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**ARMY LIBRARY INSTITUTE V: PRODUCT/MARKETING/SERVICE  
VOLUME II, SUPPLEMENTARY DATA**

COMPILED BY: JANE SLODGETT

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NOVEMBER 1981



**US ARMY ARMAMENT RESEARCH AND DEVELOPMENT COMMAND  
TECHNICAL SUPPORT DIRECTORATE  
DOVER, NEW JERSEY**

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<p>Army Library Institute V was conducted by U.S. Army Materiel Development and Readiness Command at Morristown, NJ, during the period 18 to 22 May 1981. It was attended by 128 members. Primary attention was given to a consideration of the library/information center functions as marketable products with patrons considered as customers for whom the products are designed. Speakers concentrated on the theme that patrons determine what the library products should be; libraries should not determine within themselves what a patron should have.</p> <p>(cont)</p>		

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**ARMY LIBRARY INSTITUTE - V**

**PRODUCT/  
MARKETING/  
SERVICE**

**Morristown, N.J.  
18-22 May 1981**

ARMY LIBRARY INSTITUTE V  
MORRISTOWN, NEW JERSEY  
18 TO 22 MAY 1981

DEVELOPED AND ORGANIZED BY  
U.S. ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND  
ALEXANDRIA, VIRGINIA

HOSTED BY  
U.S. ARMY ARMAMENT RESEARCH AND DEVELOPMENT COMMAND  
DOVER, NEW JERSEY

VOLUME I, Report of Proceedings  
VOLUME II, Supplementary Data

The key personnel in bringing this Institute to fruition were the DARCOM Staff Librarian, Ingjerd O. Omdahl, and the Chief, Scientific and Technical Information Division, TSD, ARRADCOM, Normand Varieur. This report of the proceedings was developed from original notes and materials furnished by session reporters and speakers. The final editing, printing, and distribution was accomplished by Jane Blodgett and other personnel of the Scientific and Information Division, ARRADCOM.

PAST - PRESENT - FUTURE

ALI I	New Directions 1	Ft. Belvoir, VA 9 to 13 May 1977 Coordinator: Ray Yamachika, TRADOC
ALI II	New Directions 2	El Paso, TX 22 to 26 May 1978 Coordinator: Ray Yamachika, TRADOC
ALI III		Alexandria, VA 24 to 28 September 1979 Coordinators: Nell Strickland, HQDA Ingjerd Omdahl, DARCOM Louise Nyce, FORSCOM James Byrn, TRADOC
ALI IV	On to Synergy	Atlanta, GA 25 to 29 August 1980 Coordinator: Louise Nyce, FORSCOM
ALI V	Product/Marketing/ Service	Morristown, NJ 18 to 22 May 1981 Coordinator: Ingjerd Omdahl, DARCOM
ALI VI		Williamsburg, VA 29 March to 2 April 1982 Coordinator: James Byrn, TRADOC
ALI VII		Ft. Huachuca, AZ 1983 Coordinator: Edith Fraser, ACC
ALI VIII		(Place and coordinator for ALI VIII undetermined) 1984

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# APPENDIXES

APPENDIX L  
ADP/NETWORKING

ADP/NETWORKING TASK FORCE GROUP  
ARMY LIBRARY INSTITUTE  
Minutes  
18 May 1981

The meeting was called to order at 1530 hours in the Ballroom West, Governor Morris Inn. Barbara Henseler, Chairperson, led the meeting with the assistance of Donna Griffiths, ALC liaison. A list of attendees is attached. (ATTACH. #1) The session began with the introduction of attendees.

Barbara Henseler gave a brief history of the Task Force Group beginning with its ALC-assigned mission thru the 1980 Army Library Institute up to the present. Five handouts were passed to the group. They were:

1. Minutes from the 1980 ALI meeting of the TFG. (ATTACH. #2)
2. ADP/Networking Survey. (ATTACH. #3)
3. Glossary of Terms. (ATTACH. #4)
4. Information Intelligence Online Newsletter. (ATTACH. #5)
5. Small Computers in Libraries. (ATTACH. #6)

The status of certain recommendations from the 1980 Army Library Institute was discussed, including:

1. National Defense University is still moving forward on the automation of the Air University Index to Military Periodicals. Also being planned is an entirely new automated index to cover AU's index as well as other titles. The person to contact at NDU is Barbara Henseler.

