		
Cancellations at source of supply	9		5	5

* To determine ranks, citations were weighted in inverse order; Rank 1=5 points; Rank 5=1 point, etc., and totals were totaled.

(3) Although problems in the procurement of library materials are hardly unique to Army libraries, or indeed, to Federal libraries, two underlying aspects of library procurement which contribute to these problems were identified as common to the Federal community in a 1971 Federal Library Committee task force study.² These are:

(a) Procurement regulations reflect a purchasing system geared to the acquisition of supplies and equipment for which there can be real price competition. In the case of many library materials, copyright laws usually limit production of the item to a single publisher.

(b) Interpretation of procurement regulations is subject to wide local variation with the result that administrative costs are frequently increased out of proportion to the dollar value of the item.

(4) Procurement regulations and procedures have also been identified in the total library environment as important causal factors in problems of acquisitioning library materials. Malcher notes:

"It is becoming increasingly recognized that contracts for the supply of books and related materials should be negotiated, not merely opened to bid

"Considering that bid-letting is extremely common in other areas of public expenditure, it must be assumed that the reasons for making books an exception are persuasive ones. The basic reason which has moved legislators and administrators to make exceptions for books is simply that bidding procedures which may work well elsewhere do not work well for books. Wherever libraries have been required to seek bids and take the lowest, they have again and again found themselves confronted with flagrant non-performance and no effective remedies.

"It is not easy to see why this should be so, and therefore many librarians and purchasing agents have had to learn it the hard way, by bitter experience....

2

Cason, Cleo S. and Hume, Howard W., Jr., "Proposed Improvement in Federal Library Procurement Practices", Contemporary Problems in Technical Library and Information Center Management: A State of the Art. Alan Rees, ed., American Society for Information Science. Washington, D.C., 1974.

"Since bid-letting has served him well in other areas, it is almost inevitable that a purchasing officer without prior experience in buying library books will apply it in the book area. Only after a few bad experiences does he back off and start asking himself why the usual enforcement procedures aren't working....

"The bid-letting system that works with construction and fuel oil and pencils breaks down with library books not only because proof of non-performance is too expensive to compile, but because library books are, quite simply, different. The decision about whether to buy Shell oil or Gulf oil can perhaps be decided purely on the basis of price. Not so with the decision whether to buy Harper or Doubleday books. Books are copyrighted, unique, not interchangeable. Neither can the choice of wholesaler to supply these books be determined purely on the basis of price. At first glance a particular Random House book offered at 36 percent off list by one wholesaler and at 38 percent off list by another is the same book, and the buyer might as well get the larger discount. At second glance, however, this is not a case of two prices for the same book; it is a case of two prices for two different kinds of service, the book being the same either way. What must be compared is the service."³

(5) What is said of books is equally true of other library materials. In addition for all types of materials, some items required can be purchased only at a single source and under the terms dictated at the source.

(6) It is clear that improvements in the procuring of library materials is dependent upon a full understanding of the needs of libraries and the problems inherent in the acquisition of library materials. Further, few materials are unique to any one library. A single justification for sole source, unique equipment, or variations from low bid might well serve a substantial number of individual needs. To avoid both the time delays so costly to libraries and the excessive administrative costs so common to the current system, it is necessary to establish common routine procedures to handle the bulk of library materials requirements expeditiously and at the lowest reasonable cost.

3-4. The Centralized Procurement Program for Post Libraries

a. The Army Post Library Program located in the Recreation Services Directorate, TAGCEN, is intended to serve as advisor, coordinator, and policy maker for post libraries throughout the world. Although its effectiveness is weakened by the local autonomy of libraries and a lack of overall authority, one of its most successful efforts is seen in its centralized book procurement program.

b. Intended to supplement local acquisitions, the MQDA centralized book procurement provides monthly distribution of cloth-bound and paperbound books to libraries, with added special procurements of encyclopedias, reference books or special subject books. In FY 1975, the value of materials provided totaled almost one and one-half million dollars. Table 3-8 shows a breakdown of the numbers of titles and volumes distributed. Catalog card sets accompanied almost half of the clothbound volumes.

**Table 3-8. Materials Supplied to Post Libraries
in FY 1975 by MQDA Centralized Book Procurement Program**

Kind of material	Number of titles	Number of volumes
Clothbound books	657	144,578
Paperbound books	1,150	49,780
Encyclopedias and reference books	11	150,084
TOTAL	1,818	344,442

c. In addition to the procurement program for libraries, pinpoint distribution of paperbound book kits is made to identified field units.

d. Books are selected, ordered, and funded at DA level, but are distributed directly to libraries (or overseas service centers) from contractors supplying the materials. Most materials are secured from a dealer chosen by bid. Service levels are carefully specified, and performance closely monitored. At present, clothbound volumes are secured from one jobber, while paperbound books are secured from another.

e. Post libraries responding to the survey indicated their level of satisfaction with the procurement program. Table 5-9 shows their responses. No library reported dissatisfaction with the program and only one was neutral. Recommendations made by those describing themselves as fairly well satisfied generally discussed the scope of materials included, with specific requests for addition or deletion of kinds of materials. Almost a quarter of those responding wanted to see the program expanded.

**Table 5-9. Level of Satisfaction of Post Libraries
with HQDA Centralized Book Procurement Program**

Level of satisfaction	Percent of libraries reporting
Well satisfied with program as it exists	23
Satisfied, meets purpose for which intended	24
Satisfied, would like to see program expanded	22
Fairly well satisfied, but....	26
Neutral (Don't care one way or the other)	1
No response	3

f. The centralized book procurement program has supplied varying levels of total annual acquisitions for post libraries. Table 5-10 shows the percentages of total titles added in FY 1975, which were received through the program. Fifty-seven percent of all post libraries reporting received more than half of all titles added to their collections in FY 1975 through the procurement program. Almost 36 percent received more than 70 percent of their total collection additions.

Table 5-10. Percent of Total Titles Added to Post Libraries in FY 1975 Received Through HQDA Book Procurement Program

Percent of total titles added	Percent of post libraries reporting
6	1
11-20	5
21-30	11
31-40	12
41-50	11
51-60	11
61-70	10
71-80	18
81-90	5
91-100	13
No response	3

g. The successful operation of the program and general user satisfaction with it warrants an expansion of the service, particularly in the area of reference materials. Some attention might also be given to the possibility of developing central contracts for rental book services for currently popular materials, with appropriate adjustments in book procurement selection policies. No study has been made of the cost of housing an item in an Army library during its period of retention, but a study in one library at least five years ago put the average figure at \$45. Constant weeding of materials, particularly in post libraries, is necessary to maintain a current, viable collection. Rental, rather than purchase of items with short shelf lives, permits maximum service to users at minimum costs. Materials can be rotated in response to demand, and multiple copies procured where necessary. Since lease materials can be obtained pre-processed and with catalog card sets, total handling costs for these materials is minimal. A number of post libraries are already users of various book lease services.

h. Developing contract services.

(1) It was suggested earlier that a central procurement activity might well provide automatic ordering and distribution of reference materials and special core collections against profiles of need developed for individual libraries. In effect, the HQDA central book procurement program is performing this function to a certain level for post libraries.

(2) Expansion of the automatic distribution of reference materials might well make this portion of the overall program also available to other types of libraries. A small pilot project should be undertaken to determine the levels of common reference materials which could be made automatically available, against library profiles, across types of libraries.

CHAPTER 6

ARMY MANAGEMENT OF LIBRARIES

6-1. Introduction

a. This chapter reports findings on the management of Army libraries. policies, standards, communications, and reporting are included.

b. In the hierarchical organization of the Army, management rests at a number of levels, namely, HQDA, MACOMS, installations, and local units. Very little effective coordination and policy making takes place for all libraries beyond the local level. Only post and engineering libraries are represented at the headquarters level. Staff librarians are attached to the major commands, TRADOC, DARCOM, FORSCOM, USAREUR, and USAFIGHT, and have responsibility for providing professional advice to all libraries under their respective command. But, with no authority over libraries, their advice carries little weight.

c. Major findings on the Army management of libraries include:

(1) Fragmented management of libraries throughout the Department of the Army.

(2) Ineffective management planning, evaluation, and coordination of total library resources.

(3) Duplication of library functions and materials because of local autonomy.

(4) Local autonomy hampers the uniform development, implementation, and application of policies, practices, procedures, and adherence to standards.

6-2. Need for Central Management

a. Small individual libraries are frequently inadequately funded, poorly housed, and understaffed, although many are providing levels of service that are outstanding in relation to available resources. Yet the Army does not always receive full value for its money. Lack of coordination in library programs frequently results in duplication of functions performed, materials collected, and services provided on a single installation. Further, it inhibits the development of the cooperative activities which would limit duplication as well as extend the service capabilities of all components.

b. What constitutes good information service and the value of such service to the Army is not well understood by many military commanders. Too often, libraries are equated only with books--useful only if one has time or leisure for reading.

c. In general, there has been non-specific support for the concepts of general libraries to meet recreational reading needs of troops, educational libraries to meet the needs of faculty and students in Army schools, and technical libraries to meet the specialized information needs of professionals, particularly scientists. At the local, specific support level, these concepts have been applied in terms of local interpretation and understanding of the range and value of library/information services and their particular application to a narrowly defined mission. Evaluation of importance, and consequently support levels, have usually been low, particularly where library activities are organizationally placed within administrative channels. When Army libraries are part of the technical channels of the organization, their value has been more apparent, and levels of support are more clearly commensurate with information service levels required.

d. Technical facility administrators who abolish library positions rather than a research position frequently ignore the possibility that proper use of information resources may essentially decrease overall research staffing needs. Local commanders who maintain the concept of "recreation" libraries for off-duty pleasure reading do not recognize the increasing individual needs for accurate information for both on and off-duty performance. In an every increasingly sophisticated environment, general libraries must also support individual development and formal educational programs.

e. Probably the single greatest weakness in Army libraries is the lack of coordination at all levels. The Army is operating a total library program with expenditures approaching \$40 million without effective central coordination and planning of these activities.

6-3. Technical Libraries and Information Centers

a. Some attempts have been made at staff level to promote the development of scientific and technical information programs to bolster research and development efforts in the Army and in the total Defense community. One such program was the TISA (Technical Information Support Activities) Project managed by the Army Corps of Engineers. The objective of the TISA project was to improve the efficiency and effectiveness of DOD technical libraries, information centers and information analysis centers.

b. The establishment of information centers and information analysis centers under "information specialists" in competition with libraries rather than in coordination with them, however, has ignored the verities of information dissemination. A successful information system must have a well organized base of information resources. Development and organization of pertinent information resource collections is a primary function of the professional librarian. Accessing needed information from the collection is also within the scope of a librarian's special competence. Use of subject information specialists to analyze and synthesize technical information and data substantially expands the levels of information services which can be made available to users, but cannot replace traditional library functions. An effective information system must either develop new library capabilities or draw upon existing facilities. Where information programs have failed to properly coordinate the necessary elements, additional duplication of resources and/or less than totally effective programs have resulted. In no instances have such developments considered the total information resources available on an installation or within a limited geographical area in developing resource collections.

c. Alan Rees,¹ in a book that resulted from the TISA Project, proposed research to determine the nature of the interface of Army technical libraries and information analysis centers, specification of the objectives, and desired benefits to be achieved from mutual support and modes of cooperation. He further suggested that one outcome of the research should be the revision of Army Regulations, AR 70-45 and AR 70-22, "Scientific and Technical Information Program" and "Centers for Scientific and Technical Information", which define technical libraries and information analysis centers in terms of discrete and separate areas of responsibility with no specification of inter-relationship and mutual dependence. This study concurs with these earlier recommendations.

¹ Rees, Alan M. "Functional Integration of Technical Libraries, Information Centers and Information Analysis Centers." Contemporary Problems in Technical Library and Information Center Management: A State-of-the-Art. Alan Rees, ed. American Society for Information Science. Washington, 1974. p 129.

d. Technical libraries/information centers, by their nature, tend to deal with relatively narrow subject areas particular to the interests of the user group. But scientists and technologists do not operate effectively in a vacuum. To be aware of human and environmental impacts of developing or applying technologies, scientists should also have access to a strong body of literature in the social sciences, an area where educational and general libraries have already developed strengths. Properly related, the diverse parts make a well-balanced, coordinated whole. Technical libraries are especially losers in any action which separates them from ready access to the resources of the other types of libraries, for it both inhibits optimum collection development in the specialized subject areas by spreading acquisitions costs over a broad spectrum of lesser used materials, and limits the depth of information readily accessible to scientists in these "fringe" areas.

e. Some suggestions have been made for development of an Army technical library/information system, completely independent of general and educational libraries, and responsive to the Army Scientific and Technical Information Program. In terms of development of standards for technical library services, criteria for performance, and of support for information dissemination programs, such unified responsiveness would certainly improve technical library effectiveness throughout the Army. But in terms of functional needs (particularly in the area of support activities), of reducing unnecessary duplication in resources and services, and of providing professional guidance and adequate training programs, such an approach would not be as cost-effective to the Army.

f. It is essential that technical libraries/information centers be included in any Army-wide library system which aims at improving total information services and cost/value relationships. It is equally important that the needs of technical libraries for improved methods of information dissemination be considered on a unified basis. There should be close coordination with the Army Scientific and Technical Information Program to insure adequate review of technical information requirements and constant improvements in technical information dissemination.

6-4. Uniform Policies and Standards

a. More than 30 DA regulations, pamphlets, circulars, and memos govern Army libraries (Appendix I). These are supplemented by additional directives from command lower echelons. The wide

diversity of regulations applying to different types of libraries assures the continued uncoordinated efforts of individual libraries, even when they are located within close proximity and provide complimentary services.

b. Within a single type of library, under general directives for operation applicable to all, libraries are still autonomous units answerable only to local authorities. Some progress towards coordination has been made among post libraries in overseas commands, where regional groupings are developing, and centralized processing and resource sharing activities are being implemented. Even there, however, the lack of any central authority inhibits the most effective development and is diminishing in the face of current decentralization.

c. Army-wide library regulations, which establish elements of cooperation and interdependency among libraries, and provide for their adequate support, are essential if information services are to be maximized and the cost of information programs minimized.

d. Uniform standards for library services and support are lacking. Although some guidelines for necessary support levels for post libraries are provided by AR 28-1 and DA Pamphlet 28-30, uniform guidelines for support of special and technical or educational libraries have not been developed. Without minimum standards for service, local evaluators cannot adequately judge the value of the library support received. And without minimum standards for support, the library director frequently makes a poor case for meeting library operational needs.

e. Minimum required levels of service and support and criteria for evaluating performance should be developed at the DA level, and provided as yardsticks for local evaluators. No single standard or criterion can apply to all types of libraries because of varying mission requirements. Formulas for determining unique requirements on a uniform basis can and should be developed to insure adequate performance and support.

f. The need for mandatory guidelines also extends to mergers or consolidations of local libraries as are now under discussion at some installations. While local coordination of library programs should reduce duplication and improve overall service, it is essential that the varying needs of users be of paramount consideration, and that coordinated activities do not lessen the responsiveness of components to these needs. To insure that coordination plans are both functionally feasible and protect the legitimate requirements of user groups, coordination or consolidation plans should be subject to approval of staff librarians of major commands or chief librarians of headquarters agencies, and/or a central library management office.

6-5. Channels of Communication

a. Librarians have use of four functioning channels of communication to successfully accomplish the library mission. The channels are:

- (1) Librarian - Patron.
- (2) Librarian - Commander/Director
Military Support Activities.
- (3) Librarian - Professional Guidance.
- (4) Librarian - Other librarians.

b. Librarian - Patron.

(1) In theory, at least, the key channel is that of communication with library patrons. This is necessary to:

- (a) Identify "real" user needs.
- (b) Locate pertinent materials or information.
- (c) Teach use of library tools.
- (d) Provide awareness of resources available.
- (e) Aid in interpretation of information located.

In the past, this channel has been most frequently activated by a patron coming to the librarian for help. Increasingly, especially in technical libraries, this pattern is changing, with librarians reaching out to provide awareness of materials held, or even automatic dissemination of relevant data as it is received.

(2) While dissemination of information through this channel is a primary reason for professional library service, it can be hindered by poor communications in the other three channels. This may result from lack of information from commander/director concerning changing mission requirements, failure of understanding between librarian and military support activities, lack of needed professional guidance, and poor individual professional development resulting through isolation from the professional community.

c. Library - Director/Commander, Military Support Activities

(1) It is necessary that the librarian understand the needs and problems of the community served, but it is equally essential

that commanders/ directors and support activities such as civilian personnel officers, manpower teams, procurement officers, and budget officers understand both the needs of the library and its capabilities. Lack of communication in this channel underlies many of the library problems cited in this study. It is a safe assumption that the majority of librarians can identify the common library problems since they have been repeatedly discussed in workshops and conferences. The inability of librarians as a whole to effectively communicate the problems and suggested solutions to those with authority to effect changes, however, has hampered the development of effective solutions.

(2) Examples of concerted efforts to educate and communicate with authority are the Technical Information Support Activities (TISA) reports, supported by the Chief of Research and Development and managed by the Corps of Engineers, and the proceedings of the COMARC meeting of service schools and college librarians held in 1972. Neither of these activities has produced any discernable improvements in understanding of library problems outside the library. Lack of a central authoritative spokesperson for libraries contributes to this failure, but other factors also inhibit good communications.

(a) Image. The librarian is seldom viewed as a professional. For example, "librarian" is a rather loose designation given to the person in charge of regulations, computer tapes, MOS materials or supply catalogs, or to the volunteer behind the desk, the sergeant assigned to keep the library doors open, or to the page who shelves the books, and is equated with the person, usually with at least one advanced college degree, who is trained in the selection and organization of resources and in the dissemination of information.

(b) Information Channels. The librarian is frequently not informed concerning changes in mission, new support functions, or other organizational activities which affect the community supported by the library or the services required by that community. Table 6-1 shows the sources of information available to librarians for determining activities within the local agency which require planning and responsiveness, and the percentages of libraries, by type, which receive information through each source. (Multiple sources were included.)

**Table 6-1. Librarian Sources of Information on Activities
Within Local Agencies Requiring Library Planning and
Responsiveness, by Type of Library**

Sources of information	Percent of libraries reporting use of source by type of library			
	Special technical (n=130)	Educational (n=26)	General (n=112)	All libraries (n=268)
Grapevines	32	35	52	40
Routine or special briefing	42	77	61	53
Planning committee (member)	18	31	1	15
Agency bulletins & memos (automatic distribution)	76	96	60	71
Written notice of organiza- tional changes, new missions, additional units, etc.	58	77	37	51
Official directives to support specific programs	43	77	51	50
Other	9	15	11	10
No formal channels of information	20	8	17	18

Library committees provide another source of information for librarians, but only 29% of libraries report them. These are principally medical libraries (95% of libraries) and educational libraries (81% of libraries). They are viewed with mixed emotions by librarians, and more often than not serve as a rubber stamp on recommendations for materials to be purchased.

(3) The general level of mission-related information provided to librarians is poor, particularly among technical librarians, where outreach programs have assumed increasing importance. Less than three-quarters of all librarians receive automatic distribution of agency bulletins and memos, and only about half receive written notice and/or official directives regarding mission charges.

(4) Relations with Support Activities. Inherent in the problems of staffing, procurement, and budgeting is a lack of understanding, both by support activities of the requirements of libraries, and by librarians of the constraints under which the support activities function. Development of channels for mutual understanding at the local level is desirable, but it is considered more feasible to develop standards and guidelines at a central level for both librarians and support activities, which will provide a satisfactory

framework for local relationships. Policy developed at a central management office should designate the methods to be used to keep librarians aware of new mission requirements, and criteria for local evaluation of library performance. In addition, channels to a central management office should be available to local commanders/directors and support activities to maintain continuing relevance of services to local needs. A periodic newsletter to local commanders should also keep them informed as to problem areas, new programs, and improved library capabilities.

d. Librarian - Professional Guidance

(1) The librarian does not operate effectively in a professional vacuum, but needs both professional guidance and professional interaction. Three of the major CONUS commands, TRADOC, FORSCOM, and DARCOM, and overseas commands, provide staff librarians to monitor operation of post libraries within the command, plan cooperative programs, make staff visits, make recommendations for improvements in operations and services and provide technical guidance as required.

(2) The Office of the Chief of Engineers also provides for a chief librarian to establish policy, and provide professional guidance and oversight for engineering libraries. Regulations for legal libraries provide for technical guidance from The Army Library, Pentagon, but no personnel have been assigned to provide the service. No staff librarian has been appointed for the other major command, Health Services Command, although HSC has recently designated a career program coordinator to provide professional guidance. Since both functions are in addition to the primary one of directing a library, the level of service is necessarily lessened.

(3) Where established, professional channels are often the first used when operational difficulties occur. Although supportive for the most part, they are becoming less and less effective as the concept of local autonomy grows stronger, and eventually will serve little purpose under the current Army structure. As might be expected, use of these channels depends upon the degree of trust or respect held for the technical superior.

(4) No professional/technical visits are made to medical or legal libraries, and only a few are made to engineering libraries. Visits to post libraries, school libraries, and technical libraries are irregular, and often reactive. Lack of funds is cited as the reason for these restrictions despite frequent travel by other elements in the same strata. With the reorganization from the numbered armies to the current CONUS MACOMs, increased budgets

for travel are required since staff librarians must now cross the country instead of operating in a defined geographical area. Instead, funds have been curtailed. Some Recreation Services agencies (including HQDA, TAGCEN) have undertaken the team concept of staff travel, with the result that less time is allocated to spend on libraries, and/or that unknowledgeable persons "inspect" libraries with poor end results. This further weakens any professional assistance which could be given. It is not unusual to discover that even when staff visits are made, the trip report is not forwarded to the commander or to the librarian concerned, and there is no follow-up action taken or officially encouraged.

(5) Librarians responding to the survey were asked to show where they went for professional guidance. Although professional channels were apparently used by most libraries for which they were available, the highest percentage of librarians reported going to another Army librarian. This was particularly true of special or technical, and educational libraries where heavy use of non-Army librarians for technical guidance was also reported. A large number of special and technical libraries reported use of "other" sources, primarily library schools and library literature. Table 6-2 shows the percentages of libraries, by type, using the various channels for guidance. Fourteen percent of all libraries reporting used no channels at all.

Table 6-2. Sources of Technical/Professional Guidance
for Army Libraries, by Type of Library

Source of guidance	Percent of libraries using guidance channel, by type of library			
	Special or technical (N=130)	Educational (n=26)	General (n=112)	All libraries (n=218)
Staff librarian/command chief librarian headquarters, agency	37	65	85	60
Other Army librarians	56	81	68	63
Non-Army librarians	47	58	25	39
Other	53	12	23	37
No channels	17	19	9	14

e. Librarian - Other Librarians

(1) In addition to professional guidance, librarians turn to other librarians, both Army and non-Army, for the exchange of information necessary to maintain professional currency. These exchanges usually take place at professional meetings, workshops, and conferences. Most often attended are meetings of:

(a) American Library Association (ALA). Although meetings are semiannual, most Army librarians attend the summer meeting. In addition to the value derived from viewing the extensive exhibits and interchanging ideas with librarians of other specialties, military librarians have several programs designed for their special interests within this larger meeting. The FLIRT (Federal Librarians Roundtable) session provides another opportunity for communication within the Federal library universe.

(b) Special Library Association (SLA), American Society for Information Science (ASIS), Medical Library Association (MLA), and State library associations. Army librarians have met within the structure of these meetings to discuss their problems and to make recommendations for action. Most of these associations also have local or area branches in which many military librarians are active.

(c) Conferences are held infrequently, and usually deal with particular groups of librarians or particular library problems. An example is the COMARC conference of service schools and college libraries held in 1972.

(2) For the two-year period of FY 1974 and FY 1975, 322 Army librarians attended national or state professional meetings. Of these, only 60 percent received government funding to attend. Often, personal funds and annual leave are used to attend meetings.

(3) Most librarians recognize the importance of such meetings, and the need for periodic attendance at them to maintain professional channels of communication. There is, however, little sharing of information by the attendee to the non-attendee. It is unfortunate that this same level of communication has not been maintained among Army librarians on an installation or installations in close proximity. Communications on this level are frequently nonexistent. Some effort should be made to improve this situation and to establish regular meetings of installation librarians from all types of libraries.

(4) There are no provisions or opportunities for key people in each type of library system to meet, discuss, and come to common understanding of overall program objectives and/or planned goals. Instead, each staff librarian goes his/her own direction with no coordination even within the same type of system.

h. Communications Systems. Methods of communication in current use include telephone and written communications. Although teletype communications are available on most installations, terminals are not located within the libraries.

(1) Written communication. Formal or regular publications are most visible in the post library strata at MACOM level, and range from a regular publication issued by TRADOC Recreation Services (with a chapter on Library Activities) to Technical Library Information Briefs (USAREUR), and regular technical channel memorandums (FORSCOM). Written guidance from TAGCEN, however, is virtually nonexistent on any basis, even to the next MACOM level for further dissemination. A page accompanying the formal DA Book Procurement List for post libraries called "Other Items of Interest" sometimes make announcements or dispenses some advance general information, but is mainly a medium for listing other publications and/or other after-the-fact data. Other written guidance in the form of supplements to regulations, circulars, letters, etc., is issued through official military channels irregularly. Frequency of publication is dependant often upon the influence and persistence of the chief/staff librarian. These publications have diminished since the demise of the numbered armies and the ascendence of the decentralized and "management by exception" concept. Those published today are generally restricted to announcements, or support of professional meetings (i.e., ALA, Military Librarians Workshop).

(2) Telephone Communication. The telephone is the primary mode of communication between all levels, and is universally used on every level. The telephone chain is the most "reactive" and is usually used in relation to a specific, immediate problem area. All libraries do not have AUTOVON service, which inhibits communication not in the immediate area. The telephone is not always an effective medium for communication, since AUTOVON delays frequently make contact difficult to achieve, and lack of a written record permits misunderstandings. As an informal "off-the-record" medium of exchange, and as a rapid interactive medium, it is, of course, very effective.

(3) Teletype Communications. The teletype provides an effective method of communication in interlibrary cooperative projects. Advantages of the teletype for libraries include:

(a) Makes a written record to permit accuracy in transmitting information.

(b) High speed transmission reduces line costs.

(c) Does not require both parties to be available at the same time.

(d) Permits distribution of traffic to utilize "least busy" scheduling.

In-library/library system access to teletype equipment connecting all Army libraries should be seriously considered in any Army program for shared resources. If substantial "lending" of periodical articles emerges, the addition of telefacsimile for rapid transmission should also be studied.

6-6. Management Reporting

a. Librarianship has been slow to exploit measurement as a professional tool, and concern for statistics has been mostly superficial. Traditional library data collection (i.e., circulation, registration of borrowers, number of reference questions answered, etc.) appears to be based on collection of those statistics which are easiest to collect, whether or not they have any relation to needed information. Claire Schultz comments:

"Mathematically minded persons who examine library statistics available in published and unpublished form conclude that nearly all of the time spent in gathering statistics is wasted. The various "statistics" have been found to correlate so closely with one another that the majority of them can be predicted from knowing only one of them."²

b. Only recently has the collection of this data been challenged with some indication that some of the measurable facts most urgently needed are those for which little or no collection effort has been made. Program measurement, where performance is measured against purpose, has not yet begun. Thomas Childers states:

2

Schultz, Claire K. "Performance Measures for Libraries and Information Centers." Contemporary Problems in Technical Library and Information Center Management: A State-of-the-Art. Alan Roes, ed, American Society for Information Science. Washington: 1974. p 130.

A major problem needs to be faced before more valid library statistics can be invented. The library objectives must be clarified in terms of desired output. It is rare to find one (goal) that spells out specific action to be taken or a measurable aim...When objectives are concrete and specific, it is a relatively straightforward matter to measure success in attaining the objectives...As long as we are reluctant to establish specific objectives, we will find it difficult to isolate meaningful statistics." ³

Challenging traditional statistics collection, Childers adds:

"Somehow the priorities have gotten out of order. It would be far more reasonable to: (1) Determine what simple statistics are most meaningful and collectible; (2) determine which manipulations of those simple statistics will be most descriptive of library phenomena; (3) resolve the reliability problems, probably through standardized definitions; and (4) develop organizational and political configurations that will best facilitate the collection and reporting of statistics." ⁴

c. Since 1965 the Library Surveys Branch of the National Center for Education Statistics (NCES), US Office of Education, has had the assigned responsibility for collection of library statistics nationwide. The Library Surveys Branch has developed a national library statistics program known as the Library General Information Survey (LIBGIS). The purpose of LIBGIS is to develop a national library statistics data system, which will eventually include statistics for all types of libraries. The Survey of Federal Libraries, 1972, ⁵ which included all Army libraries in its universe, employed an early LIBGIS format. Descriptive questions in the Army survey of 1976 were structured to stay within current formats for purposes of later data comparisons.

³

Childers, Thomas. "Statistics that Describe Libraries " Advances in Librarianship V5. Academic Press. New York: 1975. p 117.