2. No progress has yet been made on a list of persons serving on various committees or groups or the list of persons with expertise in ADP. These lists will be compiled once the ADP Survey has been sent and received.

3. A primer or glossary dealing with ADP terms has been completed and will be sent out with the survey.

4. The ADP/Networking Survey has been formulated but due to cooperation problems with ALMO, it has not been sent out.

The TFG was briefed on the various problems that have come up in relation to the survey. There was a discussion of whether or not this information is really needed. The overwhelming consensus was that the information is necessary and vital to future plans of the Army library community. It was also decided that TFG members were to fill out the questionnaire as a trial run.

The meeting was adjourned at 1700.

Respectfully submitted  
Lorna Andrele  
Ad Hoc Recording Secretary

Minutes  
21 May 1981

The meeting was called to order at 0815 hours in the Marquis B Room, Governor Morris Inn. Barbara Henseler, Chairperson, presided over the meeting. A list of attendees is attached. (ATTACH. #7)

Fred Anzalone moved that a question be added to the survey asking what services the library will provide for other libraries. Examples: Software packages or on-line searches. The motion was seconded and passed.

Barbara Henseler explained to the group that there seemed to be a large dichotomy within the group as far as ADP knowledge and expertise. For the purpose of the TFG, we will attempt to raise the level of knowledge for those librarians unfamiliar with ADP/Networking. It is this audience we hope to reach without losing the interest of the more advanced user. Our logic is this: Those with a high level of knowledge and sophistication know other sources for help. Those with a lower level of expertise do not know where else to turn for help other than to the Army library community. Hopefully, we will be able to help and teach all levels.

There was some discussion held concerning the recommendation that the fields of ADP and Networking be split with Networking either standing alone or becoming a part of the TFG on Shared Resources. The group voted that the TFG remain as is.

The test run of the survey as discussed, as were the problems encountered with the dissemination of the survey. The suggestion was made and agreed upon to include in the glossary definitions for "dedicated line" and "designated line." The problem of getting the survey out was then discussed. Three options were brought forward. They were:

1. The survey be sent out by official channels from TAG with a Report Control number.
  2. The survey be sent out through technical channels by ALMO.
  3. Another agency volunteer to act independently and send out the survey.
- A motion was made, seconded, and passed that the ALMO office send the survey out no later than 1 July 1981. If this suspense date is not met, the TFG will seek a volunteer agency to disseminate the survey and tabulate the results.

Barbara Henseler brought up some of the comments mentioned at the end of the trial survey. The following topics were suggested for TFG projects:

1. Newsletter/Fact Sheet/Bibliography to be disseminated with monthly TFG minutes.
2. Info sheet on new terminals/equipment
3. Electronic mail
4. Video discs
5. Mini- and Micro- computers
6. FEDLINK Services
7. DTIC's Services
8. Formal presentation on one of the above for next year's ALI.
9. Data Base Open House at next year ALI to allow introduction to some of the online services.

Ed Burgess explained what SBIE was and how CARL is utilizing it. Other information discussions held concerned DTIC, FEDLINK, etc.

Barbara Henseler then thanked the group for their enthusiasm and recommendations and looks forward to contact in the future. The meeting was adjourned at 0915.

Respectfully submitted  
Lorna Andrele  
Ad Hoc Recording Secretary

TFG ATTENDEES  
18 May 1981

<u>NAME</u>	<u>ORGANIZATION</u>
Harvey Reynolds	Fort Ord Library System
Patrick Dore	Harry Diamond Labs.
Anna B. Dumas	BMD System Command Huntsville, Ala.
Lucy R. Greene	Army Logistics Library Ft. Lee, VA
Linda Raquena	Tripler Army Medical Center, Hawaii
Kathyrn Coffman	HQ TRADOC Ft, Monroe, VA
Carolyn Saintsing	TRADOC Ft. Monroe, VA
Doris Egge	Ft. Detrick MD
Hoyt Galloway	Ft. Amador Panama
Susan A. Macksey	AMMRC Watertown, Mass.
Phil Casey	ARRCOM
Ana Cristan	HQ TRADOC
Mary Stark	Hospital Library West Point
Donald Koslow	USMA
Lee Porter	Ft. McPherson Library System
Carolyn Alexander	USACDEC Ft. Ord
Lea Hughes	Applied Tech Lab Ft. Eustis VA
Patricia Altner	ARRADCOM Dover NJ
L.S. Kuntz	U.S. Army Aviation Center Ft. Rucker, Ala
Ed Burgess	Command & General Staff College Ft. Leavenworth, KS
Rosalie O. Forst	ARRADCOM
Jane Cooney	Redstone Scientific Infor Ctr
Aaron Farnell	ARRADCOM
Jim Hearon	St. Louis Area Support Center
Dorothy Mylin	Fitzsimmons Army Medical Center, Denver
Katherine Sites	Ft. Lee MSA
Lorna Andrie	Ft. Lewis Post Library
Herbert Goldhor	U. of Ill. Library School
Jo Ann Schoonmaker	Ft. Monroe Post Library
Carla Pomager	Chemical School Library Ft. McClellan, Ala.
Eleanore Zeman	Missile Munitions Ctr & School Redstone
Alfred Anzalone	Plastics Tech Eval Ctr

ADP/NETWORKING TASK FORCE GROUP  
ARMY LIBRARY INSTITUTE  
MINUTES  
25 August 1980

The meeting was called to order at 1515 hours in Seminar Room A, Atlanta Biltmore Hotel. Present were: Chairperson Barbara Henseler (NDU), ALC Liaison Donna Griffiths (OSG), Ad-Hoc Recording Secretary Normand Varieur (ARRADCOM), Lynda Kuntz (USAAVNC), John Finnegan (INSCOM), Judy Hawthorne (TRADOC), Josie Jones (FORSCOM Resource Mgt.), Bonnie Miller (MICOM). Dorothy Fisk (ALMO) attended part of the meeting.

The following papers were handed out: 1) Definition of the goals of the TFG; 2) Minutes of meeting of 29 May 1980; 3) Minutes of meeting of 13 July 1980; 4) The Structure and Governance of Library Networks (1978 Conference), Chapter 1: Network Anatomy and Network Objectives by Allen Kent, Chapter 3: Network Anatomy and Objectives: Comments by James H. Kennedy, Chapter 9: Network Topology and the Federal Library Committee by James P. Riley; 5) Proceedings of 1978 Clinic on Library Applications of Data Processing: So You Want to Build a Network by Douglas F. Kunkel; 6) Draft of TFG survey; 7) Draft of revised survey proposed by JoAn Stolley (TRALINET).

TFG members were given a general background of the origins of the group and then asked to think about standards and standardization of ADP and networks and the proposals that should be made to the ALC.

The importance of the TFG was emphasized in the announcement by Dorothy Fisk (ALMO Chief) that a new ADP position will soon be added to her staff.

Members were invited to attend the Army Library/Pentagon's overview of its Integrated Library System (ILS) during the morning of 6 November 1980 in the Pentagon, Room 1A518, and on TRALINET in the afternoon in Room 3E463.

A review was made of NDU's progress in automating Air University's Index to Military Periodicals.

It was suggested that ALMO's newsletter be published monthly with general information on each TFG highlighted, but one of them discussed in greater depth each month.

The possibility of having a living file of information on persons who have knowledge of certain aspects of ADP/Networking, of acronyms and systems addresses, names of representatives on various pertinent committees, etc. Mention was made that Jack Kolb is Army's representative to DTIC, while Normand Varieur is DOD representative to SLA's Network Committee and Army's rep. to SBIE (DTIC's Shared Bibliographic Input Experiment).

Jim Dodd, President of SLA and Director of Georgia Tech will be giving a briefing on what benefits may be derived from networks.