⁴

Ibid. p 120.

⁵

National Center for Education Statistics, Survey of Federal Libraries, 1972. U.S. Department of Health, Education, and Welfare/Education Division Washington: 1975

d. Relatively little data collection is reported by Army libraries, and much of that is traditional in nature.

(1) Special and Technical Libraries. Less than half of all special and technical libraries report statistical data routinely and this usually goes no higher than the local level. Special data collections have been made recently, however, by the Office of the Chief of Engineers (OCE) for engineering libraries, and the Office of the Surgeon General, principally for medical research libraries. Technical libraries are sometimes tasked with the collection of such nontraditional statistics as number of photocopies, data base search, journals routed, or classified documents downgraded.

(2) Education Libraries. Ninety-six percent of education libraries noted the routine reporting of statistics, usually to a Library Committee, Chief of Education Branch, or Director of Instruction. TRADOC has designed a new statistical collection form (in close coordination with Library Surveys Branch of NCES) which will go into use in FY 1977, and which will require regular reporting by education libraries to the Staff Librarian.

(3) General Libraries. All post libraries and most patients libraries reported routine data collection and transmission. Post libraries report on Recreation Services DA Form 282 on a semiannual basis. Data is routed through the major commands, but frequently not reviewed by the Staff Librarian, to TAGCEN, where data is consolidated by a management section rather than by the office of the Army (Post) Library Program. Some effort has been made in post libraries to revise data collection to conform to that data required for the Survey of Federal Libraries, which will be conducted again in FY 1977.

e. All of the reporting procedures noted above call primarily for the collection of descriptive data. Good library management also dictates the need for measurement of performance against known objectives. Before this can be done on the local level, it is essential that goals and objectives for Army library programs be identified. This should be a priority project of a central libraries management office, which should solicit input from all field activities as well as from military elements. Once Army-wide information service goals and objectives have been accepted, regional workshops should aid librarians in developing coordinated local goals and establishing specific objectives for local library/information services. Performance should be periodically measured against these objectives, which should be constantly reviewed for continued viability.

f. The following criteria should determine data to be collected:

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

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

(3) All library statistics should relate as directly as possible to the measurement of library services. (Library statistics of today, and even library standards, deal almost exclusively with the library's capacity to perform rather than with its actual performance.)

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

CHAPTER 7

STAFF AND TRAINING

7-1. Composition of Library Staffs

a. A total of 1800 persons were reported employed in Army libraries in FY 1975. Of these, 33 percent were employed in 129 special and technical libraries, 15 percent in education libraries, and 52 percent in general libraries. Table 7-1 shows the percentages of total service outlets and staff by type of library. Medical libraries tend to be very small, while educational and other special libraries have larger staffs.

Table 7-1. Percentages of Total Libraries, Service Outlets and Staff, by Type of Library*

Type of library	Percent of all libraries	Percent of all service points**	Percent of all staff reporting
Special and technical	48	33	33
Medical	16	12	4
Engineering & Science	26	17	21
Other special	6	4	8
Educational	10	10	15
General	42	58	52

*Includes the 267 libraries reporting this data. Excludes field law libraries.

**Does not total 100% because of rounding.

b. The size of staffs in individual libraries range from less than one to 51 persons, with an average staff of 7.3 persons. Table 7-2 shows the average size of staff by type of library. Medical libraries have the smallest average staff while education libraries have the largest. Education libraries also have the highest average number of professional staff.

Table 7-2. Average Size of Library Staffs by Type of Library

Type of library	Average number of professional staff (1410 Series)	Average number of all staff
Special and technical	1.6	5.0
Medical	.7	1.9
Engineering & science	1.8	6.0
Other special	3.1	8.9
Educational	3.7	10.9
General	1.9	9.4
Post	1.9	9.4
Patients	.8	2.8
Average all libraries reporting	1.9	7.3

c. Library staffs are composed of professional librarians (1410 series); paraprofessional library technicians (1411 series); information specialists (1412 series); other personnel, chiefly clerical, not in the library series; nonappropriated fund personnel who may be in the 1410, 1411, or clerical series; and military personnel. For all libraries:

- 26% of staff are 1410 series.
- 33% of staff are 1411 series.
- 2% of staff are 1412 series.
- 11% of staff are other series.
- 24% are nonappropriated fund (NAF) employees.
- 4% are military personnel.

d. Differences among types of libraries in compositions of staffs are shown in Table 7-3. Among appropriated fund employees, medical libraries have the highest percentage of professional librarians as a factor of total staff. This is due to the fact that medical libraries are generally small, and 51 percent have professionals as directors. Medical libraries also have the highest proportion of library technicians. Significant numbers of information specialists are only found in technical libraries, while only general libraries report heavy concentrations of NAF employees.

Table 7-3. Composition of Library Staffs by Type of Library

Type of Library	Percent of Total Staff by Category *				NAF	Military
	1410 Series	1411 Series	1412 Series	Other Series		
Special & technical	32	36	5	17	6	4
Medical	38	51	-	9	3	-
Engineering & science	31	39	6	14	8	2
Other special	35	18	3	28	5	12
Educational	34	41	-	14	1	11
General	21	29	1	6	42	2
Post	21	28	1	6	43	2
Patients	29	50	-	-	14	7

*Percentages do not always add to 100% because of rounding.

7-2. Directors of Army Libraries

a. Seventy-nine percent of directors of Army libraries are professional librarians (1410 series). Another two percent are professionals from other series. One library reported an information specialist (1412 series) as director. Fifteen percent are library technicians (1411 series), while three percent are run by nonlibrary series subprofessionals such as clerks or secretaries. Table 7-4 shows the distribution of library directors in the various categories by type of library and organization. Only two-thirds of special and technical libraries are directed by professional librarians, with medical libraries (at 51 percent) having the lowest percentage. All educational library directors are professional librarians.

b. All library technicians and subprofessional directors are graded GS-7 or below. Substantial variation in grades held by professional librarian directors (1410 series) may be noted by type of library and organization, as shown in Table 7-5. The grade of a library director is related both to the size of the library operated (number of total staff) and the special functions of the library. Normally, the entry level for fully qualified professional librarians is GS-9. Directors in the lower grades are in the professional series through a grandfather clause or by examination. Corps of Engineers libraries have the greatest number of professional directors in the GS 7-8 grades. The median of directors grades in all types of libraries is GS 10-11. No directors of general libraries reported grades above GS-12.

Table 7-4. Classifications of Library Directors by Type of Library and Organization

Type of libraries and organizations	Number reporting	Percent of library directors in series				
		1410 series	1411 series	1412 series	Non-library series	
					Prof	Sub-prof
Special & technical	129*	66	25	1	4	5
Medical	43*	51	40			9
HSC	35	54	34			11
OTSG	8*	33	56			
Engineering & science	69	75	22		3	
OCE	38	76	24			
DARCOM	29	77	15		8	
Other	5	60	40			
Other special	17					
Technical	8	75		12		12
Reference	2	100				
Other	7	43			43	14
Educational	26	100				
TRADOC	19	100				
Other	7	100				
General	112	89	8		1	2
Post	107	90	7		1	2
FORSCOM	23	96	4			
TRADOC	20	100				
DARCOM	14	50	29		7	14
USAREUR	29	97	3			
Korea	10	90	10			
Japan	9	89	11			
Miscellaneous	2	100				
Patients	5	80	20			
All libraries reporting	267*	79	15	1	2	3

*One library is in the process of reorganizing and has no staff at present

Table 7-5. Distribution of Grades for Library Directors in 1410 Series by Type of Library and Organization

Type of library and organization	Percent in 1410 series	Directors in 1410 series by percent					
		GS 07-08	GS 09	GS 10-11	GS 12	GS 13	GS 14
Special & technical	65	5	25	13	15	5	1
Medical	51		25	14	12		
HSC	54		28	17	9		
OTSC	33		11		22		
Engineering & science	75	10	26	11	19	9	
OCE	76	18	34	11	5	8	
DARCOM	77		15	15	35	12	
Other science	60		20		40		
Other special	65						
Technical	75		50	12		12	
Reference	100			50	50		
Other	43			14	14		14
Educational	100		23	35	31	8	4
TRADOC	100		21	47	32		
Other	100		29		29	29	14
General	89	4	38	37	10		
Post	90	4	37	38	10		
FORSCOM	96		17	61	17		
TRADOC	100		35	45	20		
DARCOM	50	14	7	29			
USAREUR	97		62	31	3		
Korea	90	10	70	10			
Japan	89	11	33	33	11		
Miscellaneous	100			50	50		
Patients	80		60	20			
All libraries reporting	79	4	31	25	15	3	1

*Percentages do not always add exactly to percent of librarians in 1410 series because of rounding.

7-3. Utilization of Staff

a. The basic library functions necessary to fulfill the information support mission are common to all libraries, and may be divided into two categories:

(1) The identification, acquisition and organization of pertinent materials within a broad range of types (i.e., books, periodicals, documents, reports, nonprint materials, data bases, etc.).

(2) The dissemination of information.

It is only in the second category that there is substantial distinction in the operation of libraries by type; special and technical libraries, for the most part, require a greater depth and breadth of services in the dissemination of information, particularly in developing awareness of current materials, than do educational or general libraries.

b. The proper allocation of staff time between these categories is critical to the success of the library mission. Edward G. Strable, in Special Libraries: A Guide for Management, notes:

"The daily functioning of most libraries requires a large amount of basic clerical work: receipt and routing of publications, typing, filing, clipping, record-keeping, ordering, processing--duties too numerous to mention here. An organization may assign a clerk or secretary to these chores, title him 'librarian' and proclaim itself well served--but these are just the custodial functions. Good information service begins at this point with a professional librarian planning and supervising the performance of the clerical work but using the results as tools in achieving the library's more extensive goals.

"It is essential, however, that the librarian be provided with competent clerical assistance; otherwise, his efforts will be vitiated in routine tasks, and the opportunity for active outgoing contribution to the organization will be lost."¹

¹ Strable, Edward G., ed. Special Libraries: A Guide for Management. Special Libraries Association. New York: 1975.

c. This allocation of time assumes increased importance in the operation of technical libraries with their requirement for more intensive information services.

d. Many of the clerical and support functions common to all types of libraries could well be provided through centralized or coordinated services on an installation, area, or Army-wide level, freeing professional staffs for greater service roles, and improving both overall utilization of staff time and effectiveness of utilization of professional staff time.

7-4. Training Programs

a. Training and development activities for library personnel include workshops, correspondence courses, civilian personnel office (CPO) courses, civilian institutes, and courses in civilian academic institutions. Professional meetings also maintain currency in library developments and establish communications channels with librarians in other libraries. Professional meetings are discussed in paragraph 6-4.

b. Workshops

(1) The Federal Inter-Agency Field Library Workshop (FIFL) meets annually. Personnel from the OCE library are often instrumental in planning the program, which deals with problems common to Federal libraries. Attendance is by invitation only and relatively few Army librarians attend.

(2) The Military Librarians Workshop is held annually in October at a rotating location. A thematic program is planned by the host library staff, and provides a mixture of military and non-military librarian speakers. The workshops provide an opportunity for meetings by type of library as well as by branch of service.

(3) Army Librarians Workshops, sponsored by a command or agency, are currently provided only in overseas locations for general librarians. Until 1975, USARPAC/PACAF alternated sponsorship of a workshop for post librarians of all services. USAREUR has sponsored command-wide workshops for post librarians, usually on an annual basis. In overseas locations, these workshops have been justified on the grounds that there are fewer opportunities available for professional update there. The need for workshops

is as valid in CONUS, but they have disappeared with the numbered armies. Attempts to program a joint FORSCOM-TRADOC workshop have been disapproved the past two years.

(4) Even the scheduled workshops are not available to many librarians because of staff shortages and lack of travel funds. Some librarians are granted administrative leave to attend if they pay their own expenses, but others must not only pay expenses, but take annual leave to attend.

c. Other Training Programs

(1) In the two-year period of FY 1974 and FY 1975, library directors attended an average of two government sponsored training activities, to include local CPO courses, training activities away from the installation, and correspondence courses. In addition, other professional staff averaged 1.9 government sponsored training activities, and library technicians and sub-professional and clerical staff averaged 0.6.

(2) Non-government sponsored training during this period included courses at civilian institutions, attendance at institutes, and nonmilitary correspondence programs. Some of this training was partially or wholly funded by the government; the balance was paid from individual staff member's funds. Table 7-6 shows the average number of non-government sponsored training activities completed during the two year period and the percentages that were individually or government subsidized.

Table 7-6. Non-Government Sponsored Training Activities
Completed by Army Library Personnel FY 1974 and 1975*

Category of personnel	Average Number of training activities (2-year period)	Percent govern- ment subsidized (whole or part)	Percent individually subsidized
Library directors	.88	53	47
Other professional personnel	.88	70	30
Library technicians	.35	54	46
Sub-professional and clerical staff	.07	75	25

*These figures represent only the 82 percent of Army libraries staffs for whom training activities were reported.

d. Need for Improved Training

(1) Seventy-three percent of all libraries considered library training available to them inadequate for their needs. Librarians were asked to rank up to three reasons which they considered most responsible for this inadequacy. Table 7-7 shows the reasons in order of rank.

Table 7-7. Reasons for Inadequacy of Training for Library Personnel

Rank of importance	Reason for inadequacy	Percent of libraries citing reason
1	Limited number of sponsored training activities available in geographic area	63
2	Inadequate staff to release personnel for duty hour training	64
3	Lack of training funds	53
4	Limited number of nonsponsored training activities available in geographic area	39
5	Lack of positive attitude of supervisors and management	16
6	Personnel not able to participate in off-duty training for personal reasons	18
7	Personnel not interested in engaging in training activities	6

More than half of all libraries cited lack of training funds as an important reason for inadequate staff training, while almost two-thirds noted the limited number of sponsored courses available in the area, and inadequate staff to release personnel for duty-hour training.

(2) Discussions of available training during field interviews also indicated that much of the sponsored training available is not directly pertinent to library needs, but is only general in nature. The need for planned training schedules for personnel on all levels was stressed, and the development of appropriate materials in a

variety of mediums was suggested. (This would include self-instructional materials for staff unable to attend scheduled training sessions.) The need for periodic regional workshops which would address current library problems was also noted.

(3) Library management and automation were noted as priorities in training programs for library directors, while general operations and microform/media handling were stressed for supporting personnel.

e. Providing Required Training. Development of training schedules pertinent to the needs of all levels of library staff should be an early priority of a central library management office. Adequate training should also be made available for nonlibrary personnel providing library services. To provide a satisfactory training program the following steps should be taken:

(1) Determine needs for training at all levels and develop a schedule for necessary training at phased intervals.

(2) Review currently available training programs for local access and reliance to library needs. Where needed courses exist but are not geographically available to all personnel requiring them, attempt to improve availability.

(3) Develop the additional programs needed and means for making programs available to all (such as regional or local workshops, self-instructional kits, cassettes or tapes, etc.).

7-5. Staff Weaknesses

a. The shortage of staff in almost all Army libraries has substantially hindered their efficient operation. Even where the need for additional spaces has been recognized and funding is possible, the lack of necessary authorization has barred remedies. Effective ratios between staff utilization for support and dissemination functions has been virtually impossible to achieve. This is particularly critical in technical libraries where an active dissemination function is of paramount importance. Satisfactory performance of the Army library mission requires either improved staffing levels for all types of libraries or the development of cooperative programs which relieve individual libraries of some of the necessary custodial functions and release a substantially greater level of staff time for dissemination activities.

b. There is a need for operational guidance for library personnel. Such a guide for post libraries was developed in 1961 (DA Pam 28-30), but is only now being revised. Although designed for post libraries, the guide is also used by a number of librarians in other types of libraries for which no operational guide has been developed. An operational guide for multitype libraries is much needed.

c. Functioning of the command/agency staff librarian directed programs in FORSCOM, TRADOC, DARCOM, and OCE was discussed above. The scope of operations of these professional guidance channels has been limited by inadequate travel funds and the lack of authority to enforce recommended improvements in operational procedures. Strengthening the staff librarian's ability to guide programs and extending it to libraries not now covered would do much to improve library operations and staff effectiveness.

d. Career Program

(1) A Librarian Career Program has been established for the approximately 500 professional librarians serving the Army. The functional chief of the program is The Adjutant General, with the Director of the Army Library Program (post libraries) as his representative. This organizational posture in itself has created some distrust of the program among special, educational and technical librarians, who feel that it is being run primarily for the benefit of post librarians. Transfer of the program to a central management office should be accomplished as soon as feasible. An attitude of post library preferential treatment extends beyond the career program itself, and probably has its roots in the better coordination among libraries of this type.

(2) Although no attempt was made to specifically study the Librarian Career Program, numerous complaints were made by librarians as to its operation. These include:

(a) The program is essentially too small, and in operation tends to inhibit the introduction of new personnel with new ideas. Continued staff reductions make Army libraries an ever increasingly "closed" operation.

(b) Procedures for developing lists of qualified personnel in the career program are slow, and have delayed filling of vacancies. This has been attributed primarily to GPO automation problems. On occasion, this has resulted in essential positions being abolished during reductions in force because they were vacant for a substantial length of time.

(c) Requirements for mobility inhibit career development for those who are not mobile, and are sometimes detrimental to satisfactory operation of technical libraries by preventing upgrading of local personnel where development of specialized subject expertise is essential.

(d) Experience gained in libraries outside the Army is not adequately considered in rating experience factors.

(e) Evaluation procedures tend to discriminate against professionals who have achieved their level by examination rather than by schooling.

(f) Evaluation of library directors by nonlibrarians who lack adequate criteria for evaluating librarian performance makes some evaluations suspect (no provision is made for professional review of performance in these cases).

(g) Training requirements are unrealistic since training programs are not equally available to all.

(h) Uneven grade structures of different types of libraries makes effective cross-type transfers difficult.

(3) No programs for career development of paraprofessionals exists, although a substantial number of small libraries are directed by paraprofessionals.

(4) Of the military services, only the Army has developed a career program for librarians, and operational experience of the program is still limited. Some reassessment of career program procedures appears to be in order to improve its effectiveness. Improved understanding of the program by librarians involved in it might make it more responsive to individual career goals.

CHAPTER 8

SUMMARY OF PROBLEMS IDENTIFIED

8-1. Common Problems

a. Lack of central coordination and management, poor communications, and the low visibility and status of libraries contribute substantially to other library problems and weaknesses. These include:

- (1) Lack of measurable goals and objectives.
- (2) Inadequately defined missions and erratic and/or inadequate funding.
- (3) Problems in the procurement of library materials.
- (4) Lack of uniform policies and standards for libraries.
- (5) Inadequate professional guidance and lack of professional evaluation authority.
- (6) Inadequate training programs for professional and paraprofessional staffs.
- (7) Lack of channels and support for interlibrary communication and cooperation.

b. Libraries responding in the survey were asked to rank up to five problems which were most important in the individual libraries. Table 8-1 shows the rankings of these problems, and the percentage of libraries identifying them. Although procurement has been identified as a major problem for almost all libraries, specific problems in that area were addressed in Chapter 5 and are not included here.

c. Three quarters of all libraries ranked shortage of staff as the most critical problem in their libraries. Physical facilities, low visibility, nonlibrary demands on staff time and inadequate budget were the other priority problem areas for at least two-fifths of libraries reporting. Forty-eight libraries identified a variety of "other" problems as most important to their libraries. These were primarily specific local problems.

Table 8-1. Problems Cited by Army Libraries with Rankings and Percentages of Response

Priority ranking*	Problem	Percentage citing
1	Shortage of staff	75
2	Low visibility of library within organization	42
3	Inadequate or poorly arranged physical facilities	44
4	Inadequate budget	40
5	Staff time diverted to nonlibrary duties	42
6	Lack of interest in library problems at local level	37
7	Poor flow of planning information to libraries	35
8	Lack of opportunities for librarians to keep current with new techniques and developments in libraries	36
9	Inadequately trained staff	23
10	Lack of clearly defined professional channels	18
11	Low value placed on library services by user	12
12	Lack of cooperation between Army libraries	9
13	Lack of planning by library staff	3
14	Lack of cooperation with other Federal and civilian libraries	4
15	Lack of cooperation between libraries in same agency/post/command	2

*All libraries ranked up to five problem priorities. Final ranking was determined by assigning a value of 5 to priority one, 4 to priority two, etc., and scaling the results.

d. The low priorities assigned to problems of cooperation with all kinds of libraries highlights another underlying problem in Army libraries. Emphasis on local autonomy has developed little appreciation by librarians of the advantages of common activity to meet some of their problems.

e. Seventy-three percent of libraries responding noted that available training was not adequate to staff needs. The most important reasons for inadequacy were given as:

(1) The limited number of training activities available in the immediate area.

(2) Inadequate staff to permit release for training during duty hours.

(3) Lack of funds for training purposes.

f. General comments volunteered by librarians in response to the question "In your opinion, what single change would offer the greatest improvement in Army-wide library program/services?" covered many of these same problem areas. Most frequently noted here were the needs for central organization, guidance and standards, improved communications, training, and cooperation, and more adequate staff and budgets.

g. Acting independently, there has been little possibility for any but the largest of Army libraries to take advantage of technical advances which improve operational capabilities and staff utilization. Development of coordinated automation projects should be a priority for a central management office.

8-2. Problem Areas by Types of Libraries

a. Although many of the weaknesses of current library programs apply to all types of libraries, such as procurement problems, inadequate budgets, staff, staff training programs, poor facilities, and administrative channels which fail to recognize library capabilities and needs, some problems are more acute for particular types of libraries.

(1) Problems of Special and Technical Libraries

(a) Several of the special and technical libraries supported by the Army are of a stature and quality which makes them more truly national assets. The former Library of the Army Surgeon General, for example, has in recent times become the National Library of Medicine.

(b) Established in the period of rapid expansion of scientific research and the publicity of the "scientific information gap", many of the technical libraries have fared poorly in the economic erosion of the 70's. Administrators have frequently failed to appreciate the value of adequate information resources and dissemination to scientific communities. They have ignored the fundamental fact that libraries, to remain viable, must constantly update their collections with current materials, maintained by staffs adequate to insure dissemination of the information collected to those who need it.

(c) Low visibility and status, lack of uniform standards, and absence of professional guidance channels are frequently reported problems. Procurement, particularly the procurement of the periodicals essential to technical collections, was also reported as a problem for special and technical libraries.

(d) Medical Libraries

1. Medical libraries, particularly those serving general hospitals or clinic staffs, tend to be small in size, frequently employing a single nonprofessional staff member. This staff member may be a library technician (1411 series) or, in a small number of cases, a clerk or secretary who maintains the library as an additional function to the normal job. Only 51 percent of medical libraries reporting in the survey were directed by professional librarians of the 1410 series. Use of nonprofessional staff to direct libraries requires both adequate staff training and some level of professional supervision and guidance. Medical libraries lack both.

2. Two-thirds of medical libraries noted the inadequacy of training available for medical library staffs, citing the reasons given in Section 7-7. Medical libraries have no command staff librarian, the need for which was most frequently noted in comments concerning improvements in Army libraries. Also noted here were procurement, staffing, and training problems, and the need for library organization beyond the local level.

3. Priority problems ranked by medical libraries (in order) were:

- Shortage of staff.
- Inadequate or poorly arranged facilities.
- Staff time diverted to nonlibrary duties.
- Lack of opportunity to keep informed on new developments and techniques in libraries.
- Lack of clearly defined professional channels.

(e) Engineering and Science Libraries

1. These libraries range from very small libraries, with few staff functions extending beyond support of the collection and normal circulation of materials in response to user demand, to large information centers, with impressive programs for analyzing data and disseminating information. Twenty-two percent of the libraries are directed by library technicians, with two large libraries/information centers directed by non-librarian professional staff. In these two libraries, professional librarians were also on the staff.

2. Staff shortages were also the number one problem for engineering libraries, as was diversion of staff time to non-library duties (number two). Other priority problems identified by engineering and science libraries were:

- Low visibility of library within parent organization.
- Lack of interest in library problems at local level. (tied for third priority).
- Poor flow of planning information to librarian.

3. Improved training for library staff was most frequently noted in comments concerning improvements in Army libraries. Almost two-thirds of engineering and science libraries cited problems in getting adequate staff training.

4. The need for centralized cataloging programs, and improved communications and cooperation among libraries, was also frequently noted.

(f) Legal Libraries

1. About ten percent of the field law libraries identified were found to be administered by other libraries, particularly engineering libraries. Approximately half of the remaining libraries provided some data for the survey, although not all questions were answered by all libraries.

2. Field visits had identified a number of problems in law libraries. In many cases, multiple facilities on a single installation result in heavy duplication in materials held locally. Law libraries also employ no library-trained personnel, usually being managed (as an extra duty) by some member of the subprofessional staff. The need for some level of training and guidance was emphasized by the operating personnel.

3. Materials for law libraries are centrally procured by The Army Library, Pentagon. But managing personnel noted the need for some additional local funds to supply materials for a specific local need. Some organizations supplied these additional funds, but most did not (other libraries administering law collections noted some expenditures of their own funds to meet these needs).

4. A recent revision of AR 1-115, which has not yet been implemented and which governs Army field law libraries, addresses some of these problems, working toward greater cooperation of law groups on a single installation and substantial decrease in duplication. It also provides for guidance by The Army Library, Pentagon, a service for which that organization is not staffed.

5. Priority problem areas identified by the law libraries responding included (in order):

- Inadequate or poorly arranged physical facilities.
- Inadequately trained staff.
- Shortage of staff.
- Inadequate budget.
- Lack of clearly defined professional information channels.

6. Comments concerning improvements also noted the need for better standards and communications. Army law libraries use none of the new legal data bases now available, nor have any studies been undertaken as to the possibilities for the establishment of Army legal data bases covering legal problems of unique concern to the military. The areas of cooperation are only now being explored on a local level.

7. Throughout this study there has been much discussion as to whether these law libraries really are "libraries" at all--as to whether they should even have been considered here. Their collections represent a valuable (and expensive) part of total Army information resources, and many of their problems are susceptible of solution in common with other libraries. It would appear that law libraries--and the Army--could only benefit from their inclusion within an organized broader library community.

(g) Other Special Libraries

1. There are substantial differences in libraries classified as "Other Special". They include the military history collections, the library at the Institute of Heraldry, The Army Library, Pentagon, several intelligence libraries, technical libraries which do not have collections in engineering or science,

and two reference collections. For all their disparity, they do have problems in common. The five priority problems identified (in order and with percent of libraries identifying) are:

- Shortage of staff (53%).
- Low visibility of library within parent organization (47%).
- Inadequate or poorly arranged facilities (41%).
- Poor flow of planning information to librarian (47%).
- Inadequately trained staff (35%).

2. Forty-one percent of other special libraries also considered training programs inadequate to their needs.

(2) Problems of Educational Libraries

(a) The US Military Academy and the Army War College are major academic institutions which support libraries favorably comparing with those to be found in leading civilian institutions.

(b) The libraries serving the Army service schools, however, lack visibility at the DA level, and feel the need for better definition of mission and service roles (should they be multi-media learning resource centers for students or primarily resource libraries for faculty?). The need for central organization, improved communications and guidance, and for uniform standards for school libraries was also reported.

(c) Priority problems identified by education libraries include:

- Shortage of staff.
- Low visibility of library within parent organization.
- Poor flow of planning information to librarian.
- Staff time diverted to non-library duties.
- Inadequate budget.

(d) Staff training was also reported as inadequate by eighty-one percent of all education libraries.

(3) General Libraries

(a) Organizational location (under Recreation Services) is probably the most serious weakness of the post libraries which comprise all but a negligible number of the general libraries. Stigmatized as "recreational" libraries, the resulting image has fostered a serious misunderstanding of the goals and services of the libraries, with an important impact on the levels

of support provided them. Under Recreation Services, books are not only competing for funds with baseball bats and tennis balls, but are frequently regarded as their equivalent --for recreational use only. Over the years and in response to demands, these libraries have assumed broader missions. They are now performing all of the traditional public library functions of general information and individual development support. These missions are not clearly understood and even less frequently adequately supported. In addition, Army general libraries have been adding impressive higher levels of academic support for the expanding higher educational programs found on almost all Army installations. More than half of the post libraries responding in the survey called removal of post libraries from Recreation Services the single most important improvement which could be made for libraries Army-wide. While a substantial number felt that best placement would be directly under a central libraries management activity, some suggested local placement with the Education element.

(b) Priority local problems identified by general libraries were:

- Shortage of staff.
- Inadequate budget.
- Inadequate or poorly arranged physical facilities.
- Low visibility of library within parent organization.
- Lack of interest in library problems at local level.

(c) Six hospital (patients) libraries operated by Health Services Command make up the small segment of general libraries which are not post libraries. The five of these which responded to the survey added another priority problem. the lack of opportunity to keep current on new developments and techniques in libraries.

(d) Eighty-nine percent of general libraries also found staff training inadequate to their needs.