The goals of this TFG must also include a vehicle for updating and distributing information to librarians in the field.

The two draft copies of proposed surveys were given to members to look at from both sides (sender and receiver) and to propose a final draft that will be sent out under the TAG's signature.

The meeting adjourned at 1630 hours.

Respectfully submitted,  
Normand Varieur  
Ad-Hoc Recording Secretary

MINUTES  
27 August 1980

The meeting was called to order at 1600 hours in Seminar Room A. Present were: Chairperson Barbara Henseler (NDU), ALC Liaison Donna Griffiths (OSG), Ad-Hoc Recording Secretary Normand Varieur (ARRADCOM), Bonnie Miller (MICOM), John Finnegan (INSCOM), Judy Hawthorne (TRADOC). One person, Pat Pepin of Bio-Med Labs - APG, joined the TFG.

Mr. James Dodd, Director of Georgia Tech Library Services and President of SLA was introduced. He asked each member to outline the type of library with which they were associated then questioned the need for a subset of FEDLINK since there was such a diversity of interests. Mr. Dodd succinctly explained the operation of SOLINET and gave three examples of its benefits: a COM catalog of each library's holdings, a COM union catalog, and a COM union list of serials. He explained the possible use of WLN software for subject searching capability in SOLINET and the heavy use of teletype of Georgia Tech. He said that copyright control was the user's responsibility except for obvious gross abuse but that the telex form (from ALA ILL standards) contains the necessary phrasing for copyright protection. SLA has begun a special project to determine which libraries are SOURCE members, their Telex numbers, and what telecommunication facilities they have. He also mentioned the NCLIS will be publishing a report on the role of special libraries in networks. Jim Webster (SUNY/Buffalo), Chairman of SLA's Network Committee, is on this NCLIS Task Force.

A question was asked concerning the merging of regional networks into a national one. Mr. Dodd feels that smaller groups work together better but may be backed up by larger groups. Mr. Dodd requested to be placed on the mailing list of this ALC TG and to make the work of the Group known to the NCLIS Task Force.

He mentioned the desirability of transmitting data digitally from one computer to another. The technology is there but certain legal impediments exist. Mr. Dodd finished his presentation at 1653 hours. He declined the invitation to remain for the business portion of the meeting which concerned the proposed survey.

Barbara Henseler and Donna Griffiths repeated the need of the survey to be succinct. There was some debate on whether to retain the cost remark for each item. It was decided to leave it in knowing that some installations may ignore the question.

The item on databases was also question since, in a least one instance (NTIS), the database cannot be separated from the retrieval system. The question of control or availability was introduced. It was decided that only those items under the direct control of the chief of the library, information center, etc., will be counted. Telefacsimile and word processing equipment will be included.

A short range project for the TFG was introduced and agreed upon. A short primer containing definitions of databases and networks will be developed. This primer will be sent out to all installations ASAP. A second copy will accompany the survey. This will reduce the number of survey pages while educating those not familiar with the acronyms or definitions. This survey will be mentioned during the report to the ALI on Friday.

The results of the survey and any other paperwork packages (documentation, justification, etc.) will be received and filed by the ALMO. Various acronyms for identifying this survey and its results were debated. ANSIC was chosen: ADP/Networking Systems Information Center.

The meeting was adjourned at 1734 hours.

Respectfully submitted,  
Normand Varieur  
Ad-Hoc Recording Secretary

MINUTES  
28 August 1980

The third and last meeting of the TFG at ALI IV was called to order at 1038 hours. Present were: Chairperson Barbara Henseler (NDU), ALC Liaison Donna Griffiths (OSG), Ad-Hoc Recording Secretary Normand Varieur (ARRADCOM), Judy Hawthorne (TRASANA), Linda Kuntz (AVNC), Pat Pepin (MRDC), John Finnegan (INSCOM), and Bonnie Miller (MICOM).