PART III

RECOMMENDATIONS AND IMPLEMENTATION

CHAPTER 9

RECOMMENDATIONS

9-1. Consolidation and Centralization

a. As discussed in previous chapters, the Army is paying a high price to operate many small independent libraries, often located on the same installation, that provide minimum service. A plan to consolidate and centralize libraries and/or library functions would result in larger more efficient operating units.

b. The key question is "How can the many varied Army library resources be redirected into a more effective and efficient operation?" It is the opinion of the Study Team that drastic changes are required. The issuance of one or more regulations addressing policies, procedures, and standards will not suffice. The goal is to create incentives for library cooperation. At present there is no support structure to ensure or even encourage working together at the installation level, and it is this level that plans must ultimately effect.

c. Two approaches appear feasible for bringing about an Army library system rather than the present conglomeration of independent units. Consolidation or merger of libraries on a single installation should be considered. The centralization of certain library functions at a single installation should also be considered whereby all library orders could be pooled together, incoming materials could be checked in, cataloged, and prepared for shelves at a single processing center. There are some functions that could be consolidated regionally or at MACOM level or higher.

d. It is recommended that the Army adopt as a long-term goal the operation of all libraries on an installation as a single local system. Initially, at least, certain library functions should be performed centrally at the installation. Central procurement and cataloging of incoming materials are prime candidates. A unified local system would improve the operation of small libraries by reducing some of the administrative and routine functions. Professional librarian input to those without the benefit of professional staff would be possible. Cooperative collection development would reduce unnecessary duplication of materials.

e. Consolidation and centralization, as described here, cannot be left to the decision of local commanders. Guidelines and technical assistance should be provided from a DA level library office.

Each installation should be considered separately; a single master plan would not apply to all installations. Short-term costs savings should not be the primary goal of coordination plans. Users' needs must be stressed, and plans should insure they are satisfied. Eventual cost savings should come from more effective use of library resources at the local level. The proposal recommended by this study is viewed as a stepwise cost reduction plan.

f. Before effective plans can be drawn up for consolidation and centralization at the local level, there is a more immediate requirement. The single greatest barrier to effective management of Army libraries is the lack of technical direction and financial and executive management from the DA level.

9-2. Organization

a. There is no single organization within DA which is capable of creating policies and regulations to guide an overall Army library program. A DA level office with responsibility for all libraries should coordinate objectives, policies, and procedures for the supervision, control, and operation of libraries. Without such an organization, the proliferation of small inefficient libraries will continue.

b. Each major command or headquarters agency presently has the responsibility for libraries that operate within their command structures. This approach does not work well because of the command structures at local installations. For example, the command librarian at TRADOC has well-defined responsibilities for technical guidance of TRADOC's school libraries and post libraries located on posts where TRADOC is the host command. Tenant commands on the TRADOC posts may have libraries that are the responsibility of DARCOM, HSC, and OCE. This kind of organization has discouraged cooperation at the local level. HSC has no command librarian, consequently almost no coordination is available from the command level.

c. Several alternative organizational changes were investigated for purposes of correcting the fundamental weakness in managing Army libraries. An office or organization is required at the DA level with responsibility for providing technical support and coordinating certain activities for all types of Army libraries. The responsibilities of such an office would include:

(1) Develops and promulgates objectives, policies, standards, and guidelines for the management and operation of Army libraries.

(2) Identifies and establishes channels of communications and policies necessary to implement cooperative library activities aimed at reducing duplication of resources and administrative and technical activities.

(3) Reviews and develops requirements for periodic reporting of management data essential to evaluation and improvement of total Army library program.

(4) Develops library management and staff training.

(5) Contracts with professional educators for the conduct of highly technical professional training.

(6) Acts as functional chief's representative for professional librarian career program.

(7) Serves as principal library advisory agency to major commanders and installation commanders.

(8) Responds to inquiries through appropriate channels concerning DA library policy and operations from all sources (e.g., Congress, DOD, Federal Library Committee, other DA agencies, news media, and the general public).

(9) Monitors and initiates applications of new technology to Army libraries.

(10) Serves as a clearinghouse for problem areas common to all types of libraries; e.g., procurement and staffing.

d. Depending on the size and form of the DA office, the responsibilities listed above would have different priorities for implementation.

e. Four alternative organizational forms were investigated for a DA level library office as follows:

(1) Large central office.

(2) Four-person central office.

(3) Library advisory committee.

(4) Present Army Library Program, TAGCEN.

f. The approach considered under the first alternative would remove the command librarian spaces from the MACOMs and transfer them to DA. In addition, spaces would be obtained by the transfer

of functions for the five library spaces within Recreation Services Directorate, TAGCEN. This would result in eight spaces. Three more spaces would be required - one from OCE, one from HSC or OTSC, and one from another source. The DA office would have a staff of eleven persons.

g. The most striking aspect of the first alternative would be the elimination of the library coordination from the MACOM level. All those activities would shift to the DA office. Such a shift would give the DA office the responsibilities for day-to-day technical advice and supervision of the local libraries. Centralized procurement of certain materials would be handled in this office for all types of libraries.

h. Alternative two would retain the functions of the command librarians at the MACOMs and establish a small four person central office within DA. The central office would work closely with an advisory council made up of representatives from all types of libraries. The advisory council would be a standing committee with some rotating members. Task forces would be formed from the committee membership to address specific problem areas. Their findings and recommendations would be reported to the central office for the final decision and implementation. In contrast to alternative one, the command librarian positions would be strengthened with this approach. The central office would have policy making authority to reach decisions and issue directives resulting from decisions.

i. The third alternative organization would retain only a library advisory group (alternative two); a central office staff would not exist. The alternative was constructed in case it was not possible to obtain spaces for a central office. Such an approach would serve merely as a forum for discussions and, perhaps, limited investigations. Their effectiveness would be doubtful and the Study Team found this alternative unacceptable.

j. A final alternative considered would add the coordinating activities of a central office to the present Army (Post) Library Program, TAGCEN. This alternative would be unacceptable for reasons as follows:

(1) Coordination of activities involving special and technical libraries would not be feasible or desirable under a post library organization.

(2) Inadequate staff.

(3) Present attitudes of technical vs post librarians.

(4) A new coordinating office should not be identified with ongoing program problems, so full attention can be devoted to developing standards and cooperative programs.

k. In comparing alternatives one and two, the second alternative has several advantages. It is more realistic to secure the spaces for a smaller central office. Representation by the advisory council should insure better communication with the field. There was some concern expressed that the larger central office might usurp too much authority.

l. It is recommended that the organization form of alternative two be adopted and implemented. The four-person central office should be called the Army Libraries Management Office (ALMO). This office would consist of one director, two librarian action officers, and one clerk. A proposed job description for the position of the director of this office is included as Appendix E. The advisory council should be called The Army Libraries Advisory Council (ALAC), with the following composition: Executive Director, ALMO, chairperson; (Permanent members) Librarian staff of ALMO; Chief Librarian, OCE, HQDA; Chief Librarian, Post Library Program, HQDA; Staff Librarians for FORSCOM, DARCOM, TRADOC; Medical Librarian representative, HSC and OTSC; Chief Librarian, Military History Research Collection; Chief Librarian, Army Library, Pentagon (representing field law libraries); and Technical Information Officer, DARCOM. (Rotating members) One permanent membership would be rotated annually between USMA and AWC, and between Technical Information Center at Redstone Arsenal and Waterways Experiment Station, Vicksburg. In addition, to get operational input, there should be biannual rotating spaces for library directors from each type of library listed: technical (nominated by DARCOM), special (nominated by OCE), medical (nominated by HSC), educational (nominated by TRADOC), post (nominated by Post Library Program, HQDA), and one law library manager (nominated by TJAG and Army Library, Pentagon). It is recommended that a means be devised by the ALMO/ALAC whereby operating librarian representatives be elected by their peers within each library type. Overseas library representation would be invited as dictated by agenda or project considered.

m. Having decided on the form of the central office, the next decision concerns where to locate the office within the DA organization. The responsibility of the ALMO with regard to the types of libraries--medical, science and engineering, law, educational, post, and other--warrants the placement of the office at

the highest reasonable level. Location within the Army staff appeared most feasible in the Office of the Deputy Chief of Staff, Personnel (DCSPEK) and the Office of The Adjutant General (TAG). Investigation indicated that it would be very difficult to gain approval for a new office in the Army Staff. Current policy is to keep headquarters' staff small; in fact, the staffs are currently facing further reductions. The constraints are not as severe in field operating activities. For this reason, The Adjutant General Center (TAGCEN), a field operating activity, is recommended as the organization for placement of the central library office.

n. It is further recommended that the Director, ALMO, report directly to Deputy, The Adjutant General (DTAG). The office could not function effectively in any of the existing directorates in TAGCEN because of the varied missions of the different types of libraries.

9-3. Other Organizational Recommendations

a. Army Library Program. The title "Army Library Program" applied to the HQDA office for post library support has long been confusing, with its implication of responsibility for all Army libraries. Development of the new Army Libraries Management Office (ALMO) will only increase this confusion. It is recommended, therefore, that the "Army Library Program" be renamed "US Army Post Library Program".

b. Placement of Post Libraries

(1) Placement of post libraries under Recreation Services has long been a problem for post libraries, both because the resulting image has diminished the understanding and evaluation of total library services provided by them, and because the competition for funding with sports and other purely recreational programs has resulted in erratic and unequal levels of support. More than half of all post librarians responding in the library survey, in added comments, noted the need for removing post libraries from Recreation Services. A substantial number recommended their placement within educational elements.

(2) Education support for military training programs, for formal education programs offered onpost by civilian institutions and including substantial numbers of courses offered toward higher degrees, and for individual development programs, has become an increasingly important part of post library operations. Post libraries have also developed strong general collections, reference collections, and programs for providing general information to users.

(3) Transfer of the post library program (functions, staff, funding and resources) from the Recreation Services Directorate to the Education Directorate, TAGCEN, is recommended at this time. The post library program should be a separate division of the Education Directorate, TAGCEN. It is further recommended that this shift be made at the lower command levels also. Development of library systems at local installations, which include all types of libraries, however, should be accompanied by a movement to withdraw libraries from subordinate direction to place the coordinated system under the commander rather than under a staff element at the local level.

c. Development of Local Systems

(1) Coordination of library activities at the local level, with guidance from the HQDA central management office promises the greatest possibilities for effecting cost savings in library operation. It will relieve some level of local duplication of resources and of functions common to all. The variety of types of libraries and library missions on an installation, as well as the overlapping of commands/agencies supporting them, makes careful planning for development of coordinated systems important.

(2) Mergers of different types of libraries may be most conveniently accomplished where adequate physical space is available to effect physical integration of contiguously located collections under a single administration. Some separation of core collections in a physically integrated plant is both feasible and desirable. Where physical integration of collections is possible, the merger of education libraries serving Army training schools, with post libraries might well provide not only economies in operation but improved service to users of the school library through increased hours of operation. Small medical and patients collections in hospitals would frequently benefit from contiguous location under a single administrator. Inclusion of small branches of post libraries within technical libraries may also sometimes prove advantageous.

(3) In some instances the dispersion of facilities over an installation makes development of a coordinated system more appropriate. This system may involve either designation of main and branch libraries or a system of equal branches, with common procurement, processing, and other cooperative functions.

(4) The configuration of local consolidation must be carefully designed to insure that service to variant missions and clientele is enhanced and in no way impaired. For this reason, it is recommended that all proposals for merger, consolidation, or development of coordinated systems be submitted to staff librarians at command/headquarters level and/or to the Army Libraries Management Office for approval before implementation. Coordination with those offices in the planning stages should be encouraged.

d. Staff/Chief Librarians

(1) Staff/chief librarians would be permanent members of the Army Libraries Advisory Council (ALAC) and responsible for representing all of the libraries under their jurisdictions. As part of the hierarchical organizational system under the Army Libraries Management Office they provide an important intermediate level between local installations and the central office. They operate as the primary level for professional guidance and operational review. As noted earlier, performance of these primary functions has been seriously hampered by lack of authority, lack of adequate travel funds and allocated time for visits to the libraries of the command/agency. Staff librarians also lack the support staff (clerical) necessary to maintain adequate communications with the libraries supervised. Health Services Command (HSC) has no staff librarian to provide this intermediate level of technical supervision.

(2) Recommendations are made that:

(a) A staff librarian be designated by HSC to provide support for all libraries of the Health Services Command and of the Office of the Surgeon General.

(b) In addition to providing professional and career guidance to librarians within the command/headquarters, staff librarians should review operations at each library within their jurisdiction by analysis of management data provided by libraries to ALMO and by staff visits at least once each year. When necessary, recommendations for improvements should be forwarded to local commanders and appropriate command/headquarters offices, with information copies to the ALMO.

(c) Staff librarians should also aid in coordination of cooperative library activities between installations, and act, when appropriate, as immediate coordinators/supervisors of command reference centers and for headquarters reference librarians.

(d) Adequate staff support (clerical) should be provided for staff librarians to maintain communications with libraries and ALMO.

(e) Each command/headquarters should provide a budget for the staff librarian, which should include allocations for:

- Annual staff visits to command/headquarters libraries.

- Staff librarian and other designated representatives on the Army Library Advisory Council (ALAC) and in support of ALAC activities (i.e., task forces).

- Appropriate attendance by staff librarian at meetings, conferences, workshops, etc., as necessary to maintain currency in professional and managerial competence and professional communications.

- Reasonable attendance of appropriate library personnel within the agency/headquarters at technical meetings or conferences.

- Support of command reference libraries where applicable.

(f) To provide travel economies for staff visits to installations housing libraries of more than one command/headquarters, it is further recommended that agreements between commands/headquarters should be encouraged which would permit such staff supervision and visits by one staff librarian assigned responsibility for all libraries on the installation. Technical guidance requests would continue to follow command channels where necessary.

(g) Staff visits to an installation should include a brief topical workshop for all library directors and appropriate staff on the installation. This workshop could be incorporated into a working luncheon or dinner.

9-4. Cooperative Library Activities

7. The study identified three primary cooperative activities that Army libraries should pursue. Shared cataloging, pooling of orders, and resource sharing (interlibrary loan) have real potential payoff. While effective cooperation will require centralized management, some level of accomplishment of these activities should be possible with or without changes in the present organizational structure of libraries.

b. Library cooperation requires planning and stimulation. In order to initiate these programs in the Army, the staff librarians must be given the authority and funding necessary to launch them. Coordination of cooperative activities at the MACOM level is important to accomplish meaningful programs that can be adopted Army-wide.

c. The following recommendations are made:

(1) FORSCOM should take the responsibility for the initiation of a shared resource program through the already existing command reference center concept. Funds should be made available from the MACOM to the designated command reference centers for their services as backup libraries. The FORSCOM staff librarian should work with the command reference centers to establish guidelines for communications with requesting libraries, basic tools needed to provide service, and performance criteria for the centers. The command reference centers must serve all Army libraries within some defined region. Joint command agreements are needed to define the geographic region for which each command reference center will have responsibility. Effective resource sharing should not follow command lines, but should be developed along geographic regions.

(2) TRADOC should take the responsibility for the initiation of shared cataloging on the installation level. An OCLC terminal will soon be installed at Fort Belvoir. As one of the largest installations, Fort Belvoir provides an excellent opportunity to test the concept of shared cataloging. TRADOC should provide the funds and monitor the program in order to translate the experience at Fort Belvoir into plans for other installations. TRADOC should also proceed as quickly as possible to implement the LIPULS module of TRALINET, with an added function of periodicals procurement.

(3) OCE should take the responsibility to investigate and recommend to TRADOC the most cost-effective means of telecommunications to link installations into OCLC or an OCLC-type network. The planning already done by OCE to connect the engineering libraries will be beneficial to the Army-wide program.

(4) Some work on procurement problems has already been undertaken through the staff librarian at DARCOM. For this reason, it is recommended that DARCOM take the responsibility for establishing, on a pilot test basis, a centralized procurement program. (For a conceptual outline of such a program,

see Appendix G.) Consideration should be given to working out arrangements at installations for the pooling of orders, what materials could be centrally procured at a higher level, e.g., or a regional or MACOM level, and the coordination required to establish such a program.

(5) The HQDA book procurement program should study the possibility of expanding the automatic distribution of some reference materials to both Post and other libraries according to profiles developed by each library. Commands/headquarters should fund procurement of the materials for their libraries. In addition, HSC and OTSG should jointly develop a core collection list for medical libraries serving clinics and hospitals, and study the possibilities of central procurement and distribution by arrangement with the HQDA book procurement program.

d. The recommended cooperative programs should be viewed as pilot tests seeking to gain practical experience as to the best means of providing the services to all Army libraries. It is important that each test program include all types of Army libraries. After a reasonable performance period, the application and results of these programs will provide the background on the expected payoff of centralization through cooperative activities.

e. All pilot programs should be coordinated and closely monitored by the ALMO. Decisions regarding changes in procedures or expansion in services should be made by that office with the advice of ALAC.

9-5. Other Recommendations

a. Communications. Poor communication leads to inadequate and incorrect information, parochialism in viewpoint, and uncooperative attitudes. Critical to the success of any cooperative activity is a system of well-defined channels of communication designed to insure the prompt transmission of information, and feedback from both directions. While librarians view the need as primarily "from the top down" for providing them the information and guidance they now so frequently lack, the need for constant feedback to keep activities viable and relevant must not be overlooked. Communication between libraries is of equal importance. The following steps are recommended to improve Army library communications:

(1) A directory of Army libraries should be published and updated annually. (See Volume II.) Entries should be expanded to include descriptions of facilities, resources, and services to assist in inter-library cooperation, and as an aid to career development.

(2) Professional visits should be made to each library annually by the staff/headquarters agency librarian.

(3) Regular meetings of installation librarians should be encouraged.

(4) A monthly newsletter should be prepared in the central management office for distribution to all Army libraries. The newsletter should include policy and personnel changes, question/answer exchanges, library and/or librarian profiles, product experience/evaluation, new ideas, and other information exchanges. Input from field librarians should be solicited.

(5) A periodic publication should also be prepared for the local commander to publicize the information services available to meet his needs. It should also discuss current library problems as they affect service to his organization.

(6) Channels of communication for professional guidance should be clearly defined at all levels. No librarian should be without ready access to needed help, and non-librarians performing library services should be encouraged to utilize such services as needed.

(7) Two-way channels of communication should be opened with support activities to insure that problems are fully understood on both sides so that the framework for cooperative solutions to problems may be developed.

(8) Reasonable attendance at professional meetings should be encouraged and supported. Regular reports on meetings should be made by attendees to other members of the library staff, and at regularly convened installation librarian meetings.

(9) Consideration should be given to development of a library teletype network, and installation within library system facilities of high speed teletype equipment. As cooperative resource sharing develops more strongly, the use of telefacsimile for transmission of periodical articles or other brief data required in interlibrary loan should be tested.

(10) Communications channels developed by the ALMO should have full central funding support, as should the suggested newsletters for librarians and commanders.

b. Management Reporting. The need for management information to review library operations and programs is obvious. The following recommendations are made for data collection by all Army libraries:

(1) All Army libraries should be required to submit a standardized annual report to ALMO, which will have responsibility for analyzing data and publishing summary results for the primary purpose of maintaining a current and historical description of the universe of Army libraries.

(a) Since Army libraries are part of the larger Federal library community, the format, data collection elements, terminology, and definitions established in the LIBCIS format for Federal libraries, should be adopted for this reporting requirement.

(b) Regional workshops for librarians on data collection techniques and local uses of data collected should be held periodically.

(2) Special data requirements should be added to the basic format as needed for the study of trends or problems in Army libraries. Where new data elements are added, ample advance notice of the requirement and detailed methodologies for its collection should be forwarded to all libraries.

c. Training Programs. The need for improved and coordinated training for all library personnel and for nonlibrary personnel providing library services has been discussed in Chapter 7. The following specific recommendations are made:

(1) Training programs for Army library personnel, both professional and paraprofessional, should be developed, coordinated, and supported centrally through ALMO to insure equal access to such training and appropriate training levels for all personnel. Programs should include cross-training in multiple types of libraries. Training for nonlibrarian personnel servicing library collections should also be included.

(2) Funding provided for training activities should also cover reasonable attendance at professional meetings, conferences, and workshops.

9-6. Funding Coordinated Programs for Army Libraries

a. Developing a large number of autonomous libraries into a coordinated library/information system requires more than centralized coordination or management of programs; it also requires some degree of centralized funding.

b. Funding at the local level presents numerous problems, not only of adequate local support, but of support for programs of interlibrary cooperation. Proprietary attitudes towards local library facilities coupled with the diversity of funding (both sources and levels) to be found among potential components makes support of cooperative and coordinated efforts difficult to achieve.

c. In the relatively recent move for development of state library systems, this phenomenon has been observed repeatedly. Well developed facilities with satisfactory local support levels were understandably reluctant to cede any authority, or to share resources in common programs, particularly with less well endowed facilities.

d. Successful systems were usually developed on the basis of agreed upon levels of local support, plus incentive funding from the state. Initial holdouts were sometimes encouraged to join a developing system after it reached a point where advantage to the holdout facility became apparent. This advantage frequently involved not only the support by the state of cooperative activities among public libraries, but the addition of substantial backup resources to the system through state support of resource sharing by publically funded (occasionally also privately funded) academic institutions within the state.

e. It is obvious that successful cooperation among Army libraries will also require that individual organizations recognize an individual advantage to such cooperation. Central support of cooperative programs, at the MACOM and/or DA levels, could provide this incentive.

f. Recommended Levels of Central Support for Cooperative Activities

(1) Central procurement channels. Development of a centralized procurement activity charged with establishing appropriate channels for the procurement of library and library-type materials, equipment, supplies, and furnishings should produce substantial savings in overall procurement costs. At a minimum, central support should cover administrative costs; most effectively it would also cover materials expenditures for reference and core collections. (See Chapter 3.)

(2) Cataloging network. An Army network for shared cataloging should provide cataloging support at the installation level (or in individual libraries where size warrants individual access). Such a network should be a part of the Federal Library Committee's FEDLINK, which currently utilizes the Ohio College Library Center's (OCLC) data base. This system also provides location of resources included in the data base, with several other service nodes projected for service in the near future. Initially, development costs should be centrally funded with the use costs borne at the local level. (See Chapter 3.)

(3) Referral and Resource Centers

(a) Command support of command reference centers has been recommended above. Since these centers should also operate as the primary regional reference and referral nodes in a cooperative resource sharing network, some central funding to cover interregional activities of the nodes should be provided.

(b) Interlibrary activities of those Army libraries designated as resource centers within the cooperative system should also be funded at the DA level. Support should include both costs involved in actual handling of interlibrary loan requests (including necessary staff) and an allocation for additional procurement of resources, as necessary, within the designated subject area(s) of responsibility. Potential resource centers were identified in Chapter 2.

g. Sources of funds for developing cooperative programs. Funds for development of some of the suggested cooperative programs and establishment of pilot projects to implement them might well be solicited from research and development resources. A centralized procurement activity, shared cataloging, serials control, and personnel training programs are particularly pertinent for this type of developmental funding.

CHAPTER 10

IMPLEMENTATION

10-1. Priorities

a. The transition from the present conglomeration of independent libraries into a coordinated Army library system will take several years. Priorities must be assigned to various activities recommended to bring about this transition. A three-year plan is presented.

b. Year 1. The most urgent task and first step is that of establishing the Army Libraries Management Office (ALMO), and the Army Libraries Advisory Council (ALAC). A proposed regulation affecting the establishment of this office and council is found as Appendix 7. The ALAC has a key role in planning and developing policies that will be effective in crossing types of libraries, and will be instrumental in implementing decisions. It should be convened (except for rotating representatives from the operational libraries types) upon the development of the referral list for the Executive Director of ALMO and should review credentials of candidates to present to the selecting official their recommendations for filling this position. At this meeting, procedures for implementing the selection of rotating members of the ALAC from field operating libraries should be discussed, and priorities for consideration should be recommended. The first meeting should be chaired by a military representative of DTAG. Once the complete staff has been selected, the ALMO/ALAC should appoint task forces to consider the following areas: establish guidelines for library mergers already proposed at installations; investigate and develop shared cataloging program plans in conjunction with TRADOC pilot program and OCE plans; plan Army-wide resource sharing. In addition, the following activities should commence during Year 1.

- (1) Transfer post library program, HQDA, to Education Directorate, TAGCEN, and rename.
- (2) Establish and fill position of Command Librarian for HSC and OTSG.
- (3) Assume management of career program for professional librarians as soon as practical.
- (4) Initiate pilot study at FORSCOM on plans for a resource sharing network using command reference centers. It is expected that the first year would be devoted to planning the network with operations commencing the second year.

(5) Initiate shared cataloging project by TRADOC and OCE. Monitor use, costs, and problems associated with the OCLC terminal operation at Fort Belvoir. Prepare plans for shared cataloging at other installations. Implement first modules of TRALINET.

(6) Initiate DARCOM planning for centralized procurement methods.

(7) Publish and widely distribute Directory of Army Libraries prepared as part of this study.

c. Year 2. The following activities should start in the second year:

(1) A standardized annual report should be implemented by ALMO. All Army libraries would submit report.

(2) ALMO would start a periodic newsletter to all Army libraries.

(3) ALMO would plan and conduct at least two workshops--one on networking for sharing resources, and a second on shared cataloging in the FEDLINK/OCLC network.

(4) Network plans developed by FORSCOM should be implemented using the designated command reference centers. Funds should be made available MACOMs for this service to the command reference centers. Each center should receive \$20,000 for first year operations to cover staff and materials.

(5) Shared cataloging through OCLC should commence at other installations based on the Fort Belvoir experience and plans prepared by TRADOC/OCE.

(6) TRADOC should continue development and testing of TRALINET software for Army-wide application.

(7) A centralized procurement plan should be tested on one of the larger installations based on DARCOM study.

(8) At the end of the second year, the ALMO should be evaluated by a team of military staff officers and librarians to determine if they have made a significant contribution to improved management of Army libraries.

d. Year 3. During the third year the following activities should take place:

(1) Joint command agreements should be made to expand resource sharing on a regional basis. Backup libraries for technical libraries

should be designated and network expanded to include all types of Army libraries. Based on the experience of the first year's operation of the command reference centers, determine annual amount necessary to fund all backup libraries.

(2) ALMO should prepare plans for merger of libraries on specific installations into larger, more effective units.

(3) Expand shared cataloging program.

10-2. Cost Implications

a. The largest "new" cost element is the operation of the ALMO. Estimated expenses for operation of the ALMO are shown in Table 10-1.

Table 10-1. Estimated Costs for ALMO

Expense item	Estimated costs		
	Year 1	Year 2	Year 3
Staff salaries	\$106,000	\$114,000	\$123,000
Staff benefits	10,000	11,000	12,000
Total pay & allowances	116,000	125,000	135,000
Travel	11,000	9,000	10,000
Training workshops	-	5,500	6,500
Consultants	1,500	1,500	1,500
TOTAL	\$128,500	\$141,000	\$153,000

Staff salaries for the first year were estimated on the basis of:

1 Director	\$35,000
1 Deputy	30,000
1 Staff Consultant	30,000
1 Clerical	11,000
	<u>\$106,000</u>

Fringe benefits were computed as 7.5 percent of salaries. Salaries were inflated at 8 percent annual increase for subsequent years.

b. New funds will have to be made available for the command reference centers. Assuming four centers in Year 2, this would add another \$80,000 for the second and third years.

Cost Savings

a. Detailed cost savings resulting from the recommended cooperative programs cannot be estimated at this time. However, substantial savings in individual functions are unquestionably realized by centralized or cooperative activities replacing autonomous efforts. The volume of these savings, though not absolutely predictable, can be reasonably suggested by the following two examples:

(1) Cataloging on the OCLC System

(a) A recent review of comparable cataloging costs in Federal libraries provided an average cost of \$4.35 per title for cataloging using an OCLC terminal versus a cost of \$6.49 per title using present manual methods. This average cost savings of \$2.14 per title cataloged on OCLC should be further increased as personnel competence in the system grows. Most of these savings are in labor costs.

(b) A hit rate (the proportion of times a bibliographic record is located in the OCLC data base) of 75 percent is a reasonable minimum expectation. Based on an annual Army cataloging workload of approximately 500,000 titles, a savings in excess of \$800,000 per year can be anticipated after implementation of the OCLC system.

(c) This \$800,000 estimate does not represent total potential savings through the shared cataloging program since centralized cataloging for materials procured for multiple libraries will greatly reduce the total number of titles individually cataloged and thus, overall cataloging costs.

(2) A Centralized Procurement System

(a) Substantial savings on costs of materials will be accrued through consolidations of orders and centralized purchasing. Among other considerations, central procurement permits greater visibility of the volume of Army library materials orders against individual publishers or dealers. The most substantial cost savings, however, should result from decreased administrative costs.

(b) It is estimated that an average post library undertakes 250 separate procurement actions per year. Increased automatic distribution and a centralized procurement system after establishment of the ALMO can reasonably reduce this to 50 or less individual procurement actions per year.

"Federal Libraries Experiment in Cooperative Cataloging (FLECC)",
Final Report. Prepared by Systems Architects Inc., for Federal
Library Committee. May 14, 1975.

(c) This study identified 113 post library systems in the Army. With an average of 200 fewer actions per year per library, a reduction in procurement actions for post libraries alone may be projected in excess of 20,000 per year. At the conservatively estimated cost per procurement action of \$100.00 per action, a savings to the Army of over \$2,000,000 per year would result.

(d) The cost savings in procurement actions for other types of libraries are more difficult to predict, but greatly expanded use by technical and educational libraries of blanket purchase agreements, improved and consolidated methods of procurement of periodicals, and reductions in the numbers of payment actions resulting from centralizing purchase accounts are projected to provide substantial additional savings, substantially exceeding those projected here for post libraries alone.

b. Other cost savings to be anticipated as a result of the establishment of the ALMD include: reduction in duplication of materials held through cooperative collection development and resource sharing; improved staff efficiency through effective training and utilization; and improved local management of resources through centralization of local administration (with improved communications, uniform standards, and establishment of measurable goals and objectives).

c. Development of an Army-wide library system is essential if economic efficiency is to be employed instead of increased budgets to meet the expanding demands for library services. Current funding levels of autonomous local units have resulted in an increasing number of instances where library service is marginal or below acceptable minimum levels. There is little possibility for increasing or improving services without an attendant increase in costs with present organizational fragmentation. A decision on the part of the Army to take no action on centralizing management at this time can only substantially injure the future potential of Army library service.

GLOSSARY

Army-wide - includes all libraries of all types serving the Army.

bibliographic record - the specific and unique description of any recorded item.

original cataloging - determination of the descriptive material to be contained in the bibliographic record, from the physical item.

shared cataloging - a system for determining bibliographic descriptions for local holdings by utilizing the information provided by another library to catalog the item.

channel - the route or method by which information passes from source to user.

collection - an organized group of similar materials; may be similar in type of material or content.

cooperative collection development - development of multi-library collections by agreement on acquisition policies.

data base - a file or collection of files of data in machine processible form.

information - facts or data; knowledge.

mission related information - that information concerning activities, organizational changes, and user needs which enables the librarian to develop a program for providing necessary library support to the activity to which it is attached.

recorded information - facts or data which have been recorded in books, periodicals, newspapers, reports, audiovisual formats, magnetic tapes, data bases, and other recording media.

information center - 1. any organization with the primary function of providing information. 2. an organization utilizing a variety of materials in a narrow subject field to provide extensive services such as evaluation, synthesis and review.

information specialist - (also known as subject specialist); an individual qualified in the provision of information services in a particular subject area.

"custodial" library functions - those library tasks which have to do with the acquisition, organization, and maintenance of library collections.

dissemination (library) functions - those library activities relating to the transfer of information to the user.

library literature - the body of writings on the subject of librarianship and related areas.

library materials - those objects comprising library collections; includes books, magazines, films, maps, manuscripts, reports, documents, microfilms, audiovisual materials, tape recordings, computer tapes, data bases, etc.

library network - a formal organization among two or more libraries for cooperation and sharing of resources. Libraries may be of a variety of types and in different jurisdictions but agree to serve one another on the same basis as each serves its own users. Computers and telecommunications may be among the tools used for facilitating communication among them.)

library program - the plan of library services designed to meet user information/materials needs.

library resources - the materials, staff, facilities and funds which support library activities.

library support - the funds, staffing and services provided to a library.

library system - an organization of people, material resources, and procedures, designed to accomplish a given purpose or set of purposes. A system may exist within a library or information activity, or it may exist when two or more library or information activities agree to participate in a common service program utilizing their resources.

coordinated library system - a system of main and branch libraries or co-equal branches under a central administration and sharing a number of centralized functions or services.

library technician - a person with certain specifically library-related skills, the performance of whose duties seldom requires him to call upon a background in general education; a person qualified in the GSI411 series.

information technology - the application of computers, telecommunications, and micrographs, audiovisual, and other equipment, techniques, and materials for making information available to users.

interactive - pertaining to exchange of information and control between a user and a computer process, or between computer processes.

interlibrary cooperation - informal agreements between and among libraries to participate in a specific process or service for mutual benefit.

interlibrary loan - a transaction in which library material is made available by one library to another for the use of an individual; includes the provision of a copy as substitute for loan of the original material.

librarian - a specialist in the organization, management and utilization of recorded information.

staff/chief librarian - a librarian designated by a command or headquarters to provide professional guidance to operational librarians within the command/headquarters.

library - a service activity, identified by an assigned account number, established to acquire, organize, and make available materials and to provide information/reference services, staffed by at least one full-time person under the direct supervision of a professional librarian.

branch library - a non-autonomous user service unit which has all of the following: 1. quarters that are separate from the main library, 2. a permanent basic collection of materials, 3. a permanent staff provided by the main library or by the organization/installation of which the library is a part, and 4. a regular schedule for opening.

main library - a single unit library, or, in multi-unit systems, the user service unit which is the administrative center where the principal collections are kept and handled.

merged library - an integrated unit made up of two or more formerly autonomous libraries in which all lose their separate identities.

library user - an actual or potential consumer of the services provided by a library.

military support activities - those military activities which support Army libraries; e.g., budget office, fiscal office, procurement office, buildings maintenance, personnel office, etc.

periodicals - magazines, journals, and other types of publications which are published and distributed at recurring intervals.

primary node - the point of access to a network which provides information or resources, or refers the request to a resource center.

reciprocal borrowing - an agreement to allow registered users of one library to borrow directly the resources of another.

resource center - a library designated to provide pertinent library materials for loan to requesting libraries in the network.

terminal - a device that permits data entry into or data exit from a computer system or network.

cathode ray tube (CRT) terminal - a computer terminal which provides a video display of data.

union catalog - a bibliographic listing of the resources of more than one library.

union list of serials - a bibliographic listing of the periodical resources of more than one library.

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APPENDICES

APPENDIX A

ARMY LIBRARY STUDY ADVISORY GROUP

CHAIRMAN

COL L. J. Hannon II
Director, Plans & Operations
Directorate, TAGCEN

RECORDER/POINT OF CONTACT

CPT Billy Burnside
Plans Division, Plans & Operations
Directorate, TAGCEN

MEMBERS:

REPRESENTING

Catherine Zealberg

Army War College

Ingjerd O. Omdahl

HQ DARCOM

Margaret Murphy

DARCOM - Army Materials & Mechanics
Research Center

Edward J. Kolb

DARCOM - Technical Information
Officer

Ruth Mullane

HQ FORSCOM

Neilie B. Strickland

HQDA, TAGCEN

Margrett B. Zenich

HQDA, OCE

Joyce Eakin

HQDA, OCMH

Donna Griffitts

HQDA, OTSG

Lora-Frances Davis

HEC

Mary Stauffer

MDW

Maj Paul Ray

OJA

Raymond Yamachika

HQ TRADOC

Barbara Stevens

TRADOC - USA Sergeant Majors
Academy

Egon Weiss

US Military Academy

MLIA and HQDA ODCSLOG declined to provide representation

APPENDIX B

ARMY LIBRARY STUDY TEAM - VISITS TO LIBRARIES

L. BY VISIT DATE

VEP: Mr. Palmer
 MA: Mrs. Bellensal
 LA: Miss Wyco

DATE	LIBRARY VISITED	CONTACT	AGENCY/ ORGANIZATION	TYPE (S - Special)
22 Sept 75 VEP/LA	FORESTAL BUILDING Tech Info Div, OCE	(Ms. Zandich)	OCE	S - Eng/Sci
23 Sept 75 VEP/LA	PORT BELVOIR, VIRGINIA 1. Engineer School/Learning Center 2. Van May Library & Command Ref Center 3. MENDC (Mobility Equipment RAD Center) Technical Library 4. Coastal Engineering Research Laboratory Library 5. Engineer Topographic Lab Library 6. DeWitt Army Hospital Med Library 7. Patient's Library (Branch of Post System)	(Ms. Stevens) (Mrs. Bussey) (Mrs. Maddox) (Mrs. Ketho) (Mrs. Smith)	TRANSOC TRANSOC DARCOM OCE OCE HMC	School/Academic Post S - Eng/Sci S - Eng/Sci S - Health/Med
14 Oct 75 VEP/MS/LA	CONCEPTS ANALYSIS, BETHESDA, MARYLAND Technical Library	(Ms. Anacletio)	DCRUPS	S - Eng/Sci
15 Oct 75 VEP/MS/LA	HQ ARMY MATERIAL COMMAND, ALEXANDRIA, VIRGINIA HQ, Technical Library	(Ms. Webber)	DARCOM	S - Other
17 Oct 75 VEP/MS/LA	PENTAGON Army Library	(Mrs. Shaffer)	MEM	S - Other
21 Oct 75 VEP/MS/LA	FORESTAL BUILDING Joint Army Air Force Medical Library	(Ms. Griffiths)	OTSG	S - Health/Med
20 Oct 75 VEP	ARMY MATERIALS AND MECHANICS RESEARCH CENTER, WATERTOWN, MASSACHUSETTS Technical Library	(Ms. Murphy)	DARCOM	S - Eng/Sci

Army Library Study Team - Visits to Libraries

DATE	LIBRARY VISITED	CONTACT	AGENCY/ COMMAND	TYPE
16 Dec 75 VSP/LN	ABERDEEN PROVING GROUND, MARYLAND 1. US Army Ballistics Research Lab Library 2. Library, Kirk Army Hospital 3. Human Factors Data Bank, US Army Human Engineer Laboratory 4. US Army Ordnance Center & School 5. Technical Information Center, US Army Test & Evaluation Command	(Mrs. Forst) (1LT Klissner) (Dr. Klatons) (Mrs. Weston) (Mr. Weston)	DARCOM HSC DARCOM TRAIDC DARCOM	S - Eng/Sci S - Health/Med S - Eng/Sci School/Academic S - Eng/Sci
17 Dec 75 NB/LN	EDGEMOOD ARSENAL, ABERDEEN PROVING GROUND, MARYLAND 1. Technical Library, Edgewood Arsenal 2. Biomedical Section (Branch) 3. US Army Environmental Hygiene Agency Library 4. Branch Post Library	(Mr. Ward) (Mr. Ward) (Mr. Fox) (Mr. Weigand)	DARCOM DARCOM HSC DARCOM	Other - Multi Other - Multi S - Health/Med Post
18 Jan 76 NB/LN	CARLISLE BARRACKS, PENNSYLVANIA 1. Army War College 2. Post Library 3. Military History Research Collection 4. Medical Library, Durham Health Clinic	(Ms. Zuelberg) (Ms. Welsh) (LTC Agnew, 1st. Rankin) (Ms. O'Neill)	TRAIDC OOCE HSC	School/Academic Post S - Other S - Health/Med
19 Jan 76 NB/LN	VICKSBURG, MISSISSIPPI 1. Technical Information Center, Waterways Experiment Station 2. Division, District Engineer & Mississippi River Commission Library	(Dr. Skelton & Mr. Spivey)	OOCE OOCE	S - Eng/Sci S - Eng/Sci
20-21 Jan 76 NB/LN	HEWITSON ARSENAL, ALABAMA 1. Technical Library, Maintenance Directorate 2. Post Library 3. Medical Library, Army Hospital 4. US Army Missile & Handlions Center & School Library (US/MSAC)	(Ms. Zeman) (Mrs. Harbass) (Ms. Whitaker) (Ms. Cathay)	DARCOM DARCOM HSC TRAIDC	S - Eng/Sci Post S - Health/Med School/Academic

Army Library Study Team - Visits to Libraries

DATE	LIBRARY VISITED	CONTACT	AGENCY / COMMAND	TYPE
	5. Scientific Information Center	(Mr. Clark)	DARCOM	S - Eng/Sci
	6. Technical Library, ASSEM-YEL, US Army Missile Command	(Ms. Bagley)	DARCOM	S - Eng/Sci
	7. Legal Library	(Ms. Belser)		S - Legal
22 Jan 76 MB/LN	101st AIRBORNE DIV (ASSLT) & FORT CAMPBELL, KENTUCKY			
	1. Post Library	(Ms. Piersall)	FORSCOM	Post
	2. Bruck - Patient's Library	(Ms. Piersall)	FORSCOM	Post
	3. Eagle University Learning Center (MS)		FORSCOM	(Education Cen
	4. Medical Library, US Army Hospital	(Ms. Dorsey)	HSC	S - Health/Mod
5 Feb 76 VEP/LN	US ARMY TRANSPORTATION CENTER & FORT EUSTIS, VIRGINIA			
	1. US Army Air Mobility R&D Laboratory Library (USAAVLAS)	(Mr. Wade)	DARCOM	S - Eng/Sci
	2. USA Transportation School Library	(Mrs. Williams)	TRADOC	School/Academi
	3. Post Library	(Miss LaPoint)	TRADOC	Post
	4. Medical Library, McDonald Army Hospital	(Mrs. Hearn)	HSC	S - Health/Mod
6 Feb 76 VEP/LN	HQ, US ARMY TRAINING & DOCTRINE COMMAND (TRADOC) & FORT MONROE, VIRGINIA			
	1. Post Library	(Mrs. Carlson)	TRADOC	Post
	2. HQ Reference Library	(Mrs. Thomas)	TRADOC	S - Other
	3. DCSOXI-IT (Intelligence) Library	(Ms. Youse)		S - Other
12-13 Feb 76 MB/LN	FORT MONMOUTH, NEW JERSEY			
	1. EDGE Technical Documents Center, Electronics Command	(Mr. Work)	DARCOM	S - Eng/Sci
	2. Post Library			
	3. West Point Preparatory School Library	(Mrs. Sand)	DARCOM	Post
	4. Technical Library, Maintenance Directorate, Electronics Command	(ILT Ferguson)	DARCOM	School/Academi
	5. Medical Library, Patterson Army Hospital	(Ms. Abramovitz)		S - Eng/Sci
	6. JAG Library		HSC	S - Health/Mod
19 Feb 76 MB/LN	FORRESTAL BUILDING, OFFICE OF CHIEF OF ENGINEERS			
	1. Technical Information Division	(Mrs. Zandick)	OCE	S - Eng/Sci

Army Library Study Team - Visits to Libraries

DATE	LIBRARY VISITED	CONTACT	AGENCY / COMMAND	TYPE
17 Feb 76 VEP/LN	US ARMY ENGINEERS, NORTH ATLANTIC REGION, NEW YORK CITY, NY 1. Division Engineer Library 2. District Engineer Library	(Dr. Tam) (Miss Brown)	OCE OCE	S - Eng/Sci S - Eng/Sci
25-24 Feb 76	US MILITARY ACADEMY, WEST POINT NEW YORK 1. Academy Library 2. Post Library 3. Medical Library/Patient's Library, US Army Hospital 4. SJA, US Military Academy	(Mr. Weiss) (Ms. Kueny) (Mrs. Stark)	TRADOC HSC	School/Academic Post Other - Mult S - Legal
1-2 Mar 76 VEP/LN	FORT HUACHUCA, ARIZONA 1. USA Intelligence Center & School Library 2. Post Library 3. Technical Reference Division 4. Medical Library, US Army Hospital	(Mrs. Tompkins) (Mrs. Weber) (Mrs. Frasier) (Ms. Hinkle)	TRADOC ACC ACC HSC	School/Academic Post S - Other S - Health/Med
3 Mar 76 VEP/LN	FORT BLISS, TEXAS 1. US Army Air Defense School Library 2. US Sergeants Major Academy, Learning Resources Center 3. Post Library System 4. Medical Library, William Beaumont Army Medical Center	(Mrs. Galloway) (Mrs. Hammerick) (Miss Luck) (Mr. Wilson)	TRADOC TRADOC TRADOC HSC	School/Academic School/Academic Post S - Health/Med
4-5 Mar 76 VEP/LN	FORT SAM HOUSTON, TEXAS 1. US Army Institute of Surgical Research Library (Branch, BAMC) 2. Brooke Army Medical Center Library 3. Academy of Health Sciences Library 4. Post Library 5. Patient's Library (Branch of Post)	(Ms. Davis) (Ms. Davis) (Ms. Stortz) (Mr. Olson) (Mr. Olson)	HSC HSC HSC FONSOOM FONSOOM	S - Health/Med S - Health/Med School/Academic Post Patient's

Total Number of Libraries Visited ----- 84

Number of Installations ----- 23

I. Special 50

A. Health/Medical 16

B. Engineering/Science 19

C. Legal 7

D. Other 8

II. Education 12

III. General 19

A. Post

1. Patients

IV. Other 3

24

APPENDIX B

ARMY LIBRARY STUDY TEAM - VISITS TO LIBRARIES

2. BY TYPE OF LIBRARY

1. SPECIAL

A. Health/Medical

1. Dattist Hospital, Fort Belvoir, VA
2. Joint Army-Air Force, Med Lib, Fort Detrick, DC
3. Walter Reed Army Institute for Research (WRAIR), DC
4. Armed Forces Institute of Pathology, WRAIR, DC
5. Wernick Hospital, Ft. Bragg, NC
6. Kirk Hospital, Aberdeen PG, MD
7. DHA Environmental Hygiene Agency Edgewood Arsenal, MD
8. Dusham Health Clinic, Carlisle Barracks, PA
9. Hospital, Redstone Arsenal, AL
10. Hospital, Ft. Campbell, KY
11. McDonald Hospital, Ft. Belvoir, VA
12. Poston Hospital, Ft. Monmouth, NJ
13. Hospital, Ft. Belvoir, VA
14. The Document Army Med Ctr, Ft. Belvoir, VA
15. Institute of Surgical Research, (DAME branch) Ft. Sam Houston, TX
16. Brooke Army Medical Ctr Library, Ft. Sam Houston, (DAME), TX

B. Engineering/Science

1. Technical Information Division, OGI, Fort Detrick, DC
2. Coastal Engineering Research Lab Library, Ft. Belvoir, VA
3. Engineer Topographic Lab Library, Ft. Belvoir, VA
4. Tech Info Center, Waterways Exp Station, Vicksburg, MS
5. Division/District Eng & NS Waterways Exp Station, MS
6. Division Eng Library, NY City
7. Division Eng Library, NY City
8. MSEC Tech Library, Ft. Belvoir, VA
9. Tech Library, Materials & Mech Research Center, Watertown, MA
10. Ballistics Research Lab Library, Aberdeen PG, MD
11. Naval Factors Data Bank, Lamm Eng Lab Library, Aberdeen PG, MD
12. Tech Info Center, Coast & Geol Engr, Aberdeen PG, MD
13. Tech Lib, Naval Eng, Redstone Arsenal, AL
14. Scientific Info Center, Redstone Arsenal, AL
15. Tech Lib, AMMEL-TOL, Missile Command, Redstone Arsenal, AL
16. WRAIR, Ft. Belvoir, VA
17. WRAIR Technical Documents Center, Electronics Ctr, Ft. Monmouth, NJ
18. Tech Lib, Maintenance Div, Elec Command, Ft. Monmouth, NJ

ARMY LIBRARY STUDY TEAM - VISITS TO LIBRARIES

2. BY TYPE OF LIBRARY

SPECIAL (CONTINUED)

General

1. Post JA, Ft. Bragg, NC
2. SJA 2nd Airborne, Ft. Bragg, NC
3. USARJA, Ft. Bragg, NC
4. Legal Library, JFK School
5. Legal Library, Redstone Arsenal, AL
6. JAG Library, Ft. Monmouth, NJ
7. SJA Library, West Point, NJ

SPECIAL - OTHER

1. The Army Library, Pentagon, DC
2. Technical Library, Office of Chief of Mil Hist., Forrestal Bldg, DC
3. US of Metallurgy Library, Cameron Station, Alexandria, VA
4. Military History Research Collection, Carlisle Barracks, PA
5. HQ NABCOM Library, Alexandria, VA
6. HQ TRADOC Library, Ft. Monroe, VA
7. Tech Ref Division, Fort Meade, AZ
8. HSCMI-II (Intelligence) Ft. Monroe, VA
9. Concepts Analysis, Tech Lib, Bethesda, MD.

II. EDUCATION/SCHOOL LIBRARIES

1. Engineer School/Learning Center, Ft. Belvoir, VA
2. US Army Inst for Mil Assistance, Ft. Bragg, NC
3. US Army Ordnance Center & School, Aberdeen Proving Ground, MD
4. Army War College, Carlisle Barracks, PA
5. US Army Missile & Munitions Center & School Library, Redstone Arsenal, AL
6. USA Transportation School, Ft. Belvoir, VA
7. West Point Preparatory School Library, Ft. Monmouth, NJ
8. US Military Academy, West Point, NY
9. USA Intelligence Center & School, Ft. Meade, AZ
10. US Army Air Defense School, Ft. Allen, TX
11. USA Sergeants Major Academy & Learning Resources Center, Fort Bliss, TX
12. Academy of Health Sciences Library, Fort Sam Houston, TX

GENERAL

A. POST

1. Command Reference Center (TRADOC) and Van Moy Post Library, Ft. Belvoir, VA
2. Command Reference Center (FORSCOM) and Post Library, Fort Bragg, NC
3. Branch Post Library, Edgewood Arsenal, Aberdeen PG, MD
4. Post Library, Redstone Arsenal, AL
5. Post Library, Fort Campbell, KY
6. Post Library, Carlisle Barracks, PA
7. Post Library, Fort Meade, VA
8. Post Library, Fort Monroe, VA
9. Post Library, Fort Monmouth, NJ
10. Post Library, West Point, NY
11. Post Library, Fort Huachuca, AZ
12. Post Library, Fort Bliss, TX
13. Post Library, Fort Sam Houston, TX

B. PATIENTS

1. Patients' Library, Ft. Campbell, KY
2. Patients' Library, Ft. Belvoir, VA
(branch of post)
3. Patients' Library, Walter Reed
(combined library)
4. Patients' Library, Ft. Bragg, NC
(branch of post)
5. Patients' Library, West Point, NY
(branch of medical)
6. Patients' Library, Fort Sam Houston, TX
(branch of post)

IV. OTHER (Mixed-type)

1. Walter Reed Army Medical Center, D.C. (combines medical, post, patients')
2. Edgewood Arsenal, Aberdeen PG, MD (combines technical and biomedical branch)
3. West Point, NY - (combines medical, patients)

Library Code Number: _____
Reports Control Number: _____

AG-(OT)-721

Suspense Date: 1 March 1976

APPENDIX C

STUDY OF ARMY LIBRARIES

Name and Address of
Main Library

Person Completing
Questionnaire:

Title and Job Code:

Autovon Telephone
Number:

Major Command or
Headquarters Agency:

Upon completion of this questionnaire, please return it to:

Department of the Army
Office of the Adjutant General
DAAG-RE-LS
Washington, D.C. 20314

Information copies of completed questionnaire will be furnished Major Commands or Headquarters Agencies as appropriate. Major Command/Headquarters Agency Librarians will review the forms for completeness and will notify the Study Team of any additions/corrections.

Questions regarding this form should be addressed to Staff Librarian, Major Command or Chief Librarian, Headquarters Agencies as appropriate. Where such channels are not appropriate, questions should be addressed to Army Library Study Team, Autovon 223-1507/1508.

GENERAL INSTRUCTIONS

Reporting Period: All statistical data requested in this survey will cover Fiscal Year 1975 (1 July 1974 - 30 June 1975). Non-statistical information requested shall be based on current status or activities unless otherwise specified.

Reporting Units: Questionnaires shall be completed by all main libraries, defined as single unit libraries or, in multi-unit systems, as the user service unit which is the administrative center where the principal collections are kept and handled.

Data covering additional service outlets in multi-unit systems (branch libraries and bookmobiles) shall be incorporated within the single report. Branches are defined as non-autonomous user service units which have all of the following: (1) quarters that are separate from the main library, (2) a permanent basic collection of materials, (3) a permanent staff provided by the main library or by the organization/installation of which the library is a part, and (4) a regular schedule for opening. Includes hospital libraries that are part of post system.

User service units or collections which do not meet all of the criteria for a branch, such as non-manned field and office collections, shall not be included in the total number of service outlets. These units should be reported in Question 6.

Multi-type library systems, which include more than one type of library (see definitions which follow) under a single coordinated administration, whether or not the collections are housed contiguously, should provide separated data for each type of library wherever it is consistent with their operational structures (e.g. where independent collections and/or staffs are maintained, etc.)

Systems Headquarters, Library Service Centers, and any other service units not open to individual patron use, will not complete this questionnaire.

Need for Estimates: DO NOT LEAVE ANY ITEM BLANK. Enter "0" if the appropriate entry for an item is zero or none. Enter "N/A" if an item does not apply to your library. If an exact figure is not available for a particular item, or data for that item are not collected, but it is known that the amount is greater than zero, ENTER AN ESTIMATE OF THE AMOUNT.

PART 1 - LIBRARY IDENTIFICATION

DEFINITIONS

Types of Libraries (Question 1)

SPECIAL or TECHNICAL libraries support mission plans with library and information services. This group is subdivided as follows:

Health & Medical libraries are defined as those libraries whose collections are predominantly devoted to medicine and the health sciences. (Examples: Medical Library, Brooke Army Medical Center, Medical Library, DeWitt Army Hospital, Ft Belvoir, etc).

Engineering & Science libraries are defined as those libraries whose collections are predominantly devoted to engineering and the sciences. (Examples: Army Electronics Proving Ground Technical Library, Engineer Topographic Laboratory Library, etc).

All Other Special or Technical libraries are defined as those libraries whose collections support a mission plan but are not predominantly devoted to the areas of health and medicine, and engineering and science. (Examples: The Army Library, Pentagon; U.S. Army Institute of Heraldry Library, etc.)

GENERAL libraries (or quasi-public libraries) provide service to meet informational, educational, cultural, and recreational needs. This group is subdivided as follows:

Post libraries are those quasi-public libraries or library systems which meet general needs described above of military members, dependents, and retirees, located on or near a military post or reservation (Usually operated by Recreation Services).

Patients' (or Hospital) libraries include those autonomous service units which are located in hospital facilities and are operated primarily to serve library needs of patients in the facility, but which are not part of post library system.

EDUCATIONAL libraries include those intended to serve faculty and students in academic or instructional schools, colleges, or universities. (Examples: Library, U.S. Military Academy, West Point; Library, WAC School, Ft. McClellan; Library, Institute for Military Assistance, Ft. Bragg; etc).

OTHER libraries. Any libraries not included in categories above should be specified under "other". Also include here multi-type library systems which include more than one of the above, and show the type of libraries included.

PART I - LIBRARY IDENTIFICATION

1. Circle the one type of library that most closely resembles your library operation.

Special or Technical

- Medical (Health) 1
- Engineering and Science 2
- Other Special 3
- Educational (Academic or Service School) 4

General

- Post 5
- Patients' (Hospital-not part of post
library system) 6
- Other (Specify) 7
-

2. Indicate number of service outlets (include main library, branch libraries and bookmobiles; exclude field office collections and hand receipt collections).
-

- 3a. Was this library operated in Fiscal Year 1972 under the current name?

- Yes (Skip to Q4) 1
- No. 2

- 3b. If No, circle appropriate reason:

- New library 1
- Change in name only 2
- Previous name _____
- Current library/system was a result of merger
or consolidation of libraries 3

Give names of libraries involved:

- 4a. Describe the "community" your library serves according to your mission statement. (Information may be secured from your G-1, DPCA, Directorate for Personnel, Training & Force Development, or equivalent office.)

Type of Population (a)	Line No.	Total Number in Community/Agency (b)	Estimated Percent- age Using Library (c)
Military (Army)	1		%
Military (Other)	2		%
Civilian employees & contractor personnel	3		%
Military retirees	4		%
Military dependents	5		%
Other (Specify) _____	6		%

- 4b. If your library primarily serves a civilian and/or military research/medical staff, estimate the total number of professionals in community/agency.
-

- 4c. If your library is a post library, what is the total population residing on post/installation?
-

PART II - LIBRARY COLLECTION

DEFINITIONS

Bookstock: Report the library's cataloged collection(s) of books and other printed materials that are cataloged in the same manner as books and that are interfiled with, or that may be interfiled with books. For example, a government document or a yearbook that has been cataloged as a book and shelved with books, is to be reported as bookstock. Collections of government documents, technical reports, pamphlets, paperback books, manuscripts, proceedings, transactions of societies, monographic and publishers' series etc., that are NOT cataloged in the same manner as books should NOT be reported as bookstock. Lease collections should not be included.

Volumes: For reporting purposes, a volume is a physical unit of any printed, typewritten, handwritten, mimeographed, or processed work, contained in one binding or portfolio, hardbound or paperbound, which has been cataloged, classified, and/or made ready for use.

Titles: For reporting purposes, a title is a publication which forms a separate bibliographic whole, whether issued in one or several volumes, reels, discs, slides, or parts. It applies equally to printed materials, such as books and periodicals, and to audiovisual materials and microforms.

Multiple copies of the same edition of a title count as one title; two editions of the same title which have been cataloged and recorded separately count as two titles; a set of six items for which six shelflist cards have been made count as six titles; and two sets of the same edition for which one shelflist card has been made count as one title.