The only order of business was the review of the proposed survey. The request in the survey for cost and justification for equipment/services was again considered. A definite decision was reached to retain these items although the word "justification" would be changed to "paperwork package." Barbara Henseler and Donna Griffiths will prepare the actual survey format along the lines of the JoAn Stolley draft of the survey which was chosen as the basic vehicle. The decision to keep the request for paperwork was made because it was decided that at a later date ALMO could request copies of such packages to keep on file as a reference for others. The survey will be sent out by ALMO with a cover letter alluding to the primer which Barbara and Donna will prepare with the help of the TFG members.

Discussion concerning the insert of a question on willingness to join a network led to the withdrawal of this recommendation. The draft survey was then reviewed in detail with many additions, deletions and changes made. Noteworthy among these were:

- a) Change "Data Base Services" to "Retrieval Services" throughout.
- b) Delete on pg. 2 NTIS, add OCLC/Acquisitions; New York Times/KITS; OPTIMIS; JURIS; Westlaw; Mead; Alcohol & ...; FLITE and DOE/RECON.
- c) Delete on pg. 2 column for Dedicated Services but all note to asterisk those services with dedicated lines.
- d) On pg. 2 add question concerning use of Direct-Dial, Tymnet, Telenet, other - specify.
- e) On pg. 3, add after COM: Computer Output Book Catalog
- f) On pg. 4, rearrange list to place multi-purpose first.
- g) On pg. 5, show two separate lines for CRT's and teleprinters.
- h) On pg. 5&6, add "cost" above column headings "Lease/Purchase".
- i) On pg. 6, add: Zebra/Bar Code Reader-printer, OCR reader-printer.

The Meeting was adjourned at 1140 hours.

Respectfully submitted,  
Normand Varieur  
Ad-Hoc Recording Secretary



DEPARTMENT OF THE ARMY  
OFFICE OF THE SURGEON GENERAL  
WASHINGTON, D.C. 20310

ATTACHMENT 3

REPLY TO  
ATTENTION OF

DASG-AAFJML-P

31 December 1980

Mrs. Dorothy Fisk, Director  
Army Library Management Office  
DAAG-AL  
Hoffman Bldg. I, Rm 1456  
Washington, D.C. 20310

Dear Dorothy:

Enclosed in completed format are the ADP/Networking Task Force Group survey and glossary. Per earlier discussion, request that information be sent out under TAG cover letter and reports control number to all Army libraries. The TFG has asked that a suspense date of three to four weeks be established, once survey is distributed. Survey needs to be distributed and returned so that information can be tallied, interpreted and presented at the Army Library Institute on 18 May 1981.

Originals of survey and glossary were not sent, as they are in varying lengths and in cut & paste format. It is anticipated that after your final review, that your Publications Division will layout material in a professional format.

If there are questions, please contact me.

Sincerely,

A handwritten signature in dark ink, appearing to be "D. Griffitts", is written above the typed name.

Donna K. Griffitts, Administrative Librarian  
Joint Medical Library  
Office of the Surgeon General, DA

Liaison to ALC for TFG on ADP/Networking

DAAG-AL

SUBJECT: Army Library Study Report

1. Reference is made to HQDA Letter, 28-79-2, 16 May 1979, Subject: Army Library Management.
2. As a follow-on to the referenced study, the inclosed questionnaire with cover letter is being forwarded directly to all Army libraries based on address lists supplied by Staff/Chief Librarians of the major Army commands and/or headquarters agencies. The Army Library Council (ALC) Task Force Group on ADP/Networking will use this data for their report on the use of ADP equipment in Army libraries and to begin long range planning efforts in the area of networking. This data will be made available through individual MACOM staff offices and through the Army Library Management Office (ALMO) to all Army libraries on request.
3. Questionnaires are to be returned to the Army Library Management Office NLT \_\_\_\_\_. The mailing address is HQDA(DAAG-AL), Washington, D.C. 20314. A self-addressed envelope is attached for return of questionnaire.
4. Questions regarding completion of this report should be addressed to the Army Library Management Office, AUTOVON 221-9128/29, Commercial number 202/329-9128/29 or the Joint Medical Library, AUTOVON 225-5752, commercial number 202/695-5752/53.