Method for Estimating the Number of Titles in the Collection

A library which does not maintain a title count of its various collections and that cannot easily count the number of separate shelflist cards, should use the following method for estimating this count:

1. Count the number of titles in one inch of shelflist cards in shelflist;
2. Repeat step one at random intervals (e.g. count one inch in every foot) throughout the shelflist;
3. Average the number of titles per inch;
4. Multiply the average titles per inch by the number of inches of cards in the shelflist.

Technical Reports: A technical report is a printed report giving details and results of a specific investigation of a scientific or technical problem. Include printed government and non-government reports held that are NOT included in bookstock. Include both security classified reports and unclassified reports.

Government Documents: Report all printed publications in book or serial form bearing a federal, state, or local government imprint which are NOT included in bookstock or technical reports.

Microforms: Microforms are materials that have been photographically reduced in size for storage, protection, and inexpensive publication purposes, and which must be read with the help of enlarging instruments. Examples of microforms are: microfilm, microcard, and microfiche. These are also called microcopy and microtext.

Periodicals: Report number of titles subscribed to, and not number of individual issues (exclude duplicate subscriptions). Refers to current subscriptions.

Audio and/or Visual Materials: Include audiovisual materials produced to be viewed and/or heard which require special equipment to be utilized and other non-print materials such as flat pictures, study print sets, maps, charts, games, etc. (Does NOT include microforms).

5. Describe the composition of your library collection. Please review the definitions before completing table.

Category (a)	Line No.	Added During FY 75 (b)	Held at End of FY 75 (c)
BOOKSTOCK (Include technical reports and government documents not in separate collections; include bound periodicals; exclude microforms) Number of volumes	01		
Number of titles	02		
SEPARATE TECHNICAL REPORTS COLLECTIONS Number of volumes	03		
Number of titles	04		
SEPARATE GOVERNMENT DOCUMENTS COLLECTIONS Number of volumes	05		
Number of titles	06		
MICROFORMS - ALL TYPES Number of book titles represented by microforms	07		
Number of periodicals titles represented by microforms	08		
Number of physical units of microforms not reported on lines 07 and 08	09		
PERIODICALS Number of bound and unbound bibliographic volumes (Exclude bound volumes included in line 01 above)	10		
Number of titles	11		
CURRENT PERIODICAL SUBSCRIPTIONS (Inc. newspapers) Number of titles	12		
ALL OTHER PRINT MATERIALS (Include pamphlets, catalogs, specifications, and any other printed materials not included above) Number of volumes	13		
Number of titles	14		
AUDIO AND/OR VISUAL MATERIALS (Report number of titles.) Motion pictures (Film, videotapes, and cassettes)	15		
Audio recordings (Discs, audiotapes reels, and cassettes)	16		
Filmstrips (Silent and sound)	17		
Slides and overhead transparencies	18		
All other library materials (Include electronic media for instruction, mixed media/multi-media kits, flat pictures, study print sets, maps, charts, games, etc.)	19		

- 6a. Show the total number of volumes described in question 5 which are housed outside of the library facility (and branches where applicable) through bulk loans¹, indefinite loans, hand receipt, etc.

Number of volumes

- 6b. Where are these items located? (e.g. staff office, field technical office, field training unit, dayroom, clinic, disciplinary barracks, etc.)

¹ Bulk loans include loan of multiple items to field activities, dayrooms, confinement facilities, etc.

7. Give the number of items of equipment available for use of library material. Show zero (0) where none are available.

Equipment (a)	Line No.	Number of Items of Equipment Available (b)
Microform reader	1	
Microform reader-printer	2	
Film projector	3	
Audio-player & videotape playback units	4	
Multi-media units	5	
Teletype terminal (remote data base)	6	
CRT terminal (remote data base)	7	
Other (Specify) _____	8	

PART III - LIBRARY SERVICES

8. Give number of transactions for Fiscal Year 1975 for services listed below. If service is not provided, indicate N/A. Where figures are not collected, provide estimates. **DO NOT LEAVE ANY LINE BLANK.**

Reference questions are defined as those information contacts involving the knowledge, use, recommendation, interpretation, or instruction in the use of one or more information sources by a member of the library staff which do not take longer than 15 minutes of staff time to answer.

Information sources include: printed and non-printed materials, machine-readable data bases, catalogs and other holdings records, and through communication or referral, other libraries and institutions, and persons both inside and outside the library. Reference transactions do not include direction transactions which utilize only such information sources as schedules, floor plans, handbooks, and policy statements.

Research questions are defined as those reference questions which take more than 15 minutes to answer.

Category (a)	Line No.	Number of Transactions FY 1975 (b)
Controlled circulation of materials	1	
Interlibrary loans to other libraries ¹	2	
Items borrowed for own users from other libraries ¹	3	
Reference questions from library users	4	
Reference questions from other libraries ¹	5	
Research questions from library users	6	
Research questions from other libraries ¹	7	

¹ Do not include transactions to or from own branch libraries.

9. Describe any limitations on services listed above (e.g. restrictions on services to users, limitations on ILL loans, etc).

10. Circle all of the library services listed below which are provided by your library on a regular basis.

Library Service (a)	Line No.	Provided by Library	
		On Demand (b)	Initiated by Library (c)
Telephone reference	01	1	N/A
Preparation of bibliographies	02	1	2
Preparation of translations	03	1	2
Preparation of abstracts	04	1	2
Preparation of thesauri	05	1	2
SDI (Selective dissemination of information)	06	1	2
In-depth research and/or information analysis	07	1	2
Routing of periodicals	08	1	2
New accessions lists	09	1	2
List of periodicals holdings	10	1	2
Booking of films and other audio- visual materials	11	1	2
Library orientation for new agency employees	12	1	2
Library brochure or guide book	13	1	2
Operate learning center (Self- instructional)	14	1	2
Other (Specify) _____	15	1	2

11a. Do you provide, on a regular basis, search services from machine-readable data bases?

Yes 1

No. (Skip to Q12) 2

11b. If Yes, identify machine-readable data bases and number of searches made in Fiscal Year 1975.

Data Base (a)	Line No.	Number of Searches (b)
DDC	01	
OCLC	02	
Current Contents	03	
NASA RECON	04	
MEDLARS	05	
MEDLINE	06	
TOXLINE	07	
NTIS	08	
CAIN	09	
CHEMCON	10	
BIOSIS	11	
COMPENDEX	12	
Selected Water Resources Abstracts	13	
ERIC	14	
SBIE	15	
DIALOG	16	
SDC	17	
Other (Specify) _____	18	

12. You have indicated the primary mission of your library by checking the appropriate type in question 1. Indicate here the additional mission support activities of your library, if any, by circling the pertinent numbers for activities supported by your library.

GED (General education development) and CLEP (College level
examinations program). 1

College (Undergraduate, include vocational) 2

College (Graduate) 3

MOB (Military occupational specialty) study 4

Administrative staff information support 5

Other (Specify) _____ 6

PART IV - LIBRARY STAFF

13a. Number of full-time equivalent employees in filled positions (excluding maintenance), number of assigned military personnel, and number of full-time budgeted vacant positions (excluding maintenance) as of 30 June 1973. (Exclude interns)

CS Rating	Line No.	Number of Employees in Filled Positions as of 30 June 1973												Number of Full-Time Equivalent Budgeted Vacant Positions (n)				
		Appropriated Fund Employees								Non-Appropriated Fund Employees								
		Classification								Total Employees								
		1410				1411				1412					All Other			
		Male (b)		Female (c)		Male (d)		Female (e)		Male (f)		Female (g)			Male (h)		Female (i)	
		(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)		(n)	(o)	(p)	
(a)																		
CS 1-6	1																	
CS 7-8	2																	
CS 9	3																	
CS 10-11	4																	
CS 12	5																	
CS 13	6																	
CS 14 & above	7																	
Total (sum of lines 1 through 7)	8																	
Assigned military personnel	9																	

13b. To compute "full-time equivalent" (fte) for part-time employees, take the number of hours worked weekly by part-time employees in each grade, divide by the number of hours in your full-time work week, and round the answer to one decimal point. Report for each grade held by part-time employees, if applicable.

13b. Indicate number of positions in following categories as of 30 June 1975.

Category (a)	Line No.	Recognized (b)	Authorized (c)	Actual ¹ (d)
1410 series	1			
1411 series	2			
Clerical	3			
Other ²	4			

¹ Include number of budgeted vacancies.

² Indicate & identify other professional series _____

14. Utilization of staff. Circle the classification(s) of personnel performing specific library functions/services.

Library (a)	Line No.	Classification				Clerical Staff (f)
		1410 series (b)	1411 series (c)	1412 series (d)	Other ¹ (e)	
Selection of materials	1	1	2	3	4	5
Requisitioning/order- ing of materials	2	1	2	3	4	5
Classification/cata- loging of materials	3	1	2	3	4	5
Processing of materials	4	1	2	3	4	5
Circulation	5	1	2	3	4	5
Reference	6	1	2	3	4	5
Interlibrary loan	7	1	2	3	4	5
Preparation of bibliographies	8	1	2	3	4	5

¹ Identify "Other" _____

15. Qualifications of Assigned Professional Staff (Exclude interns)

Personnel Classification (a)	Line No.	Number by Highest Earned Degree ¹															
		Total Number				Less Than Bachelor's Degree		Bachelor's Degree		Library/Information Science Degree						Other Advanced Degrees	
										5th Year Bachelor's		Master's		PhD			
		Total (b)	Male (c)	Female (d)	Male (e)	Female (f)	Male (g)	Female (h)	Male (i)	Female (j)	Male (k)	Female (l)	Male (m)	Female (n)	Male (o)	Female (p)	
Library Director	1																
Grade																	
1410 Series	2																
1411 Series	3																
1412 Series	4																
Other Professional Staff	5																
Total	6																

¹Indicate both a Library/Information Science advanced degree (MLS or MLib) and another advanced degree are held, show both. Otherwise show only the highest educational level. Do not include the Library Director in subsequent series.

PART V - LIBRARY FACILITIES AND HOURS

16. Facilities

Category (a)	Line No.	Numbers (b)
NET ASSIGNABLE AREA (Net area, in square feet, of space assigned for library purposes; exclude custodial, mechanical, and general access area)		
Main library	1	
Total (Main and all branches)	2	
SHELVING CAPACITY (Total linear feet of shelving available for library materials)		
Main library	3	
Total (Main and all branches)	4	
Percent of shelving capacity in use	5	%
SEATING CAPACITY (Number of seats available for library users, whether or not they are making use of materials there, but excluding auditoriums, and lecture rooms)		
Main library	6	
Total (Main and all branches)	7	

17. Hours

Category (a)	Line No.	Number (b)
TOTAL HOURS PER WEEK THAT LIBRARY IS OPEN (whole hours only, omit fractions).		
Main library	1	hours
Total (Main and all branches)	2	hours
TOTAL DAYS LIBRARY IS OPEN TWO HOURS OR MORE PER TYPICAL WEEK (Count each day open for two hours or more as one whole day, omit fractions).		
Main library	3	days
Total (Main and all branches)	4	days

PART VI - EXPENDITURES AND FUNDING

18. Operating expenditures from all sources¹ during Fiscal Year 1975 (Round to nearest dollar).

Expenditures (a)	Line No.	Total Funds Expended FY 75 (b)	Total Funds Requested FY 75 (c)
Salaries and wages for all staff (Excluding maintenance)	01		
Books (Exclude microforms & book preprocessing costs where applicable; include book lease collections) ²	02		
Periodicals (Exclude microforms) ²	03		
Microforms ²	04		
Audiovisual supplies and materials (Exclude microforms) ²	05		
All other library materials ²	06		
Binding and rebinding	07		
Library equipment (Include purchase, rentals and lease costs)	08		
Travel and training	09		
Publicity and promotion	10		
Network(s)/Consortia	11		
All other contracted services	12		
Supplies and all other library operating expenditures	13		
Funds expended for materials for other libraries	14		
Total library operating expenditures	15		

¹Where salaries and wages or other categories of expenditures are not paid from the library budget, provide the required data or an estimate of it. Use an asterisk * to show that expenditures are not from library budget and footnote to describe source of funds (i.e. civilian personnel funds, etc.).

²Exclude expenditures for materials for other libraries collections not part of your system. Show these expended funds under line number 14.

19a. Give percentages of total FY 1975 expenditures by source of funds. If there are questions on sources, contact Budget Office/Comptroller.

Source (a)	Line No.	Percentage of Total Expenditures Derived from Source (b)
Appropriated Funds		
Operational and Maintenance (O & MA)	1	%
Procurement of Equipment for Missiles Army (PEMA)	2	%
Research and Development (R & D)	3	%
Industrial	4	%
Civil	5	%
Other (Specify) _____	6	%
Non-Appropriated Funds	7	%
		100%

19b. Circle the areas of participation and control in the library budget process.

Establish budget requirement 1

Participate in review 2

Able to transfer funds internally 3

20a. Did you receive year-end funds in Fiscal Year 1975?

Yes 1

No. (Skip to Q21) 2

20b. If Yes, how much? \$ _____

20c. Circle numbers for categories for which year-end funds were expended.

Books 1
Periodicals 2
Microforms 3
Microform equipment 4
Audiovisual materials 5
Audiovisual equipment 6
Promotional materials 7
Supplies 8
Other (Specify) 9

PART VII - TECHNICAL SERVICES

21a. Are the local materials selections by the library staff subject to review and/or approval outside library staff prior to purchase?

Yes 1

No. (Skip to Q22) 2

21b. If Yes, specify by whom: _____

22a. Show percentages of total expenditures by method used in procurement of library materials (books, microforms etc.) in FY 1975.

METHOD OF PROCUREMENT OF MATERIALS

1. Individual purchase order	_____ %
2. Deposit account(s)	_____ %
3. Blanket purchase agreements (Charge account type)	_____ %
4. Federal Supply Schedule	_____ %
5. Use of imprest funds	_____ %
6. Jobber contracts	_____ %
7. 'Til Forbid contracts	_____ %
8. Other (Specify) _____	_____ %
Total materials expenditures	100 %

22b. Which of the above methods have you found to be the most effective means of procurement? (Give number of method) _____

23. Show breakdown in percentages of methods used in placing periodical subscriptions.

Method of Placement (a)	Line No.	Approximate Percent of Total (a)
Individual purchase order to publisher	1	%
Through vendor	2	%
Other (Specify)	3	%
Total		100%

24a. Are multi-year periodical subscriptions used?

Yes (Skip to Q25) 1

No. 2

24b. If No, why not? _____

The following question relates to post libraries only. Respondents from
other libraries will skip to question 26.

25a. Describe your reaction to the centralized book procurement program
administered by HQDA. Circle one.

Well-satisfied with program as it exists 1

Satisfied, meets purpose for which intended 2

Satisfied, would like to see program expanded 3

Fairly well-satisfied, but (make recommendations) 4

Neutral (Don't care one way or the other) 5

Dissatisfied (Give reasons) 6

25b. What percentage of total titles added in Fiscal Year 1975 were
received through the HQDA book procurement program? _____ %

26. Show up to five of the procurement problems you consider to be most serious by rank, using a "1" to indicate your most serious problem, "2" to indicate the second most important problem, etc.

PROCUREMENT PROBLEM AREAS	Line No.	Rank up to 5 only
Local processing time lag	01	
Vendor time lag	02	
Total time lag in receipt of materials	03	
Inconsistency in interpretation of procurement regulations	04	
Unreliability of budget	05	
Lack of coordination between contracting officer and librarian	06	
Poor performance of contractor/vendor	07	
Poor performance of contracting officer	08	
Cancellations at source of supply	09	
Cancellation by procurement office without consent of librarian	10	
Lack of understanding regarding sole source requirements by procurement office	11	
Lack of clear, consistent guidelines	12	
Victimization by low bidder system	13	
Lack of uniform invoicing requirements	14	
Inability to effect multi-year contracts, 'til forbid, or standing orders	15	
Heavy administrative/time-consuming costs to effect purchase	16	
Pre-payment of materials requirement unable to be accommodated by system	17	
Funding limitation on accounts established	18	
Invoicing refusal on part of vendor	19	
Inability to time procurement actions to prevent gap in subscriptions	20	
Others (Specify) _____	21	

27. Show method(s) used in library to identify and control all types of library materials. If more than one method is used to identify any type of material, show approximate percentages of materials identified by each method.

Type of Library Material (a)	Line No.	Method of Identification						Total (h)
		Catalog Record		Index (d)	Accession Number (e)	Other ¹ (f)	Not Identified (g)	
		Full (b)	Brief (c)					
Bookstock	1	%	%	%	%	%	%	100%
Periodicals	2	%	%	%	%	%	%	100%
Technical reports	3	%	%	%	%	%	%	100%
Government documents	4	%	%	%	%	%	%	100%
Microforms	5	%	%	%	%	%	%	100%
Audiovisual materials	6	%	%	%	%	%	%	100%
Other Library Materials	7	%	%	%	%	%	%	100%

¹ Identify other _____

28. Give number of titles and volumes cataloged in your library in Fiscal Year 1975.

Titles _____

Volumes _____

- 29a. Estimate number of titles waiting to be cataloged at this time.

Titles _____

- 29b. How many of these have been on your "uncataloged shelves" for:

3 to 6 months _____

6 months or longer _____

30. Show source(s) of cataloging data used in library in FY 1975. Give approximate percentages of each source used.

1. Original (Include original cataloging input to data bases)	_____ %
2. National Union Catalog and CIP	_____ %
3. OCLC/Other computer service	_____ %
4. National Library of Medicine	_____ %
5. Library of Congress cards	_____ %
6. Other commercial cards	_____ %
7. Library service centers	_____ %
8. Other (Specify) _____	_____ %
	100 %

31. Circle classification system(s) used in library:

Library of Congress	1
Dewey Decimal	2
National Library of Medicine	3
Other (Specify) _____	4

32. Circle source(s) of subject headings used in library.

Library of Congress	1
Sears	2
National Library of Medicine	3
COSATI List	4
TEST (Technical Engineering and Scientific Terms)	5
Special thesauri	6
Other (Specify) _____	7

33. Assuming no increase in costs to library, indicate by circling numbers those collection development activities which you consider would offer potential for centralization.

Selection of reference core 1

Selection of basic collection 2

Periodical procurement 3

Other procurement 4

Cataloging 5

Processing 6

Other (Specify) 7

34. Circle the appropriate stage of automation¹ in your library for functions listed below.

Library Function (a)	Line No.	Performed Manually (b)	Currently Automated (c)	Automation Under Development (d)
Acquisitions	1	1	2	3
Cataloging	2	1	2	3
Serials control	3	1	2	3
Circulation (Exclude ILL)	4	1	2	3
Union Catalog	5	1	2	3
Union List of Serials	6	1	2	3
Other (Specify) _____	7	1	2	3

¹ Automation implies the use of data processing equipment, primarily computers or electronic counting machinery (sorters, collators, etc.), to support library operations. Include systems for computer output microforms and those providing automatic manipulation of microforms for storage, selection, and retrieval; exclude reader-printer, etc. Do not include access to machine-readable data bases in which input and maintenance is not your responsibility.

PART VIII - PARTICIPATION IN LIBRARY COOPERATIVE ACTIVITIES

INTERLIBRARY LOAN

35a. In Fiscal Year 1975 did you have more than 100 interlibrary loan (lending and borrowing) transactions?

Yes 1

No. (Skip to Q36) 2

35b. If Yes, indicate approximate percent of transactions by type of library involved.

Type of Library (a)	Line No.	Percent of Loans to Other Libraries (b)	Percent of Borrowing Requests to Other Libraries (c)
Army	1	%	%
Other Federal	2	%	%
Academic	3	%	%
Public	4	%	%
Special	5	%	%
Other (Specify) ¹ _____	6	%	%
TOTAL		100%	100%

¹ Include here and specify network referrals

35c. What percent of total interlibrary loan activities in FY 1975 were within your local area (defined as a 20 mile radius.)

Loans to other libraries %

Borrowing requests to other
libraries %

COOPERATIVE NETWORKS AND SYSTEMS

36a. Does your library currently participate in a multi-library system, network, consortia or other resource-sharing model?

Yes 1

No. (Skip to Q37) 2

36b. If Yes, what is the organization(s)?

36c. Describe the products and/or services available through the organization listed above.

36d. Is participation founded on a formal or contractual basis?

Yes 1

No..... 2

37a. If your library holdings are included in a union catalog or a union list of serials, please describe.

37b. Describe any other cooperative arrangements in which your library participates.

PART IX - TRAINING & DEVELOPMENT

GENERAL INSTRUCTIONS:

Column b: Enter the total number of full-time staff members by job/grade classification as noted in Column (a) who were on the payroll on 31 December 1973.

STRUCTURED TRAINING AND DEVELOPMENT ACTIVITIES

Columns c thru i: Enter the total number of structured T&D activities engaged in by job/grade classification, for the period FY 74 and FY 75. For example: If you have three 1410 librarians on your staff, and during FY 74 and FY 75 one of them completed 2 local CPO classes, the second completed 3, and the third completed 1, enter 6 in column c for the job classification 1410 series.

Structured T&D activities DO NOT INCLUDE attendance at conferences such as ALA, SLA, ASLIB, LARC, etc. It does include attendance at workshops and seminars such as Military Librarians' Workshop, Federal Inter-agency Field Library Workshop (FIFL) etc.

Government-Sponsored

Column c: T&D activities given at installation/agency. (Local Civilian Personnel (CPO) courses).

Column d: T&D activities away from installation/agency (e.g. courses at Civil Service Commission (CSC) Training centers, Military Librarian's Workshop, Federal Interagency Field Library Workshop (FIFL), etc.)

Column e: Correspondence courses completed (e.g. Army Correspondence Course Program, Ft Benjamin Harrison).

Non-Government Sponsored (Government Funding Whole or Partial)

Column f: Courses at civilian institutions, attendance at workshops, etc.

Column g: Correspondence courses completed through civilian sources (e.g. University of Oklahoma correspondence program, etc.)

Non-Government Sponsored (No Financial Assistance)

Column h: Courses at civilian institutions, attendance at workshops, etc.

Column i: Correspondence courses completed through civilian sources.

UNSTRUCTURED TRAINING & DEVELOPMENT ACTIVITIES

Professional conferences/meetings, (e.g. State Associations, ASLIB, ALA, SLA, etc.)

Column j: Whole or partial government funding.

Column k: No financial assistance.

3d. Complete the table provided below on structured and unstructured training and development (TDB) activities as they apply to your full-time staff. Refer to previous page for instructions and amplification of categories listed (c through h).

Personnel	Line No.	Total No. of Staff Each Category	Structured Training and Development Activities						Unstructured TDB Activities	
			Government Sponsored		Non-Government Sponsored		Correspondence Courses Completed (1)	Governmental Funded (2)	Governmental Funded (3)	No Financial Assist. (4)
			Local CPO Courses	TDB given away from installation/agency i.e. FIPL etc.	Correspondence Courses Completed	TDB at Civilian Instit. Workshops (5)	Correspondence Courses Completed (6)	TDB at Civilian Instit. Workshops (7)	Correspondence Courses Completed (8)	
(a)		(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Director/Laboratory in charge										
Grads Series	1									
Other 1410 series	2									
Other professional staff	3									
1411 series	4									
Sub-professional & clerical staff	5									

39a. Do you feel that the T&D needs of your full-time library personnel are being adequately met?

Yes (Skip to Q40) 1

No..... 2

39b. If No, why not? Indicate the reason most responsible by assigning it a "1"; the next with a "2"; up to "3".

Reasons (a)	Line No.	Rank (Up to 3) (b)
Requests for library personnel to participate in T&D activities are usually denied on the basis of no funds being available.	1	
Lack of positive attitude of supervisors and management.	2	
Library personnel are not interested in engaging in T&D activities.	3	
Library personnel are not able to participate in off-duty T&D activities for personal reasons.	4	
Only a limited number of government sponsored T&D activities are available in the immediate geographic area.	5	
Only a limited number of non-government sponsored T&D activities are available in the immediate geographic area.	6	
Inadequate staff make it impossible for staff to engage in T&D activities which require participation during normal duty hours.	7	
Other: (Specify) _____ _____ _____ _____ _____	8	

39c. For each group of full time employees listed below, rank TAD needs which you feel are either not being met or are being poorly met. Indicate your priorities for meeting these needs by assigning number "1" to the highest priority, number "2" to the next priority, up to "7" for each group of employees.

TAD GROUP (a)	Class No.	TRAINING & DEVELOPMENT PROGRAM NEEDS (Indicate priorities)						
		Administration & Management (b)	General Operations (c)	Microform & Audio Handling (d)	Cooperative Activities (e)	Book Services (f)	Library Automation (g)	Other (h)
<u>Professional Personnel</u> Library Director	1							
1400 Series (with ML3 or more)	2							
1400 Series (with-out ML3)	3							
1412 Series	4							
Other (Specify) _____	5							
<u>Supporting Personnel</u> 1411 Series	6							
Clerical	7							
Other (Specify) _____	8							

3 Specify other program needs _____

40. How do you think T&D needs of your staff, projected over the next three to five years, can best be met? (Circle one)

The needs can be met most effectively by working with local CPO personnel and/or local civilian groups and installations 1

The needs can be met most effectively by the development (at Command or HQ and/or DA levels) of functionally oriented programmed instruction (i.e. individual prescribed instructions, computer-assisted instruction, programmed self-learning texts, etc.) 2

The needs can be met most effectively by regularly scheduled Command or HQs and/or DA sponsored workshops/seminars 3

The needs can be met most effectively by development of career-oriented coordinated training programs (at Command, HQ or DA levels) which will establish training requirements for all employee classifications and insure pertinent supply or supplement of courses as required 4

Other (Specify) 5

41. How high a priority do T&D activities have in your agency/installation in relation to other objectives; and how high a priority do you think it should have in relation to other objectives? (Circle the numbers that apply.)

	<u>HIGH</u>	<u>MEDIUM</u>	<u>LOW</u>	<u>NONE</u>	<u>DON'T KNOW</u>
1. Current priority	1	2	3	4	5
2. Needed priority	1	2	3	4	5

**PART X - PROMOTION, COMMUNICATIONS, REPORTING PROCEDURES,
AND PROBLEMS**

42a. Circle the numbers of all activities performed in your library for promoting and publicising the library and its services. Indicate the frequency of performance for all activities.

	Circle All Applicable	<u>Frequency of Performance</u>
<u>In Library</u>		
Hold open house	1	_____
Provide orientation program(s)	2	_____
Provide displays	3	N/A
Distribute promotional materials	4	N/A
<u>Outside Library</u>		
Publish library newsletter	5	_____
Contribute to official bulletins	6	_____
Contribute to other local news media	7	_____
Provide acquisition lists	8	_____
Provide bibliographies	9	_____

42b. Is your library easy/difficult to locate? Circle all of the below which apply.

Library is clearly identified on post/installation locator/building directory	1
Directional signs to library are provided	2
Large, easily visible name sign is provided at library	3
Facility is not well identified	4

43. What are the librarian's channels of information for activities within the local agency which require library planning and responsiveness? (Circle all which are applicable).

No formal channels of information 1

Grapevine 2

Routine or special briefings 3

Librarian is a member of planning committee 4

Librarian is on distribution list for agency
bulletins and information memos 5

Librarian receives written notice of organizational
changes, new missions, additional units, etc. ... 6

Librarian receives official directives to support
specific programs 7

Other (Specify) _____ 8

44. Is your library responsible to a Library Advisory Committee?

Yes 1

No. 2

45. What is the position within local agency of person who prepares the efficiency reports/career appraisals/evaluations for the head librarian? (Specify position and organizational unit.)
-

46. Where does librarian go for technical/professional guidance? (Circle all applicable).

No channels 1

Staff Librarian, Command/Chief Librarian,
HQ Agency 2

Other Army Librarians 3

Other librarians (non-Army) 4

Other (Specify) _____ 5

47. How can channels of communications be improved or opened? Describe:

48. Which of the following types of problems seem to you to bear most directly on the effectiveness of current Army library services?

Rank up to five problems you consider most important by using a "1" for the most serious problem, a "2" for the second most serious problem, etc.

Problems (a)	Line No.	Rank Up to 5 (b)
Low visibility of library within parent organization	01	
Poor flow of planning information to librarian	02	
Lack of planning by library staff	03	
Lack of interest in library problems at local level	04	
Shortage of staff	05	
Inadequate or poorly arranged physical facilities	06	
Inadequately trained staff	07	
Low value placed on library services by users	08	
Lack of cooperation between libraries in same agency/post/ command	09	
Lack of cooperation between Army libraries as a whole	10	
Lack of cooperation with other Federal and civilian libraries	11	
Lack of opportunity for Army librarians to keep informed on new developments and techniques in libraries	12	
Staff time is diverted to performance of non-library duties (e.g. ordering, distribution, maintenance of AG publications, mail sorting, etc.) Specify: _____	13	
Lack of clearly defined professional information channels	14	
Inadequate budget	15	
Other (Specify) _____ _____ _____	16	

49a. Do you collect and report recurring statistical data on library resources and their use?

Yes 1

No (Skip to Q50) 2

49b. If Yes, describe data and to whom it is reported.

50. In your opinion, what single change would offer the greatest improvement in Army-wide library program/service? (Use additional page if necessary).

51. Other comments:

APPENDIX D



DEPARTMENT OF THE ARMY

OFFICE OF THE ADJUTANT GENERAL AND THE ADJUTANT GENERAL CENTER
WASHINGTON, D.C. 20314

HQDA Ltr 28-16-4

8-1 March 1976

DAAG-RE-LS (M) (14 Jan 76)

1 February 1976

Expires 1 February 1977

SUBJECT: Study of Army Libraries - Identification of Resources
(RCS-AG-(OT)-720)

SEE DISTRIBUTION:

1. Reference is made to HQDA Letter 28-74-7, DAAG-RE (M) (18 Sep 74), 3 October 1974, subject as above.
2. The growing importance of information resources and their value in carrying out the Army's varied mission responsibilities is recognized. With the increasing proliferation of resources, the management of these resources and the need for identification and inter-action assumes even greater importance. Referenced study directs the identification of all types of information sources for the purpose of developing areas of cooperation.
3. Identification of formally established library facilities in the various Command/HQ Agency structures, usually operated by a librarian in the 1410 series, and/or with recognizable Command/Agency technical (professional) channels has been accomplished.
4. Information is requested on all other libraries (i.e. MOS libraries, historical/museum libraries, Education Department collections, and/or other special subject collections), as well as any other informal libraries and information centers/collections. Excluded from this requirement are: Post, Branch and Specialist School, Military School and College Libraries, Dependent School, Engineer, AG (document) libraries, and office collections on loan or hand receipt from formally established libraries.



**SUBJECT: Study of Army Libraries - Identification of Resources
(RCS-AG-(OT)-720)**

5. Report on all collections from the various installations and activities should be forwarded directly to HQDA, Attn: DAAG-RE-LS, Washington, D.C. in format attached as inclosure #1 no later than 1 March 1976. Questions on input may be directed to DAAG-RE-LS, Autovon 223-1507, 1508. MACOM/HQ AGENCIES should insure expeditious response by subordinate commands in order to meet suspense date due to time limitations of referenced study. Negative replies required.

BY ORDER OF THE SECRETARY OF THE ARMY:



**PAUL T. SMITH
Major General, United States Army
The Adjutant General**

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as

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MACOM/HQ AGENCY _____

IDENTIFICATION OF RESOURCES

1. Installation Name and Address.
2. Type of Library/Collection/Resource Materials.
3. Type of user and approximate number of each type.
4. Purpose for which established.
5. Services provided (Example: loan materials, reference, etc.)
6. Method of organization of materials. If materials are not organized, state none.
7. Estimated number of volumes/documents/periodicals/etc. Designate any other special materials and indicate approximate number of each type.
8. Person accountable for collection (name, grade and series, and/or rank).
9. If no one is accountable for materials, indicate name, grade and series, and/or rank of person responsible for maintenance of collection.
10. Name of person supplying information and autovon telephone number.

INCL

APPENDIX E

ARMY LIBRARIES IN FISCAL YEAR 1972

Data in the accompanying tables were taken from the Survey of Federal Libraries, 1972¹ which attempted to identify all Federal libraries operating in Fiscal Year 1972. A total of 940 Army libraries were initially identified in the study, but the 269 Army Field Law (JAG) libraries were deleted because of inability to collect data on them. There is some question, however, as to whether these JAG collections should be classified as libraries at all, since they provide no professional staff for interface between resources and user, serving only as a physical point of access to resources. With deletion of the JAG collections, 671 Army libraries were included in the Survey universe, of which 622 provided some or all of the data requested.² Tables 1 through 6 following describe the 671 libraries included in the universe in terms of:

1. Categories and types of libraries in the Army universe, in relation both to the total survey universe and to libraries of the other military departments.

2. Location of Army libraries. Locations are reported by using the ten HEW regions to locate libraries in the United States, except that Washington, D.C. area libraries are reported separately from those of Region III which normally includes the area; one additional category, "Elsewhere in the World" is provided to show locations outside the United States.

Table 7 summarizes key data for Army libraries, showing percentages of total Army universe reporting individual data items where possible.

Tables 8-11 present statistical data for the 622 Army libraries reporting in the Survey. It should be noted that data even for these 622 libraries are not complete, since all libraries did not provide all data requested. Where possible, the percentage of the 622 libraries reporting the specific data item is given.

DEFINITIONS OF CATEGORIES AND TYPES OF LIBRARIES

Ten types of libraries in four categories were identified in the Federal Library universe; eight of these types are found among Army libraries. The four categories and their ten types include,

I. Special or Technical Libraries, which support mission plans with library and information services. They are subdivided as follows:

1. Health and medical libraries, with collections predominantly devoted to medicine and health sciences.

¹U. S. Department of Health, Education, and Welfare. Survey of Federal Libraries, 1972. Washington, D. C., National Center for Education Statistics, 1973.

²To provide full statistical data on Army libraries reporting in the Survey, statistics for libraries reporting data individually were combined with those for libraries reporting aggregate data. Totals for all Federal libraries also include data for national libraries.

2. Engineering and science libraries, with collections predominantly devoted to engineering and the sciences.

3. All other special or technical libraries, with collections supporting a mission plan but not predominantly devoted to the aforementioned areas.

II. General Libraries, which provide service to meet cultural, information, educational, and recreational needs. Also referred to as quasi-public libraries, these include:

4. Hospital or patients' libraries, which are operated exclusively to serve patients in Federal hospitals and which are not part of a military base or post library system.

5. Penal libraries, which serve Federal prisons and correctional institutions. (Department of Justice only).

6. All other general libraries, which meet the definition of a general library and do not serve hospitals or penal institutions, such as the libraries serving servicemen and their dependents at military installations throughout the world. (Army Post Libraries).

III. Educational Libraries

7. Academic or instructional libraries, which serve faculty and students in Federal colleges, universities, vocational, graduate and postgraduate schools. (Includes Army service schools.)

8. School libraries, which provide school library services to elementary, intermediate, or secondary schools for military dependents or to schools on Indian reservations.

IV. Other Libraries

9. Presidential libraries, which specialize in the official records, memorabilia, literature, and other materials concerning the affairs of a specific President of the United States. (General Services Administration Only).

10. Systems Headquarters, which are administrative headquarters and other service units that are not open to library users, but meet other criteria for defining a library.

Underlined terms are used to designate the relevant types in the tables which follow.

STATES INCLUDED IN NEW REGIONS

Army libraries in the United States, except those overseas and in the Washington, D.C. area, which have been reported separately, have been grouped geographically according to U.S. Department of Health, Education, and Welfare regions. States included in the 10 regions are as follows:

Region I

Connecticut
Maine
Massachusetts
New Hampshire
Rhode Island
Vermont

Region V

Illinois
Indiana
Michigan
Minnesota
Ohio
Wisconsin

Region II

New Jersey
New York
Puerto Rico
Virgin Islands

Region VI

Arkansas
Louisiana
Oklahoma
Texas
New Mexico

Region III

Delaware
District of Columbia
Maryland
Pennsylvania
Virginia
West Virginia

Region VII

Iowa
Kansas
Missouri
Nebraska

Region IV

Alabama
Florida
Georgia
Kentucky
Mississippi
North Carolina
South Carolina
Tennessee

Region VIII

Colorado
Montana
North Dakota
South Dakota
Utah
Wyoming

Region IX

Arizona
California
Hawaii
Nevada
American Samoa

Region X

Alaska
Idaho
Oregon
Washington

Table 1

Distribution of Army Libraries by Category and Type
(data from Survey of Federal Libraries, 1972)

LIBRARIES

Types in Federal Library Universe	No. Identified		Army Percent of Total	No. in Survey Universe		Army Percent of Total	No. Reporting Data		Army Percent of Total
	Federal	Army		Federal	Army		Federal	Army	
Special or Technical	996	392	40%	713 ¹	123 ²	17%	648	111	17%
Health	236	26	11%	238	26	11%	226	23	10%
Engineering & Science	235	61	26%	235	61	26%	217	56	26%
Other Special	513	305	59%	240 ³	36 ⁴	15%	205	32	16%
General	850	263	31%	718 ⁵	263	37%	637	234	37%
Hospital	189	14	7%	189	14	7%	183	13	7%
Penal	24	0	—	24	0	—	20	0	—
Other General	637	249	39%	505 ⁶	249	49%	434	221	51%
Educational ⁷	426	265	62%	426	265	62%	412	260	63%
Academic	63	29	46%	63	29	46%	59	26	44%
School	363	236	65%	363	236	65%	353	234	66%
Other	51	20	39%	51	20	39%	47	17	36%
System Hqs	45	20	44%	45	20	44%	42	17	40%
Presidential	6	0	—	6	0	—	5	0	—
Total Army Libraries		940	41%		671	35%		622	36%
Total Federal Libraries	2,313			1,906			1,774		

¹269 Army Field Law (JAG) libraries and four Executive Office libraries were deleted from the Survey universe because of inability to collect data on them.

²Excludes the 269 JAG collections.

³General libraries are those quasi-public types which serve patients in hospitals, inmates in penal institutions, and servicemen and dependents in port or base libraries.

⁴Excludes 132 USIA overseas libraries for which data could not be collected.

⁵Academic includes both academic libraries and libraries for schools of advanced instruction (i.e. service) schools. School libraries serve elementary and secondary schools, principally for dependents overseas.

TABLE 2

COMPARISON OF PERCENTAGES OF MILITARY LIBRARIES IN FEDERAL UNIVERSE, BY CATEGORY
(DATA FROM SURVEY OF FEDERAL LIBRARIES, 1972)

Type of Libraries	Percentage of All Federal Libraries of Type in Departments		
	Army	Navy	Air Force
Special or Technical	17%	14%	5%
General	37%	15%	21%
Educational	62%	7%	15%
Other	39%	16%	24%
All Types	35%	15%	14%
			100%

TABLE 3

**RANGE AND DISTRIBUTION OF ARMY LIBRARIES IN SURVEY UNIVERSE BY CATEGORY AND TYPES
COMPARED WITH LIBRARIES OF OTHER MILITARY SERVICES
(DATA FROM SURVEY OF FEDERAL LIBRARIES, 1972)**

Types of Libraries	Libraries in Survey Universe			
	Army		Navy	
	No.	Percent of Total Army	No.	Percent of Total Navy
Special or Technical	123	16%	98	40%
Health	26	4%	22	9%
Engineering & Science	61	9%	35	22%
Other Special	36	5%	21	9%
General	263	39%	110	45%
Hospital	14	2%	15	6%
Other General	249	37%	95	39%
Educational	265	39%	30	12%
Academic	29	4%	10	4%
School	236	35%	20	8%
Other	20	3%	8	3%
Systems Headquarters	20	3%	8	3%
Total	671	99% ¹	246	100%
			246	100%

¹ Does not total 100% because of rounding.

TABLE 4

LOCATION OF ARMY LIBRARIES IN 1972
(DATA FROM SURVEY OF FEDERAL LIBRARIES, 1972)

Locations	Distribution by Category of Library						
	Special or Technical		General		Educational		All Libs.
	No.	Percent of Total	No.	Percent of Total	No.	Percent of Total	
Region I	4	3%	1	6%	1	4%	6
Region II	8	7%	8	3%	5	2%	21
Region III	16	15%	16	6%	5	2%	40
Region IV	19	15%	11	4%	26	9%	54
Region V	12	9%	5	2%	1	4%	18
Region VI	14	11%	9	3%	5	2%	29
Region VII	4	3%	4	2%	1	4%	9
Region VIII	3	2%	2	1%	0	—	5
Region IX	10	8%	15	6%	0	—	26
Region X	5	4%	4	2%	0	—	9
Washington, D.C. Area	19	15%	4	2%	1	4%	25
Elsewhere in the World	7	6%	184	70%	222	84%	439
Total Libraries	123	99%	263	101%	265	100%	671

1 The regions used are those established by HMM, except that the libraries in the Washington, D.C. area have been reported separately from the rest of Region III.

2 Do not always total 100% because of rounding.

TABLE 5

Distribution of categories of Army libraries in Regions in 1972
(data from Survey of Federal Libraries, 1972)

Percentage Distribution of Libraries by Category

Location	Special or Tech	General	Educational	System Dep	Total ¹
Region I	67%	17%	17%	—	101%
Region II	38%	38%	24%	—	100%
Region III	45%	40%	13%	3%	101%
Region IV	35%	20%	44%	—	99%
Region V	67%	28%	6%	—	101%
Region VI	48%	31%	17%	3%	99%
Region VII	44%	44%	11%	—	99%
Region VIII	60%	40%	—	—	100%
Region IX	38%	58%	—	4%	100%
Region X	56%	44%	—	—	100%
Washington D.C. Area	76%	16%	4%	4%	100%
Elsewhere in the World	2%	43%	52%	4%	101%
Total Libraries	18%	39%	39%	3%	99%

¹ Do not always total 100% because of rounding.

TABLE 6

Comparing Distribution of Categories of Libraries, by Location, in
Total Federal Library universe and in Army Library universe, 1972
(data from Survey of Federal Libraries, 1972)

Percentage Distribution of Libraries by Category

Location	Special or Technical		General		Educational		Other		Total Libraries	
	Federal universe	Army universe	Federal universe	Army universe	Federal universe	Army universe	Federal universe	Army universe	Federal universe	Army universe
Region I	5%	3%	3%	4%	4%	4%	2%	—	3%	1%
Region II	6%	7%	4%	3%	3%	2%	6%	—	5%	3%
Region III	10%	15%	8%	6%	3%	2%	6%	5%	8%	6%
Region IV	12%	15%	13%	4%	8%	9%	4%	—	11%	8%
Region V	9%	10%	6%	2%	1%	1%	2%	—	6%	3%
Region VI	6%	11%	8%	3%	5%	2%	8%	5%	7%	4%
Region VII	4%	3%	3%	2%	6%	1%	8%	—	3%	1%
Region VIII	5%	2%	4%	1%	3%	—	4%	—	4%	1%
Region IX	10%	8%	10%	6%	5%	—	8%	5%	9%	4%
Region X	4%	4%	3%	2%	1%	—	—	—	3%	1%
Washington, D.C. Area	24%	15%	1%	2%	2%	4%	10%	5%	10%	4%
Elsewhere in the World	2%	6%	37%	70%	68%	84%	43%	90%	31%	64%
Total 1	99%	99%	100%	101%	100%	100%	101%	100%	100%	100%
Total Number	71	123	718	263	426	265	51	20	1,908	671

1 Does not always total to 100% because of rounding.

TABLE 7

Summary of Army Responses in Federal Library Survey, 1972
(data from Survey of Federal Libraries, 1972)

DATA ITEM	SUMMARY OF RESPONSES				Army percent of Federal total reported
	Army		All Federal Libraries		
	Percent of universe (n=671) reporting	Number reported	Percent of universe (n=1,908) reporting	Number reported	
Overall Response	93%		91%		36%
<u>A. Collection</u>					
Bound volumes in book stock					20%
Total bound volumes	92%	9,456,142	89%	47,527,224	19%
Current periodical titles	57%	10,035,738	75%	57,806,188	23%
		142,978		623,605	
<u>B. Activities</u>					
No of Transactions					
Circulation	53%	24,600,148	69%	41,265,381	35%
ILL - Lends Made	52%	107,265	80%	732,285	15%
ILL - Items borrowed	52%	88,175	80%	521,572	17%
Ratio of Loans to borrowing		1.22:1		1.4:1	
Reference, Total	52%	3,082,798	64%	9,337,386	13%
a Percent of libraries providing service	92%		90%		
Serve as GPO depository		41%		2%	9%
Depository other agency documents		2%		4%	19%
Prepare bibliographies in agency		73%		69%	37%

TABLE 7 (Continued)

DATA ITEM	SUMMARY		OF		RESPONSES		Army % of Federal Total Reported
	Army				All Federal Libraries		
	Percent of universe (n=671) reporting	Number reported	Percent of universe (n=1,906) reporting	Number reported	Percent of universe (n=1,906) reporting	Number reported	
Prepare bibliographies-out side agency		538				29%	61%
Prepa e translations-in agency,		9%				7%	50%
Prepare translations- out side agency		21%				41%	50%
Prepare abstracts-in agency		12%				11%	39%
Prepare abstracts-outside agency		1%				2%	19%
Issue publications-in agency		22%				28%	23%
Issue publications-outside agency		6%				10%	21%
C. Expenditures							
Total Amount	88%	\$29,783,539			89%	\$191,125,883	16%
Percent spent for Salaries ¹	55%	53%			69%	64%	13%
Percent spent for Materials	88%	55%			91%	30%	28%
Percent derived from appropriated fund	88%	77%			85%	76%	16%

¹ Salaries for dependent school libraries overseas were paid by school system.

TABLE 7 (Continued)

DATA ITEM	SUMMARY OF RESPONSES				
	Army		All Federal Libraries		
	Percent of uniformed (in 671) reporting	Number reported	Percent of uniformed (in 1,918) reporting	Number reported	Army percent of Federal Total reported
A. Staffing (Full time-equivalent)	93%		91%		
Total number of employees		2214		11,000	20%
No. in 1410 series		206		3,209	10%
No. in 1411 series		302		2,977	20%
No. in 1412 series		16		247	3%
Non-appropriated funds employ.		471		1,343	30%
Assigned military personnel		142		435	31%
All other employees ¹		487		2,947	16%

¹ Includes school librarians employed under PL 86-91.

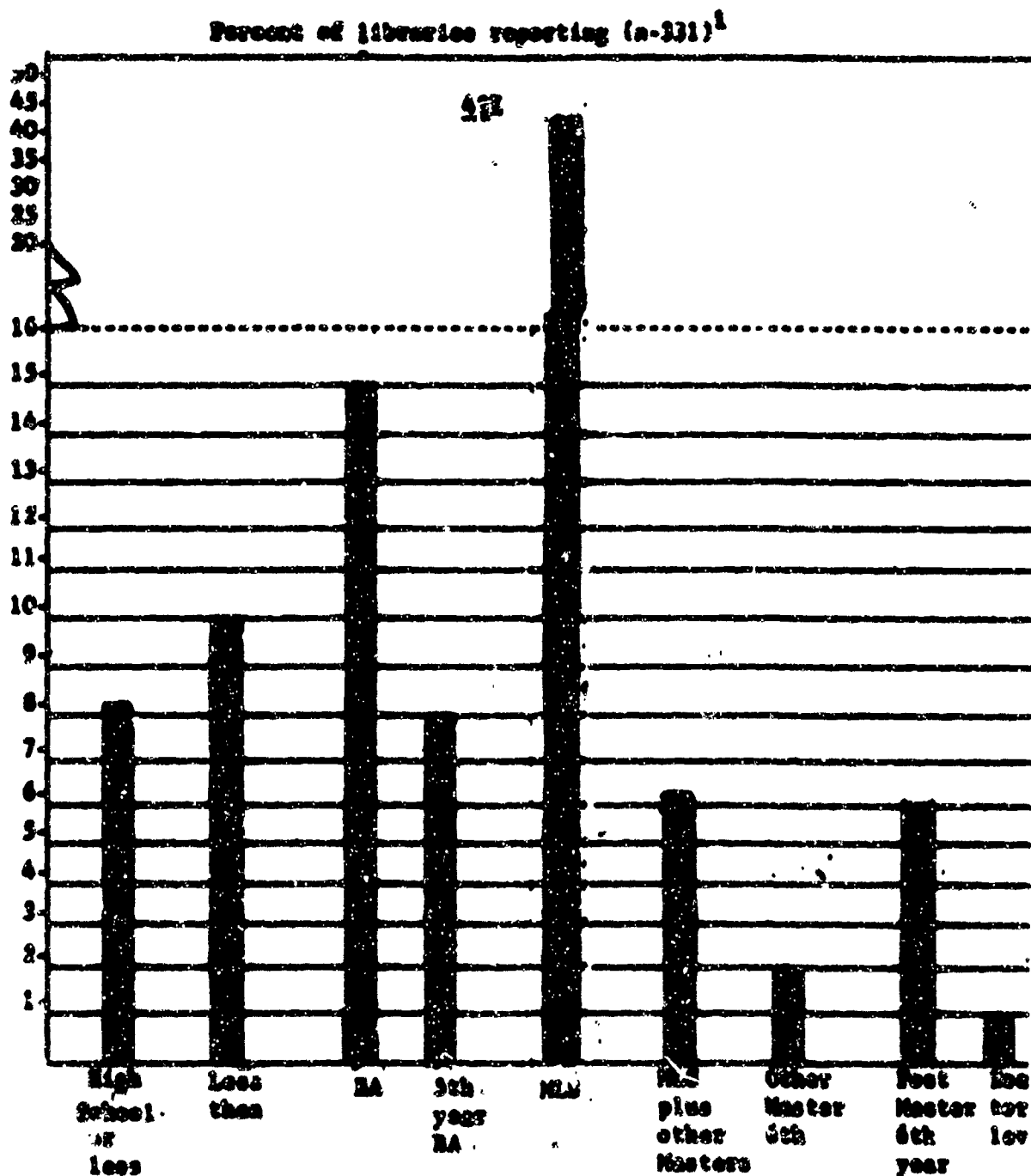
TABLE 8

Sex and Salary structure of Army Library Staffs compared with other Military Departments and Total Federal Library Staffs Reported in 1972
(data from Bureau of Federal Information, 1973)

Governmental Organization	Percent of total Employees in grade level by Sex										Percent of Total Library Employees by Sex	
	GS 1-8				GS 9-12				GS 13 & over			
	Male		Female		Male		Female		Male		Female	
	%	in grade	%	in grade	%	in grade	%	in grade	%	in grade	%	in grade
Army	25%	72%	75%	80%	30%	26%	57%	43%	23	34%	76%	
Navy	18%	68%	82%	78%	26%	20%	64%	36%	23	22%	78%	
Air Force	25%	63%	75%	81%	19%	33%	44%	36%	23	23%	77%	
All Federal Libraries	20%	60%	71%	66%	34%	33%	70%	30%	7%	34%	66%	

Includes only graded employees.

Figure 1. Educational Qualifications of Army Library Directors in 1972
(data from Survey of Federal Libraries, 1972)



Highest educational level of person in charge of library

¹ Libraries for which data is not available include 221 overseas dependent school and 65 overseas Special Services (general) libraries. Including these libraries would greatly decrease the percentage of library directors with MLS or better.

TABLE 2

Collections in Army Libraries in 1972, by type of library
(data from Survey of Federal Libraries, 1972)

Type of Library	No. of Libraries	Number			Titles, of Book Stock	Titles, of Documents
		Volumes, Books & Bound Periodicals	Titles, of Current Periodicals	Expected		
Special or Technical	111	2,218,171	114,412		1,048,191	4,921,904
Health (Medical)	23	388,345	21,748		138,442	127,882
Engineering & Sciences	56	1,238,915	19,185		488,828	4,043,168
Other Special	32	679,811	73,487		411,748	738,944
General	234	4,343,578	17,877		3,776,888	141,523
Hospital (Patient)	13	216,211	1,872		199,717	4,577
Other General (Not)	221	4,127,368	18,005		3,579,206	136,546
Educational	260	3,148,538	8,413		1,284,448	1,784,712
Academic	26	1,384,588	7,819		1,087,488	1,784,712
Academic	234	1,813,942	582 ²		187,848 ²	— ²
Systems Headquarters	17	115,467	276		32,436	—
All Army Libraries	622	10,653,738	142,978		6,888,878	6,883,281

¹ All of the 622 Army Libraries reporting data did not report for all items, see table 7 for percentages of all libraries reporting data items.

² Does not include 221 dependent school libraries overseas for which data were not available.

TABLE 10

Activities in Army Libraries in 1972, by Type of Library
(data from Survey of Federal Libraries, 1972)

Type of Library	No. of Libraries ¹	Number of Transactions		Percent of Libraries reporting preparation for persons outside agency (1962)				
		Circulation	Inter Library Loan	Bibliography	Translation	Abstracts Published		
								Lent
Academy or Technical	111	1,644,709	59,100	53,300	143	0	42	112
Health (Medical)	23	334,963	9,110	21,679	171	—	—	82
Engineering & Science	26	737,128	25,231	26,836	172	—	42	82
Other	32	572,612	20,740	3,005	101	—	82	100
General	234	11,962,019	41,081	29,360	343	413	413	32
Hospital (Patient)	13	767,834	1,889	2,000	233	—	—	72
Post	231	11,194,143	60,000	17,170	352	12	12	32
Stational	200	861,436	4,668	3,220	913	413	413	72
Academic	26	764,020	4,000	3,170	572	72	32	802
School	236	99,812	40	40	942	—	—	—
System/Headquarters	17	110,000	2,400	136	—	—	—	—
All Army Libraries	622	16,000,140	107,243	60,173	302	421	13	62

All of the 622 libraries reporting data did not report on all items.

Does not include transactions for 231 dependent school libraries systems for which data were not available.

Expenditures in Staffing of Army Libraries in 1972, by type of library
(data from Survey of Federal Libraries, 1972)

Type of Library	Number of Libraries	Expenditures		Salaries & Wages Percent of 1972	Staffing	
		Total Amount	Amount		Total No. Employed	1970 Series Percent of 1972
Special or Technical	111	\$19,867,278	\$ 5,549,953	31%	504.0	194.0
Health (Medical)	23	\$ 1,049,258	\$ 344,367	32%	64.7	22.0
Engineering & Science	56	6,769,022	3,409,045	50%	294.6	115.0
Other Special	32	3,079,006	1,306,543	52%	170.9	94.0
General	234	\$ 9,430,908	\$ 5,237,808	55%	1042.0	199.1
Hospital (Patient)	13	\$ 209,823	\$ 139,640	76%	39.6	9.5
Other General (Recr.)	221	9,230,085	5,078,168	55%	1002.4	189.6
Educational	260	\$ 4,534,541	\$ 2,679,706	— ⁴	576.8	95.0 ⁵
Academic	26	\$ 3,760,063	\$ 2,469,513	66%	263.8	89.0
School	234	776,476	188,195	— ⁴	313.0 ⁶	6.0 ⁵
System Headquarters	17	\$ 4,887,812	\$ 2,417,715	49%	80.8	28.0
All Army Libraries	622	\$29,782,539	\$13,885,184	53%	2213.6	295.9
						23%

1 All of the 622 libraries reporting data did not report on all items. See table 7 for percentages reporting data for
2 Reported in full time equivalents.

3 Includes \$700,000 in expenditures for materials for JAG libraries.

4 Salaries for dependent school librarians overseas are paid by school system and are not reported here. Salaries and wages in the 13 domestic dependent schools make up 66% of total expenditures.

5 School librarians overseas are classified under HL 86-91 and are not in 1970 series. 14% of domestic school librarians are reported in 1970 series.

6 Includes school library personnel overseas.

APPENDIX F

PROPOSED JOB DESCRIPTION -

EXECUTIVE DIRECTOR, ARMY LIBRARIES MANAGEMENT OFFICE

SUPERVISORY CONTROLS

Works under the administrative direction of The Adjutant General and is the recognized authority in theory and practice of librarianship in the US Army. As the technical expert, incumbent has very wide latitude in the exercise of independent judgment with full technical responsibilities for the formulation and execution of plans and procedures. Only technical matters affecting Department of the Army policy, or of far-reaching import, are referred to higher levels for decision or review.

MAJOR DUTIES

Serves as Executive Director, Army Libraries Management Office (ALMO), and permanent chairperson of the Army Libraries Advisory Council (ALAC). Incumbent has the responsibility to initiate planning, development and administration of a wide variety of projects and programs of research and development dealing with the complex problems of concern to Army libraries, including technical matters involved in automation of library operations. With the advice of the ALAC, the incumbent is responsible for initiating actions and maintaining liaison consultations with DA and DOD agencies on administrative and scientific matters of concern to Army libraries. Incumbent has responsibility for broad program planning, guiding all Army libraries in a variety of cooperative technical activities, coordinating work and providing guidance to task force personnel throughout the worldwide Army library community involved in a common technical program.

1. Conducts a continuing staff assessment of Army libraries to determine adequacy with which supportive role to Army mission accomplishment is being performed. With the advice of ALAC and suitable information input from agencies using library services, determines goals and objectives for an Army-wide library program and develops policies, procedures, directives, and standards to accomplish them. Within this framework, establishes and maintains comprehensive programs

for: instituting efficient library management practices; improving and expediting the acquisition and technical processing of a wide range of library and information resources; improving reference, research, bibliographic and other reader services; and instituting effective resource management techniques, including ADP adaptation to library procedures and practices, and Army-wide information network development.

2. As permanent chairperson of the ALAC, administers the work program of the Council involving the initiation and implementation of projects related to the overall improvement of management and operations of Army libraries. Selects technical, special and other personnel to work on task forces, sub-groups, etc., established to accomplish these projects. Furnishes the leadership and guidelines to these groups including the definition of missions, establishment of project authorities, development of communication lines, allocation of responsibilities, and establishment of guidelines for monitoring of programs. Evaluates progress in specific programs and unifies all undertakings into a coordinated Army and library/information program.

3. Develops and maintains liaison at the highest policy level with scientific and other technical and administrative agencies within the Department of the Army, the Defense Department, other Federal agencies, and with other institutions and organizations in the private sector concerned with library and information science.

4. Acts as the spokesman on matters concerning all Army libraries and represents the Department of the Army at meetings and conferences of various Federal, state, national, and international organizations having relevance to the conduct or planning of library and information services.

5. Establishes and recommends budgets to carry out the total work program of the ALMO and the ALAC. Develops and presents proposals to appropriate agencies to implement special projects to improve the management and operations of Army libraries and negotiates for the financing of such programs as may be required at the highest fiscal level.

6. Develops workshops and other training programs to maintain a dynamic continuing education and training program for all Army library managers, professional librarians and library technicians. Contracts with professional educators and other functional experts for the conduct of highly technical professional training programs.

7. Prepares authoritative reports and articles concerning the work of the ALMO and the ALAC, and the status of library service in the Department of the Army. In performing these functions arranges to collect needed data, and conducts timely, comprehensive reviews and analysis of library financial and operating data.

8. Serves as the principle library advisor on matters concerning Army libraries as a system to all elements in the Department of the Army, the Defense Department, the Federal establishment, and the private sector.

Performs other duties as assigned.

APPENDIX F

ADMINISTRATION

US ARMY LIBRARIES MANAGEMENT OFFICE

This regulation establishes the office responsible for the coordination of library operations for all types of Army libraries. Local supplementation of this regulation is prohibited except upon approval of The Adjutant General.

Purpose.....
 Background.....
 Objectives... ..
 Responsibilities.....
 Army Libraries Advisory Council.....

1. Purpose. This regulation sets forth the background, objectives, and prescribes the responsibilities of the Army Libraries Management Office (ALMO), and establishes the Army Libraries Advisory Council (ALAC) which will function in direct technical advisory support of the ALMO.

2. Background. There is no one organization or office in Headquarters, Department of the Army or its field agencies responsible for the coordination and policy alignment crossing types of libraries operated in the United States Army. This has resulted in inequitable standards, relatively little coordination between the various type libraries, no source of technical guidance to many libraries, no overall policy making body to insure acceptable standards of service, and a minimal infusion of cost effective methods and procedures, and management techniques into Army libraries. These deficiencies have acted as a deterrent to maximum utilization of the Army's investment in libraries at all levels, have discouraged inter-library cooperation, and have resulted in a general inability of Army libraries to adequately respond to the rapidly increasing demands for more sophisticated library/information services by Army personnel. To attain the objectives stated below, the Army Libraries Management Office is established to provide technical direction to and executive management of Army libraries world-wide.

3. Objectives. The purpose of the Army Libraries Management Office is to provide a single coordinating and policy making center for all Army libraries, to provide leadership in research and development

activities dealing with the complex problems of concern to Army libraries, to develop and administer broad programs of library and information services, and to act as the final authority on the resolution of problems in librarianship in the United States Army.

4. Responsibilities. a. The Army Libraries Management Office is established as an element of the United States Army Adjutant General Center (TAGCEN).

b. The Adjutant General (TAG) will provide general policy and administrative guidance.

c. In accordance with guidance received from TAG, the Executive Director, Army Libraries Management Office will-

(1) Formulate policies, plans, standards and procedures for the management and operation of Army libraries.

(2) Execute DA technical supervisory functions to insure that libraries are operated to attain approved objectives and to insure compliance with directives and standards.

(3) Develop and support research and development activities dealing with library procedures and services.

(4) Serve as principle library advisor to all elements of command in the United States Army and act as final authority on the resolution of problems in librarianship in the United States Army.

(5) Develop and conduct DA training programs for library managers, professional librarians and library technicians.

(6) Serves as the single point of contact with the Department of the Army on matters dealing with DA policy and operations on inquiries made from within and outside the Army (i.e. Congress, DoD, Federal Library Committee, other DA agencies, library managers, DoD military and civilian personnel, news media and the general public).

(7) Coordinate and maintain liaison with government agencies, professional and educational organizations, and civilian authorities at all levels and act as spokesman for the department of the army on matters concerning all Army libraries.

(8) Review, develop and promulgate requirements for periodic reporting of management data which are essential to the evaluation and improvement of Army libraries.

d. Commanders at all levels will-

(1) Direct compliance with DA regulations and the recommendations of the ALMO resulting from assistance visits and arbitration decisions.

(2) Furnish members for the Army Libraries Advisory Council at the request of the ALMO, including the funding to cover administrative costs, i.e. travel of ALAC members to advisory meetings convened by the ALMO.

5. Army Libraries Advisory Council (AALAC). a. The purpose of the ALAC is to provide the ALMO technical advisory support.

b. Meetings of the ALAC will be convened by the Executive Manager, ALMO, who acts as the permanent chairperson. Other members of the ALMO staff will also attend meetings.

c. Council composition is as follows:

(1) Permanent members

(a) Chief Librarian, OCE

(b) Chief Librarian, Post Libraries, TAGCEN

(c) Librarian, DARCOM

(d) Staff Librarian, TRADOC

(e) Staff Librarian, FORSCOM

(f) Staff Librarian, HEC (or designated representative, GS-12 or above)

(g) OTSC representative

(h) Technical Information Officer, DARCOM

(i) Military History Research Collection representative

(j) Army Library, Pentagon (representing law libraries)

(2) One rotating member, one-year term:

(a) The one year rotating member will be alternated between representatives of the Army War College (odd numbered calendar years) and the United States Military Academy (even numbered calendar years); and Technical Information Center, Redstone Arsenal (odd numbered calendar years), and Technical Information Center, Vicksburg (even numbered calendar years).

(3) Six rotating members, two-year terms:

(a) One operating personnel each representing Technical, School, Medical, Post, Engineer, and Field Law Libraries.

APPENDIX G - DEVELOPING A CENTRALIZED PROCUREMENT SYSTEM:

CONCEPTS OF OPERATION

F-1. Premises for Centralization

a. Administrative costs for the large number of individual procurement and payment actions now necessary to supply the range of materials and equipment required by Army libraries are excessive and uneconomic. Centralization of procurement and fiscal channels for libraries could reduce these administrative costs substantially. Such consolidation should also reduce materials and equipment costs to the libraries.

b. Whether as part of a centrally organized Army-wide system of libraries/information centers, or as an individual "procurement and processing system," the need for coordination of procurement efforts at the DA/MACOM, and local levels is apparent.

c. Development of a centralized procurement system is based on the following premises:

(1) The need for an unhindered flow of needed materials is critical to support the missions of Army libraries.

(2) Library materials pose special problems in procurement which require understanding; coordination between library, procurement and finance personnel; and the development of relevant flexible procedures.

(3) Some unnecessary procurement of library and library-type materials takes place on many installations; a substantial level of duplication of titles at different installations, however, will continue to be required.

(4) The average procurement action is estimated to cost about \$100. Some centralized procurement of commonly held materials and consolidation of routine orders at local and DA levels may be expected to reduce the number of procurement actions required and thus the amount of administrative costs involved.

(5) Blanket purchase agreements (BPA) provide the lowest administrative costs for small purchases and are the recommended method of procurement in such cases. Since most library materials purchases fall in this category, substantially increased use of this method for procurement for non-routine requirements should be encouraged. (Many procurement officers do not at present permit libraries to use BPAs.)

(6) Problems of periodical subscription procurement are particularly acute, and victimization by the low bidder system is most apparent in this area.

(7) Service is a critical factor in library procurement, but poor performance is difficult to prove because of the high cost of documenting it on relatively small cost orders.

(8) Delay in receipt of materials must be considered a part of the cost of procurement.

(9) Centralization of activities at both local and RA levels will provide the optimum improvement in services and reductions in costs.

(10) No single procurement method can meet the varied needs of libraries nor the requirements of the wide variety of materials vendors. Any central procurement activity that is responsive to the problems of library procurement must thus encompass a variety of methodologies and a flexibility of action.

(11) Prompt payment of materials invoices is essential to developing the cooperation of suppliers necessary for prompt, effective delivery of materials, and to permit maximum use of discounts.

(12) Processing and cataloging of materials can delay local availability of delivered materials. Development of systems for prompt delivery of materials to libraries "shelf ready", will improve service to users and staff utilization ratios between custodial and dissemination functions at the service point. Centralized cataloging, since it reduces cataloging duplication for materials held at multiple locations, also provides substantial cost savings for libraries.

F-2. Functions of a Centralized Procurement System

a. **The Central Procurement Activity.** At the RA/MACOM level, a central procurement activity should coordinate the development of procurement and payment channels with single procurement and finance offices. All required library procurement actions should be accomplished, and payment effected through these offices. Procurement and fiscal personnel in these offices assigned to library procurement should be thoroughly briefed in library requirements and maintain close cooperation with Army procurement and fiscal authorities and GSA for interpretation or establishment of regulations to meet the unique problems of library procurement. The three components of the central activity should:

(1) Establish simplified channels for libraries for the acquisition of all library or library-type materials, services, supplies equipment, and furnishings from sources both domestic and foreign.

(2) Coordinate disbursement for the payment of all costs of library or library-type procurement actions, developing accounting and record maintenance procedures which will permit "fast pay" of all obligations and full utilization of all available discounts. Currently successful automated accounting systems should be studied for applicability to the accounting needs of the activity.

(3) Work with procurement officials in the negotiation of open-ended contracts for the supply of all "sole-source" materials and services to insure the lowest reasonable cost to the government in both purchase and administrative costs. In cooperation with fiscal officers and publishers/vendors, determine most practical billing and payment procedures. Where possible, contracts should take the form of blanket purchase agreements between the publisher/vendor and the procurement activity.

(4) Establish procedures for prepayment of memberships required for procurement of specific materials as well as for procurement of materials requiring advance payment for purchase.

(5) Determine the applicability of Federal Supply Schedules for specific library needs, establishing procedures for their use where relevant. Using GSA negotiated regional multi-award vendor agreements, establish blanket purchase agreements (BPA) with relevant vendors for direct calls by all library ordering officers within the region.

(6) Through Army procurement channels, recommend to GSA such additions to schedules and regional agreements as are pertinent to improvements in library procurement activities in terms of both increased performance levels and reduction in purchase and/or administrative costs.

(7) Make recommendations for necessary changes in Armed Services Procurement Regulations (ASPR) and Army Procurement Procedures (APP).

(8) Negotiate multiple basic ordering agreements with publishers/vendors establishing discounts and required levels of performance. Determine and specify areas of supply for each publisher/vendor. Establish procedures for monitoring and evaluating performance. Agreements made should be renewable annually on the basis of performance evaluations.

(9) Through bidding system, award contracts for the supply of centrally selected materials and services (e.g., hardcover and paperback recreational book kits, reference and core collections, processing and other services, etc.). Insure that contracts are placed on the basis of needed service levels rather than simply lowest cost. Establish procedures for monitoring and evaluating performance, levels of which are specifically described in contracts.

(10) Establish deposit accounts (or purchase coupons) as necessary, with relevant government and commercial agencies. To minimize advance payment levels, periodic deposits should be limited to estimated quarterly needs. Additional allocations should be made as needed. Authorizations to carry over deposit balances into the new fiscal year should be obtained.

(11) Develop procedures for payment of interlibrary loan and/or photocopy charges not coverable by coupons or deposit accounts. Where transactions with a charging institution include some reciprocal activity from Army libraries, though not necessarily the service point requesting the loan, agreements for services and costs should be negotiated. An attempt should also be made to secure monthly billing from any charging institution providing a substantial level of service. Locally administered imprest funds should be made available for cases where individual payment is required.

(12) Develop listing of equipment, supplies, furniture, etc., applicable to libraries, and insure coverage of listed items in contracts, schedules, and/or agreements described above. When new items not so listed are required, develop with requesting library the necessary justification for procurement and work toward addition of the new item(s) to relevant schedule(s) as appropriate. (Justification for the same item should not be required a second time.)

(13) Develop procedures and authorized methods for handling individual and unique library procurement actions as they occur to maximize timely service to libraries with lowest reasonable cost to government.

(14) Develop a computerized system for control of periodical subscriptions which would provide for:

(a) Automatic notification to individual libraries, well in advance of renewal dates, showing serial titles held, subscription dates and other pertinent data necessary for obtaining renewal or cancellation data.

(b) Development of a simple format for adding or cancelling titles for use by individual libraries.

(c) Development of a union list of periodicals held by all Army libraries, annotated to show beginning and completeness of runs, and holding period.

(d) Operation of a clearing house for filling in lost or destroyed issues from discards.

(e) Prompt intervention where subscriptions are delayed or services are unsatisfactory.

Automated serial control systems already in use should be studied for applicability and adaptability to requirements of the procurement system and the libraries served.

(15) Establish procedures for placing periodical subscriptions which permit:

(a) Staggered multiple-year subscriptions where cost benefits accrue and library funding permits. Procedures should permit automatic renewal at best terms (unless specifically cancelled).

(b) Single year subscriptions with automatic renewal except in cases of specific cancellation.

(c) A single renewal date for subscriptions where feasible. This renewal date should coincide with publishers volume periods when practicable.

(16) Maintain channels of communications between library procurement system and suppliers to permit prompt negotiation and solution to problems of library supply.

(17) Develop and maintain two-way communications with installation ordering officers. (Consideration should be given to prompt development of an interconnected teletype communication system.)

(18) Develop and update annually a manual for library ordering officers which will provide all of the up-to-date procurement information required for optimal performance in this function. Provide automatic distribution of such manual to all designated library ordering officers.

(19) Provide all cataloging requirements for centrally procured materials and insure their delivery "shelf ready."

(20) Support development of installation level processing and cataloging centers and coordinate use of on-line cataloging systems.

(21) Coordinate development of location tools for Army library resources.

(22) Coordinate Army participation in FRELINK.

b. The Installation Ordering Officer

(1) The director of the central procurement activity should appoint library ordering officers for individual installations or multiple small installations in close proximity. The officer should be designated from appropriate personnel in the 1410 series employed in a library within the specified ordering area. In cases of coordinated or merged local library systems, the acquisitions librarian should be appointed ordering officer.

(2) An alternate ordering officer should also be appointed who would automatically function as ordering officer during official absence of the primary appointee. The alternate should not be an assistant to the ordering officer in this function and would have no ordering role when the primary appointee was present. The alternate appointed, however, should be in a position which made him/her conversant with the ordering operation so as to minimize problems during absence of the primary appointee.

(3) Proper functioning of the system should include centralization of all ordering activity at the installation level, and all orders for library or library-type materials, supplies, equipment, etc., for all installation organizations having such requirements, should be placed through the installation ordering officer.

(4) Responsibilities of the ordering officer should include:

(a) Coordination and consolidation of routine purchase requests and elimination of unnecessary duplication of materials on the installation. This includes screening of non-library requests for library-type materials.

(b) Selection of the appropriate method of procurement and prompt forwarding or placement of purchase requests as provided by the central procurement office.

(c) Maintenance of necessary records for ordering, funds obligated, delivery performance, etc.

(d) Development of tools for location of library resources within the area served.

(e) Maintenance of communications with the central activity and transmittal of current pertinent procurement information to libraries serviced by the ordering activity.

(f) Supervision of the local processing and cataloging center.

(g) The ordering officer shall also handle all inter-library loan requests, locating the needed item, forwarding the request, and initiating payment through central fiscal channels where required. Although regional resources (both civilian and Federal) will be used first where possible, attempts will be made, within time constraints of the transaction to utilize Army/Federal resources where nearby civilian sources have instituted interlibrary loan charges.

F-3. Using the Procurement System

a. Use of the centralized procurement system would be facilitated by the development of a coordinated Army library system and/or by the systematizing of multiple library activities on individual installations. It is not, however, inconsistent with the current organization of libraries. There are four primary requisites to operation of the procurement system:

(1) Procedures within the centralized procurement system must impose no delays in acquisition of needed materials, but should be designed to facilitate their receipt.

(2) Disbursement of all funds for library or library-type materials, equipment, supplies, furnishings, etc., should be made only through finance officers in the DA/MACOM central procurement activity. This includes all materials required by libraries plus purchase of all books, periodicals, and other library-type materials required for non-library use, ordering of which would be channeled through installation ordering officers.

(3) A budget to cover anticipated expenditures for each procurement must be prepared for each library/library system and budgeted funds allocated to the library/library system account number assigned to the installation by the DA/MACOM central

procurement activity. While additional fund allocations could be made at any time, periodic allotments should not replace a basic budgetary allocation. Funding for non-library library-type materials expenditures should be on the basis of deposit accounts with the DA/MACOM central procurement activity, calls against which would be forwarded by the installation ordering officer, who could use any of the procurement channels available to him/her in purchasing library materials. Such deposit accounts would be carried as sub-accounts to library funds allocated to the call of the ordering officer but should be clearly identified and separate disbursement records maintained. A surcharge of 10% should be added to all purchases from non-library deposit accounts and assigned to overhead costs of the procurement activity.

(4) A mandatory training and orientation program and an ordering manual should be provided to installation ordering officers so as to permit best utilization of the methods of procurement open to them. Standardized forms for ordering materials and maintaining the necessary fiscal records should also be provided.

b. Where centralized or coordinated library systems have been established, the role of the library ordering officer is clear cut and fairly simple; materials selected as necessary for acquisition would be ordered by the method selected by the ordering officer (as organized by the central procurement activity) to provide timely delivery with lowest reasonable cost to the government. Non-library requests for library-type materials would require checking for local availability of the material to the requester and determination made of the need for purchase (and/or duplication) of the material either for the library or for a separate office or agency desk collection.

c. Serving a group of uncoordinated and fully independent libraries, however, presents some problems. Here, the ordering officer must determine not only the need for duplication within the area, but if duplication is not considered necessary, for which of the libraries the single copy should be procured. Such determinations must necessarily result in greater duplication than would be required in a centralized or coordinated system.

d. To insure effective screening of requests, ordering officers should be kept informed of all materials being provided to libraries under their jurisdiction from centralized selection and ordering programs. Where the ordering officer is also a centralized acquisitions librarian, only a single notification is required.

e. Guidelines for choice of procurement method (i.e., forwarding to central procurement activity, place order with vendor under BPA authority, etc.) should be included in the ordering manual and each ordering officer should receive specific authorization for use of those methods necessary for his/her needs, together with dollar amounts of deposit accounts and limitations on expenditures in particular methods or accounts. Most ordering librarians should have enablement to use all or most of the methods available. Within the specific authorizations, ordering officers would be guided by two principal considerations: the timely and satisfactory procurement of materials, and the lowest reasonable costs. Records should be maintained by the ordering officer, in accordance with directives of the central procurement activity, which would provide constant awareness of the status of all sub-accounts under his/her jurisdiction.

f. Role of the Individual Library in the Procurement System

(1) The individual library or library component of a coordinated system will forward to the central activity a need profile for match against centrally selected reference and/or core collections. Cataloging requirements for materials will be included in the profiles, which will be updated as required. While some flexibility in cataloging requirements will be possible, libraries will be urged towards greater acceptance of more standardized cataloging.

(2) The central procurement activity will periodically notify the library/component and installation ordering officer of materials to be supplied automatically. Payment of automatically supplied materials shall be from central and/or command funds. Processing of these materials will be provided by vendor contracts. Cataloging requirements will be met through use of a shared-cataloging system. (This is currently available to the few Army libraries now using a shared-cataloging data base, by participation in the Ohio College Library Center (OCLC) system through the Federal Library Committee's FEDLINK. The data base is searched for the required catalog entry on an interactive cathode ray terminal (CRT). If not available in the data base, an original entry is input. Catalog cards are requested for either old or new records by pressing a "Print" button. Holdings entries are also added to the catalog record to provide locations for the specific item.) Where records are already available in the data base, orders for cards for all libraries acquiring materials will be made by the central activity. Where new records must be entered, the responsibility for entering the new record and ordering cards for all libraries receiving the materials shall

be assigned to one of the receiving libraries. (Original cataloging requires "item in hand.") In all cases, catalog entries and orders shall be made only once for all libraries supplied with the item. Figure 1 shows operation of the system for automatically distributed materials.

(3) All other library materials will be selected by the library/component. Collection development will be planned within the funds budgeted for the library/component. Where a coordinated installation system exists, some collection responsibilities should be specifically assigned to various components; in all cases, communications with other local libraries or library system components shall assure least feasible duplication and best local coverage of installation information needs.

(4) Periodic routine requests for materials shall be forwarded by the library to the ordering officer for consolidation and transmittal to the central activity. This shall include requests for equipment, supplies (other than those locally available), furnishings, etc. All materials so ordered shall be supplied directly to the requesting library. Cataloging of materials requested by multiple libraries shall be handled as in Figure 1. Single items shall be cataloged on the installation CRT.

(5) Requests for materials available through local/regional vendors (BPA accounts) shall be made as needed to ordering officers, who may telephone orders to vendor or authorize direct pick-up. Cataloging of materials procured locally shall be undertaken at the installation processing center. In no case shall processing procedures effect unnecessary delays in utilization of needed materials.

(6) Requests for materials to be procured through deposit accounts shall be handled in the same manner as those purchased through BPA accounts. The flow chart in Figure 2 illustrates several of the methods for procuring materials.

(7) Procurement of Periodicals

(a) The central activity shall maintain a computerized listing of periodicals holdings for all Army libraries, including data on terms of subscription and renewal dates. At periodic intervals (at least three months before renewal dates) each library shall be supplied a list of current holdings with renewal dates and a simple format for indicating whether or not each item should be renewed or cancelled. Desired additions to current holdings should also be indicated.

(b) On the basis of information provided by local facilities, requests will be transmitted to the Procurement office where orders will be placed with selected local/regional subscription agencies or procured directly as required. Contracts for supply of periodicals shall provide specific service requirements and be let only on the basis of documented performance expectations. Such contracts should be renewable on the basis of satisfactory performance and agencies subject to loss of bidding privilege where service is unsatisfactory. Careful monitoring of performance of all contract agencies should be undertaken at the central activity, and individual libraries should be encouraged to submit service complaints promptly.

(c) The computerized periodicals data base used for renewal information shall also provide a union list of serials for purposes of location of titles and issues for interlibrary loan requests.

F-4. Implementation of a Central Procurement Activity

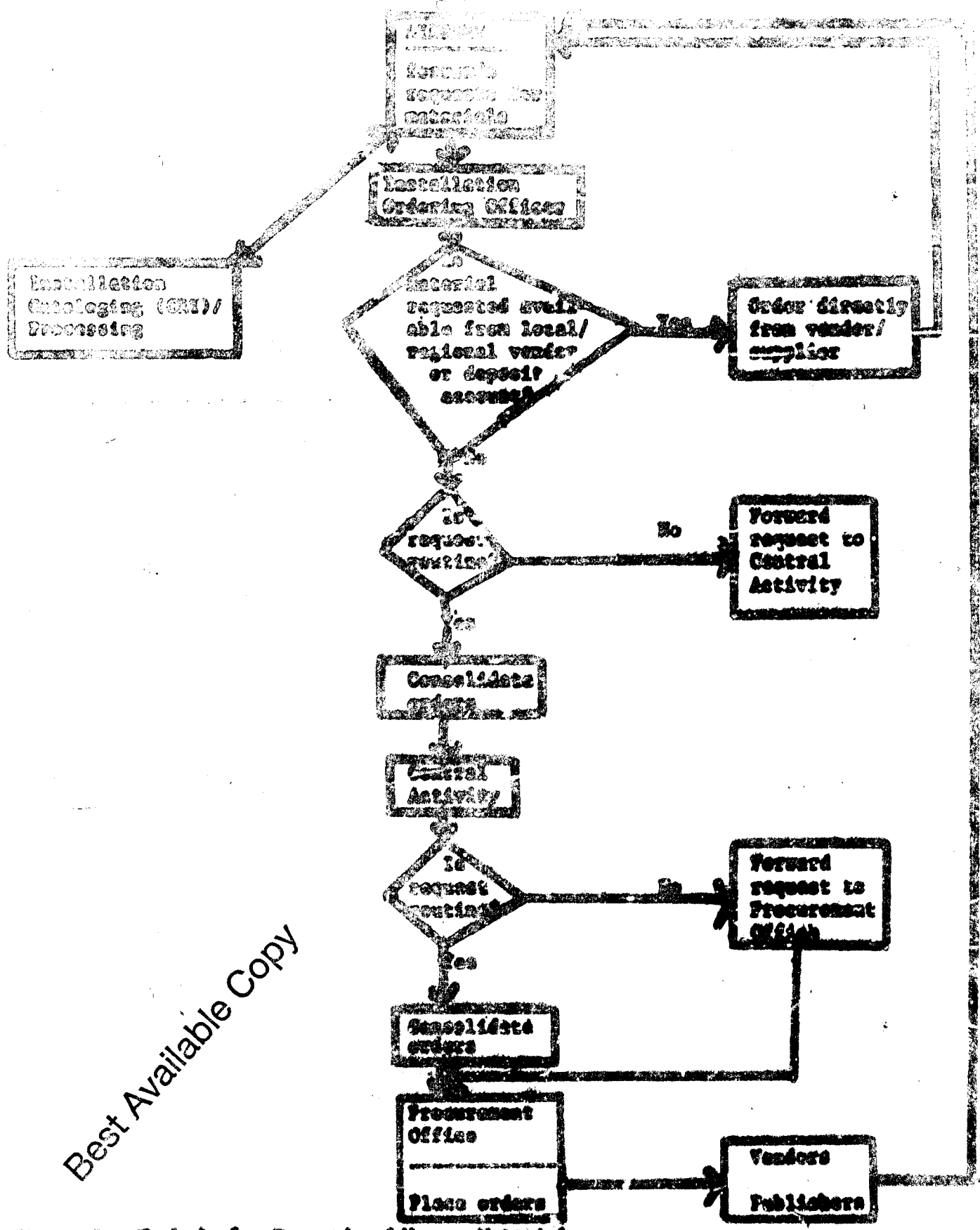
a. Pilot projects for development of centralized procurement activities might well be undertaken in one or more commands, with funding for development through Research and Development programs. The LIPULS module of the TRALIST operation currently projected in TRADOC might well be expanded to provide the periodicals procurement requirements outlined above. Other commands or installations might be added to the network as it proved effective.

b. Development of the library-procurement-fiscal relationships necessary to develop effective library procurement channels might well be undertaken by another command, also through use of solicited R&D funds. Channels should be developed in such a way that additional commands and installations might be incorporated in the system as it proved its value.

c. All pilot development should be coordinated by the libraries management office.

Best Available Copy

Figure 1. Antarctic Distribution of *Diuroneis* and/or *Copepoda* Collections



Best Available Copy

Figure 2. Methods for Procuring Library Materials

APPENDIX H

SELECTED BIBLIOGRAPHY ON LIBRARY COOPERATION

This is a selective bibliography which samples literature on some of the principal developing networks to show current trends in cooperation, both in resource sharing and in automated technical processing. The large body of literature available on state network planning and development is represented by articles on some of the larger, better developed systems. Representative reference network citations are also included. Trends in automation are covered by citations on some of the larger automated systems with regional and national networking potential. Planning in national networking is covered to show national trends in cooperation design.

For the most part, articles have been selected to represent multi-type library cooperation; occasionally single-type network reports have been included to show a particular problem in networking or cooperative activities. Emphasis has been placed on selection from recent publications.

General

1973

1. Butler, Brett. "State of the Nation in Networking," Journal of Library Automation 3:3:200-220, September 1973.

Defines library networks, and discusses currently operating network resources, factors in network development and in the future of library networks, where considerable growth is predicted.

2. Dougherty, Richard M. "Library Cooperation: A Case of Hanging Together or Hanging Separately," Catholic Library World 46:4:324-327, March 1975.

The effects of the present economic climate on library resource sharing are discussed.

1974

3. Reynolds, Michael M. "Library Cooperation: The Ideal and the Reality," College and Research Libraries 35:6:424-431, November 1974.

Cooperation as a form of social, professional, and organizational behavior is susceptible to analysis by a variety of conceptual constructs. In studying library cooperation as a process of exchange, it is possible to approximate its power to affect the ability of libraries to meet their professional obligations.

1973

4. Cell, Marilyn. "The Politics of Cooperation," Library of Journal 90:3227-3237, 1 November 1973.

Traditional library cooperation has involved the exchange of services and resources among individual libraries. Proposed library services should be developed in cooperation with other public agencies.

5. Dagnese, Joseph M. "Cooperation between Academic and Special Libraries," Special Libraries 64:10:423-432, October 1973.

The concept of library cooperation is examined generally and that among academic libraries, among special libraries, and between academic and special libraries as reported in the recent literature. The question of the probable future of cooperation between academic and special libraries is addressed and possible support mechanisms for establishing soundly based cooperative undertakings are suggested.

6. Becker, Joseph. "Network Synergism," Illinois Libraries 35:5:306-307, May 1973.

7. Sinclair, Michael P. "A Typology of Library Cooperatives," Special Libraries 64:4:181-186, April 1973.

Four cooperative library system models are identified: a) bilateral exchange, b) multilateral pooling, c) dual-service common-output, d) service-center or facilitating participant; a) and d) are considered in detail. Efficiency of the individual library affects the optimal production level and time, at which the system will be advantageous. Categories of individual library facilities will be required

Bibliography -3-

to maintain relative economic positions in the system. The proportionality condition, that each participant wishes to gain advantage in proportion to the value of its inputs, is basic to the system. If any participant is less well off than before, the cooperative fails.

8. Kilgour, Frederick G. "Computer-Based Systems, A New Dimension to Library Cooperation," College and Research Libraries 34:2:137-143, March 1973.

The recent experiences of the Ohio College Library Center's computer-based cataloging system illustrate how the computer can facilitate interlibrary cooperation. The paper also presents some of the difficult organizational problems which must be coped with in developing a computer-based cooperative system.

1972

9. Reynolds, Michael M., ed. Handbook in Library Cooperation. Washington, D.C.: WCR/Microcard Editions, 1972.

"Cooperation...is a process wherein individuals or groups inter-relate for their mutual benefit through forms of exchange, and, in such, is a consequence of natural forces and social processes which are demonstrable and historical."

10. Olson, Edwin E., Shank, Russell, and Olson, Harold A. "Library and Information Networks," in Annual Review of Information Science and Technology, Volume 7, Carlos A. Ouedrao, ed. Washington, D. C.: AIIS, 1972.
11. Belaney, Diana P. and Ouedrao, Carlos A. Directory of Academic Library Consortia. Santa Monica, Cal.: Systems Development Corporation, 7/72.
12. Mantino, Koen. Supplement to the Directory of Academic Library Consortia. Santa Monica, Cal.: Systems Development Corporation, October 1972.

1971

13. Fasana, Paul J., and Voser, Allen, eds., Cooperative Library Systems Development. Cambridge, Mass.: MIT Press, 1971.

1970

14. Olson, Edwin E. Interlibrary Cooperation. Washington, D. C.: U. S. Department of Health, Education, and Welfare, September 1970.

Study reported was conducted as part of the Maryland Manpower Research Program. It identifies, categorizes, and describes the major dimensions of interlibrary cooperation which have implications for manpower development in librarianship.

National Planning

1973

15. A National Program for Library and Information Services. Final Draft. Prepared by the National Commission on Libraries and Information Science. Washington, D. C., March 1973.

1974

16. Pascoe, Paul J. "Impact of National Developments on Library Technical Services and Public Services," Journal of Library Automation 7:249-262, December 1974.

Several recently established national programs are evaluated from the point of view of the practicing librarian. It is essential that we be aware of the consequences of adopting these programs, and that planners and librarians communicate adequately.

17. Canadian Library Systems and Networks: Their Planning and Development. A symposium. 6 September 1974. ERIC document: ED 085 843.

The nine papers presented attempt to discuss and describe Canadian library networks and systems as they exist today and as they are being planned for future development at local, provincial, regional, and national levels.

18. Palmer, Vernon E., et al. Resources and Bibliographic Support for a Nationwide Library Program. Final report to the National Commission on Libraries and Information Science. Rockville, Md.: Westat, Inc., August 1974. ERIC document: ED 095 914.

At the request of the Association of Research Libraries a study was made to develop, evaluate, and recommend a national plan for improving access to periodical resources. The following design features were established: 1) service should be available to all users with no restrictions other than access through a library; 2) initially, service would be primarily rapid, dependable delivery of photocopies of journal articles; 3) subject coverage should be comprehensive but exclude medicine; and 4) worthwhile journals in any language should be collected. Budget estimates and projected costs were prepared for three alternative plans. A single national center was recommended as the best solution and various methods of implementation were suggested.

1579

20. Keyes, Robert H. A Study of a System for Interlibrary Communication (SILC). Washington, D. C.: Association of Research Libraries, April 1973. ERIC document: ED 090 967.

A study was made of the use of time-sharing computer systems as a means of communication, accounting, message switching, and referral in a System for Interlibrary Communication (SILC). The purpose of the study was to develop data on which to evaluate the desirability of such a system; the results are reported in terms of four issues: technical feasibility, operational feasibility, management feasibility, and economic feasibility. The evaluations are essentially positive with respect to all four issues, and the report recommends proceeding further in development and pilot test of the operation. The report starts with an introduction, in which the background of the study is presented, the conclusions concerning feasibility are summarized, and the recommendations made. It is followed by a section presenting specifications for SILC: the concept, the functions, the parameters of operation. The results of study of each of the four issues with respect to feasibility are then presented. The report concludes with several appendices: a bibliography of references, a glossary, a draft program for steps in future development, and a draft operations manual.

21. Stevens, Roland R. A Feasibility Study of Centralized and Regionalized Interlibrary Loan Centers. Washington, D. C.: Association of Research Libraries, April 1973. ERIC document: ED 076 206.

The present interlibrary loan system will need to be better organized and expanded to include centralized regional centers in order to meet the increasing volume of requests. Presently about 70% of 10 million requests are being successfully filled within regional and local systems. Two major problems of the present system are 1) unequal distribution of lending and 2) difficulty filling incomplete and incorrect requests. There will be growing problems as the request rate doubles during this decade. Present regional systems, and current literature were studied, and persons involved in interlibrary loans were interviewed during this study. Recommended is a network to be funded by the Federal Government of regional bibliographic centers, resource centers and back-up centers centrally planned, but with a decentralized service program. Methodology and an outline for a cost study are included.

1972

22. Line, Maurice B. "Developing National Library Network in Great Britain," Library Resources and Technical Services 16:61-73, Winter 1972.

An Organising Committee to create the British Library has just met. The component parts of the British Library are to be the British Museum Library, National Reference Library of Science and Invention, the National Central Library, the National Lending Library for Science and Technology, and the British National Bibliography. Currently part are directly or indirectly under government control and part are independent. The article discusses the problems involved.

1971

23. Becker, Joseph, ed. Proceedings of the Conference on Inter-Library Communications and Information Networks. Chicago, Illinois: American Library Association, 1971.

Reference: Tools and Services

1975

24. Anobile, Richard. "CONCORD: An Update," Journal of Library Automation 8:1:26-30, March, 1975.

Bibliography -7-

The purposes of this paper are to explain what the COMSER (Conversion of SERIALs) Project is, to answer some of the questions that have been raised concerning it, and to make some general comments on the problems associated with this type of project. This paper does not attempt to review in detail the history and operational facets of the project since these are available elsewhere.

25. McFarland, Marvin W. "The National Referral Center," Special Libraries 66:3:126-132, March 1973.

A critical analysis of the ten-year experience of the National Referral Center for Science and Technology, Library of Congress, is presented--with emphasis on solutions to problems of systems design, operating techniques, and efforts at resource-sharing within the federal government and with the scientific community and industry. Comment is made on the growth of referral activities and the criteria for assessing their continued viability.

26. "Library Line," American Libraries 6:1:19, January 1975.

A description of the Connecticut state-wide telephone reference service.

27. "Cooperative Referral Center," American Libraries 6:1:21, January 1975.

Description of the Southeast Louisiana Network Cooperative (SEALLING Referral Center) project to locate and deliver library materials in the area.

1974

28. Katz, Ruth M. "Look' Up in the Sky' It's a GALILEO," Bulletin of the AMERICAN SOCIETY FOR INFORMATION SCIENCE 1:2:16, August-September 1974.

The Satellite Library Information Network (GALILEO) is planned to benefit libraries and their patrons in the mountain and plains states, through a consortium of state and local groups and NASA, by use of the Communications Technology Satellite in the 1975-1977 time frame. The experimental information network aims at providing public information programming designed to educate the general public on expanded library use.

Bibliography -d-

29. Eets, Carolyn; Bissell, Cathy, and Sherwood, Betty R. "Survey of Union Lists of Serials Sponsored by SLA Chapters," Special Libraries 65:8:327-341, August 1974.

A survey of SLA chapters to determine which have union lists of serials was carried out by the San Francisco Bay Region Chapter in preparation for compiling a third edition of its own union list. The responses and results of the survey are presented here.

30. McGrath, William R., and Sam Dyson. "Regional Interlibrary Loan: An Old Idea; A New Tool and a New Dimension," RL 13:4:293-296, Summer 1974.

Use of new type of computer generated regional numerical union catalog in Louisiana is evaluated.

31. Markos, Ronny. The Cooperative Information Network: A Report. Sacramento, Cal.: California Library Association, July 1974. ERIC document: ED 097 023.

The Cooperative Information Network (CIN) was formed in 1972 to respond as totally as possible to the informational needs of individuals, governmental units, and businesses located within Santa Clara County, California. A network of TMR machines links all types of libraries in the county.

32. Keller, Clara Downs. Union Catalogs and Lists: Aspects of National and California Coverage. Illinois University, Urbana, Ill.: Graduate School of Library Science, July 1974. ERIC document: ED 095 377.

Union catalogs have yet to reach their full potential on the national level or in California. The National Union Catalog and the Union List of Serials in the libraries of the United States and Canada, although monumental efforts, are far from comprehensive. A survey found that California exhibits most of the problems involved in union catalog efforts anywhere.

1973

33. Groech, Audrey H. "A Regional Serials Program under National Serials Data Program Auspices: Discussion Paper Prepared for Ad Hoc Serials Discussion Group," Journal of Library Automation 6:4:201-206, December 1973.

Bibliography -9-

A regionally organized program for serials bibliography is proposed because of the large volume of complex data needing control and the many purposes to which the data can be put in support of regional or local needs.

34. Anable, Richard. "The Ad Hoc Discussion Group on Serials Data Bases: Its History, Current Position, and Future," Journal of Library Automation 6:4:207-214, December 1973.

The Ad Hoc Discussion Group on Serials formed 26 June 1973 is attempting to foster cooperation and coordination in the generation and maintenance of machine-readable union files of serials.

35. Groech, Audrey M. "The Minnesota Union List of Serials" Journal of Library Automation 6:3:167-181, September 1973.

This paper describes development of a MARC serials format union catalog of serials called the Minnesota Union List of Serials (MULS).

36. Kimbal, John W. and Freitag, Hugh S. The National Union Catalog, Reference and Related Services. Washington, D. C.: The Library of Congress, General Reference and Bibliography Division, 1973. ERIC document: ED 075 034.

The National Union Catalog (NUC) functions as a "national register", receiving some holdings information from 11,000 libraries.

37. Currier, Lura Gibbons. "FNDC: A Little Bit of Heaven," Illinois Libraries 35:5:327-332, May 1973.

Describes the Pacific Northwest Bibliographic Center, its operations, problems, and future.

38. Stevens, Charles H., et al. "Library Pathfinders: A New Possibility for Cooperative Reference Service," College and Research Libraries 34:1:40-46, January 1973.

Library pathfinders offer the opportunity to share reference methodology in an organized, nationwide manner. Intended to introduce users to the variety of information sources available, pathfinders have been published in a wide range of disciplines.

1970

39. Adams, Scott. "Progress Toward a National Serials Pilot Project," Library Trends, 18:312, April 1970.

Advances in automation have led so far to an increase in regional lists rather than to processing at the national level.

Resource Sharing

1973

40. DeJohn, William, and Lamont, Bridget L. "Introducing ILLINET... The Beginnings of a Statewide Network," Illinois Libraries 57:6:364-438, June 1973.

The Illinois Library and Information Network (ILLINET) is a statewide intertype library network composed of local public, academic, special, and school libraries, eighteen library systems, four research and reference centers, and two special resource centers of last resort.

1974

41. Stevens, Holland E. "A Study of Interlibrary Loan," College and Research Libraries 35:3:336-343, September 1974.

From an examination of the data in several recent studies of interlibrary loans, an estimate of the present volume and general statements about interlibrary loan for all types of libraries in the United States can be made. Differences in interlibrary loan activity according to the type and size of library, the format, subject, recency, and language of material most requested, the success rate, time, and cost per transaction are noted.

42. Wilson, Alice E., and Marshall, Nancy H. "WINITSY and WILS: Responses to Access Needs" RQ 13:4:299-307, Summer 1974.

A description of the statewide resource systems in Minnesota and Wisconsin and their interface.

Bibliography -11-

43. Darling, Louise. "Changes in Information Delivery Since 1960 in Health Sciences Libraries," Library Trends 23:1:32-62, July 1974.

An overview of information needs and services in the health sciences since 1960, with emphasis on the services of the National Library of Medicine and some other recent government-funded systems for information dissemination. Includes an extensive list of references.

44. Ousey, Genevieve. The Public Library in the Network Mode: A Preliminary Investigation. Commissioned Paper Project. New York: Columbia University Teachers College, 1974. ERIC document: ED 090 990.

The role of the public library within intertype library networks was studied. History, objectives, methods and fiscal and administrative structures of intertype networks, their potential for interface with regional and national networks, and their cost effectiveness were assessed. Concluded that intertype networks are a rapidly spreading phenomenon and that the public library system commonly serves as its nucleus.

45. Miller, Martin R., Ed. Library Networks '74-'75. White Plains, N. Y.: Knowledge Industry Publications, Inc., 1974. ERIC document: ED 094 782.

Libraries are using computers and telecommunications networks to share resources and centralize processing tasks. Networks allow handling of increasing amounts of material with limited funds. New developments in communications technology encourage network growth. The Ohio College Library Center is the current leader in networking. Network efforts are also in progress in New England, New York, Pennsylvania, and the Federal Library system; various National Commission on Libraries and Information Science hopes to establish a national library network. A directory of selected networks is appended.

(Available Knowledge Industry Publications, Inc., P.O. Box 429, Tiffany Towers, White Plains, N. Y. 10602)

1973

46. Review of Federal Library Operations in Metropolitan Washington. Comptroller General of the U. S. Washington, D. C.: U. S. General Accounting Office, 26 July 1973. ERIC document: ED 083 742.

The General Accounting Office reviewed Federal libraries i.e., executive agency libraries, in Metropolitan Washington to identify problems common to the libraries and to determine how they are being handled. The review revealed that: a central depository could provide numerous benefits; microforms are not used substantially; central direction is required for research projects; cooperative arrangements for acquiring materials have not been entered into by Federal libraries; and Federal libraries have not integrated their services which has resulted in duplication, conflicts and reduced efficiency. It is recommended that the Office of Management and Budget (OMB) should be more active in encouraging improved management and coordination of Federal library activities. Specifically, OMB should initiate a cost-benefit study to determine the feasibility of establishing a central depository for Federal libraries and should develop policies and plans to: encourage the use of microform publications or other methods of compacting library materials; coordinate library research; encourage cooperation among libraries to minimize multiple acquisitions of materials; and, encourage the integration of Federal agency information systems.

47. Kaplan, Louis. "Library Co-operation in the United States," International Library Review 3:2:139-145, April 1973.

A broad overview of library cooperation in the United States from 1875 to 1970 is presented. The most important developments in cooperative efforts during this period are briefly discussed both from an historical and sociological representative. Future needs are mentioned.

48. Edelman, Hendrik. "The Death of the Farmington Plan," Library Journal 98:6:1251-1253, 15 April 1975.

The recently terminated Farmington Plan was a cooperative acquisitions program of American research libraries. Its impact must be evaluated and steps should be taken to insure the availability of foreign materials for American researchers.

1971

49. Miller, Ronald E. "The New England Library Information Network: Progress and Prospects," Indiana Seminar on Information Networks Proceedings, October 1971. ERIC document: ED 270 459.

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Description of the New England Library Information Network (NELINET), its development and problems.

50. The National Library of Medicine. 135th Anniversary Report 1926-1971. Washington, D. C.: USPHS, Public Health Service, National Institutes of Health, 1971. (NLM Publication No. NLM 72-256).

Includes a description of the Regional Medical Library Program.

51. Rollins, J. G. "Research Library Resources via NYSILL, the New York State Interlibrary Loan Program. A Study of Phase IV, 1970-71," Bookmark 31:3-10, September 1971.

This fourth annual evaluation of the New York State Interlibrary Loan Program shows a steady rise in teletype and mail requests. NYSILL links twelve of the foremost libraries in the state, nine research and three public. Data is included on subject distribution of requests, breakdown on patron status, elapsed time.

1972

52. Rantzen, Mildred, et al. A Study of the Resources and Major Subject Holdings Available in U. S. Federal Libraries Maintaining Extensive or Unique Collections of Research Materials. Final Report. Washington, D. C.: George Washington University, Biological Sciences Communications Project, September 1970. ERIC document: ED 043 350.

Describes a methodology, adaptable to regional areas, for determining subject area strengths for special and research collections.

Technical Processing

1973

53. Reed, Mary Jane Pabst. "The Washington Library Network's Computerized Bibliographic System," Journal of Library Automation 5:3:174-189, September 1973.

The Washington Library Network (WLN) is developing a computer-assisted bibliographic system to speed and expand

library operations throughout the state. Features include MARC format with all content designators, subject and name authority files, sorting by LC rules, and stringent quality control. Future modules will add acquisition/accounting and circulation support. On-line capabilities are currently under development.

54. Chen, Lois Mei. "Year's Work in Cataloging and Classification 1974" Library Resources and Technical Services 19:3:242-259, Summer 1975.

Discusses literature and activities in the field of cataloging and classification in 1974. Notes that standardization in cataloging has been accomplished to the extent that cooperation is feasible on a much larger scale than ever before. Reviews centralized and cooperative efforts in 1974. Includes an extensive bibliography.

55. "Stanford University's BALLOTS System," Journal of Library Automation 8:1:31-50, March 1975.

The library automation program at Stanford University is called BALLOTS (Bibliographic Automation of Large Library Operations using a Time-sharing System). BALLOTS is an on-line, interactive system that has been supporting the day-to-day acquisition and cataloging operations of the Stanford University Libraries since November 1972. This article describes the background and functional capabilities of the system and the hardware environment in which it operates. Line manager in the library who are responsible for running the BALLOTS system discuss its impact on library procedures and staff. Prospects for extending BALLOTS to network use are summarized.

1974

56. Vincent, Dr. Donald E. "Is OCLC the Only Game in Town?" NETWORKS, Bulletin of the AMERICAN SOCIETY FOR INFORMATION SCIENCE 1:4:36-37, November 1974.

Although OCLC dominates the on-line shared cataloging scene with other networks rushing to join up, national centers operating in parallel to OCLC are the key to a true national system.

57. Bowden, Virginia M., and Miller, Ruby B. "MARCIVE: A cooperative automated system," Journal of Library Automation 7:3:183-200, September 1975.

The MARCIVE Library System is a batch computer system utilizing both the MARC tapes and local cataloging to provide catalog cards, book catalogs, and selective bibliographies for five academic libraries in San Antonio, Texas. The development of the system is traced and present procedures are described.

58. Burns, Robert W. Jr., An Investigation Into the Feasibility of Merging Three Technical Processing Operations Into One Central Unit. Fort Collins, Colorado: Colorado State University, August 1974. ERIC document: ED 100 341.

Three contiguous schools in the upper midwest--a teacher's training college and a private four-year college in one state, and a land-grant university in another--were studied to see if their libraries could merge one of the major divisions--technical services--into a single administrative unit. Potential benefits from such a merger were felt to be economic, political, social and educational. The investigator found that these schools were not yet ready for such a merger. Several alternative courses of action were suggested which would allow the schools to begin preparing for such a move as painlessly as possible. Supporting the study is a methodology for analyzing library cooperative proposals including a questionnaire, interview techniques, a statistical analysis of acquisition (on-order) files to determine potential overlap, a processing diary study, flow process charts, a staff dispersion study, cost analysis, and a policies and procedures analysis chart.

59. Witecki, Joseph Z. OCLC in Retrospect: A Review of the Impact of the OCLC System on the Administration of a Large University Technical Services Operations. Philadelphia, Pennsylvania: Temple University, January 1974. ERIC document: ED 087 482.

Paper presented at the American Library Association Mid-winter Meeting, Chicago, Illinois, January 1974. The paper expresses the viewpoint of the author, based on his own two-year experience in supervising the use of the on-line OCLC system in Temple University Library. The report contains a brief description of the formation of the Philadelphia Area Library Network (PALINET) and it lists some problems dealt

Bibliography -16-

with by PALINET's operations committee. A detailed description of the use of OCLC terminals in Temple University library includes: 1) diagrams illustrating the procedures used in implementing the OCLC system; 2) a discussion of pros and cons of shared cataloging; and 3) mention of some processing problems. The statistical evaluation of the system is presented in a tabular form and it includes a comparison of manual and OCLC processing time, quantitative enumeration of types of material processed and some general costs estimates. The report also outlines some variations in the use of the OCLC system by participating PALINET libraries.

1973

60. Hopkins, Judith. "The Ohio College Library Center," Library Resources and Technical Services 17:3:308-319, Summer 1973.

The Ohio College Library Center (OCLC) is a regional library network. It provides catalog cards tailored to the requirements of its 53 member libraries via an on-line shared cataloging system.

1972

61. Kilgour, Frederick G., et al. "The Shared Cataloging System of the Ohio State University," Journal of Library Automation 5:3:157-183, September 1972.

Provides detailed systems description of OCLC operations, including hardware and files. Also describes use of the data base as a union catalog.

62. SLICE/MARC-O: Description of Services. 2d revised edition. Dallas, Texas: SLICE, 1972. ERIC document: ED 065 150.

SLICE/MARC-O offers the following services to all types of libraries in the Southwest: 1) cataloging data search and print; 2) MARC record, search, copy; 3) standard SDI current awareness; 4) custom SDI current awareness; 5) SLICE support staff.

1970

63. Veener, Allen B. "The Application of Computers to Library Technical Processing," College and Research Libraries 31:1: 35-42, January 1970.

Computers have made the "separate worlds" of acquisition, cataloging, and reference untenable. The first major decision in automation is whether to join with others or go it alone. Libraries must be prepared to yield some power. Profitable applications of automation to acquisitions and technical processing are discussed.

64. Hendricks, Donald D. Centralized Processing and Regional Library Development: The Midwestern Regional Library System. Kitchener, Ontario: The Midwestern Regional Library System, 1970. ERIC document: ED 030 780.

Reviews minor problems of switching system to centralized processing. Notes the realism of librarians in viewing their catalogs as location tools, and the general feeling, especially among smaller participating libraries, that centralized processing freed staff for service to public.

Communications and Education

1974

65. Palmer, Richard. TWIL: TWX Interlibrary Loan Network. Columbus, Ohio: Ohio State Library, 1974. ERIC document: ED 098 922.

The Ohio State Library developed a TWX Interlibrary Loan (TWIL) pilot project in 1971 in order to: 1) produce information that would be helpful in the design and operation of a reference and information network, and 2) produce improvements in library services and sharing of existing resources through the strengthening and limited extension of two existing interlibrary networks, and 3) improve interlibrary loan service through the state library. Results of the pilot project among multitype libraries was encouraging.

1973

66. Vaillancourt, Pauline M., and Whalen, Lucille. "Special Libraries Cooperate to Promote an Internship Program," Special Libraries 64:11:493-497, November 1973.

Because of the controversy between the "too practical" and the "too theoretical" approaches to special library education, an attempt is being made to combine the practical and the theoretical approaches in giving students an internship course and a special seminar simultaneously. The realistic working experience under a practicing librarian is supervised by a faculty member who visits the sites periodically and by class evaluation and discussion of the experiences of

all the students who are posted in eight different libraries. Seminar topics on pertinent research projects are related to this working experience; this phase of the program is under the direction of a second faculty member.

37. Matt, Peter. "WICHE continuing Education Program for Library Personnel," Illinois Libraries 33:3:333-336, May 1973.

Describes the background, programs, and projections for cooperative education programs for members of the Western Council on Continuing Education for Library Personnel of the Western Interstate Commission for Higher Education (WICHE).

1972

68. "TXK Communication Network," Library Occurrent 24:61-66, May 1972.

An account is given of the Indiana State Library's Interlibrary communication project which has been in operation since 1965. This network is comprised of public libraries, state universities, the Indiana School of Medicine, Indiana State Library and three special libraries. Requests are made either to a local public library center or to the State Library. Materials are then dispatched to requesting libraries by mail. Evaluative statistical tables are included.

69. "Communications Net Set," The Alabama Libraries 23:20, Spring 1973.

The University of Alabama has installed a Teletypewriter Exchange System (TXK) at the main library which will facilitate interlibrary loan by linking members of the Alabama Consortium for the Development of Higher Education (ACDHE) to any of the 500 specialized libraries in the U.S. and Canada that possess TXK terminals. The system will also be used to promote better reference service.

1971

70. Kleiner, J. P. "Louisiana Rapid Communication Network: A system for Improved Interlibrary Loan Service," Louisiana Library Association Bulletin 33:103-108, Winter 1971.

A review of the Louisiana Rapid Communication System which combines TXK teletype and WATS telephone lines to form a state-wide communication system. The system now involves fourteen academic, public, and special libraries. This article explains the problems that have plagued the system.

APPENDIX I

REFERENCES - REGULATIONS

<u>Applicable to</u>	<u>Regulation No.</u>	<u>Regulation Title</u>
Legal	AR 1-115	Army Field Law Library Service
All	AR 1-116	Safeguarding Rare and Unique Books and Publications
Post	AR 28-1	Army Recreation Services
Post	AR 28-21	Professional Development of Personnel of Army Recreation Services
Post	AR 28-86	United States Army Contemporary Military Reading Program
All	AR 37-100	Army Management Structure (Fiscal Code)
Medical	AR 40-2	Army Medical Treatment Facilities (Chapter 10)
All	AR 70-11	Defense Documentation Center for Scien- tific and Technical Information (NSC)
Technical	AR 70-22	Centers for Analysis of Scientific and Technical Information
All	AR 70-14	Payment of Costs of Reprints of Articles in Professional Journals
Technical	AR 70-45	Scientific and Technical Information Program
Post	AR 190-45	Uniform Treatment of Military Prisoners (Delegates responsibility for instal- lations librarians to provide tech- nical assistance and assist in providing library resources), (para 3-4, change 3).

Appendix I (cont'd)

All	AR 210-10	Installation: Administration (Censorship and right of military personnel to some free access to pub- lications as other citizens) (para 3-3).
Post	AR 210-33	Financial Support for Morale, Welfare and Recreational Facilities
Post	AR 230-1	Non-Appropriated Funds and Related Activities
Post	AR 230-2	Non-Appropriated Funds and Related Activities; Personnel Policies and Procedures
All	AR 340-21	Army Privacy Program
All	AR 340-22	Army Microforms Program
Technical	AR 380-150	Access to and Dissemination of Restricted Data
All	AR 570-4	Manpower Management
Post	AR 600-23	Retirement Services Program (Gives retired military same rights as active duty military)
All	AR 710-2	Material Management for Using Units, Support and Installations (Para 2-115, Hand Receipt Accounts)
All	AR 735-5	Property Accountability: General Prin- ciples, Policies and Basic Procedures
All	AR 735-11	Accounting for Lost, Damaged and Destroyed Property
All	AR 735-17	Property Accountability: Accounting for Library Books
All	AR 870-10	United States Army Military History Research Collection

Appendix I (cont'd)

General	AR 930-3	American National Red Cross Service Program and Army Utilization (Red Cross will not provide library services in DA hospitals)
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OTHER ARMY PUBLICATIONS

All	CFR 930-1	Career Management, Basic Policy and Requirements
All	CFR 930-21	Army Librarian Career Program
Post	DA Pam 28-30 1961	Library Operational Guide, Army Library Program
Technical	DA Pam 70-2 1972	Army Research & Development Information System: Holdings & Services, Scientific and Technical Information
All	DA Pam 210-3 1974	Commanders Handbook for Installation and Activity Consolidations, Realignments, Reductions and Closures (Section III, Library Disestablishment)
All	LA Pam 570-14 1976	Manpower Procedures Handbook
Post	DA Pam 570-511	Staffing Guide for US Army Garrisons Includes: 551-266.1 Librarian; 551-266.2 Branch Librarian, 551-266.3 Bookmobiles, 551-266.4 Installation Hospital Librarian
Educational	DA Pam 570-558	Staffing Guide for United States Army Service Schools Table 558-73.2, Librarian and Learning Centers.
Medical	Da Pam 570-577	Staffing Guide for United States Army Medical Department Activities Table 557-12, Medical Library Staffing Guide

Appendix I (cont'd)

Post	BA Circ 1-45	Contemporary Military Reading List
Post	BA Circ 28-90	Department of Army Monthly Clothbound and Paperbound Book Procurement for the Army Library Program

OTHER PUBLICATIONS

Engineering	EE 1-1-193	Administration, Technical Libraries (OGS)
Post	DOD 4270-1W	Construction Criteria Manual (Standard on square footage authorized for post libraries, para 3-8.17)
Post	DOD 7000.12	Financial Management of Non-appropriated Funds and Related Appropriate Resources
All	EL10 Series	Civil Service Handbook, EL10, Qualifications Standards (Professional librarian series, GS1410, 1411, 1412)