CODE: \_\_\_\_\_

REPORT CONTROL NUMBER: \_\_\_\_\_

ARMY LIBRARY COUNCIL TASK FORCE GROUP ON ADP/NETWORKING

TO:

\*Please TYPE or PRINT responses  
\*Please use attached GLOSSARY in completing questionnaire  
\*A self-addressed envelope is provided for return of survey  
\*Your time in completion of this report is appreciated

Person completing report: \_\_\_\_\_

AUTOVON: \_\_\_\_\_ Commercial/FTS Number: \_\_\_\_\_

Major Command/Agency: (check as appropriate)

DARCOM \_\_\_ FORSCOM \_\_\_ TRADOC \_\_\_ COE \_\_\_ ACC \_\_\_ HSC \_\_\_ OTSG \_\_\_ MDW \_\_\_ TAGCEN \_\_\_

Other (specify): \_\_\_\_\_

Type of Institution: (check as appropriate).

Technical Library \_\_\_ School/Academic Library \_\_\_ Engineering Library \_\_\_

Morale Support/Post Library \_\_\_ Medical (Clinical or R&D) Library \_\_\_

Patients Library \_\_\_ Law Library \_\_\_ Information Center \_\_\_

Consolidated Libraries \_\_\_ Other (specify) \_\_\_\_\_

Do you share equipment with another library, if yes, specify \_\_\_\_\_

Purpose of Report. Data gathered from this questionnaire will be used by Army Library Council Task Force Group on ADP/Networking to prepare a report for the Council and will also be used for information dissemination to all Army libraries.

1. Network Membership

- a. Is this library a member of any federal, state, or civilian network(s)?  
Examples of networks include the Federal Library Information Network (FEDLINK); Southeastern Library Network (SOLINET); OCLC, Inc., cooperative state networks, etc.

\_\_\_\_ Yes

\_\_\_\_ No

If response is YES, please specify which network(s):  
(Provide full name as well as any acronym)

- (1) \_\_\_\_\_  
(2) \_\_\_\_\_  
(3) \_\_\_\_\_  
(4) \_\_\_\_\_  
(5) \_\_\_\_\_

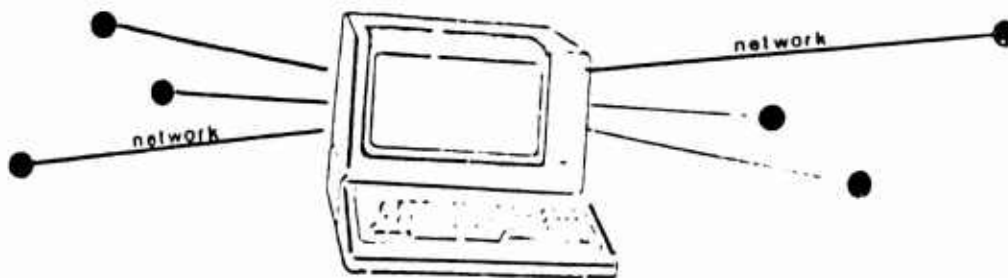
- b. If response to the above is YES, does any member of this library function in an official capacity such as Chair of a committee, acting Army representative, etc.?

Name of Person

Description of Official Function

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## 2. Use of Retrieval Services

a. Are any of the following retrieval services available through your library?

Yes No

If response is YES, please check all appropriate columns.

DATA BASE	RETRIEVAL SERVICES	PIGGYBACK*	yes! A PAPER WORK PACKAGE IS AVAILABLE
1. DTIC/unclassified	_____	_____	_____
2. DTIC/classified	_____	_____	_____
3. OCLC/interlibrary loan	_____	_____	_____
4. OCLC/serials check-in	_____	_____	_____
5. OCLC/cataloging	_____	_____	_____
6. OCLC/acquisitions	_____	_____	_____
7. WLN	_____	_____	_____
8. RLIN (Ballots)	_____	_____	_____
9. SDC/Orbit	_____	_____	_____
10. Lockheed/Dialog	_____	_____	_____
11. BRS	_____	_____	_____
12. NY Times/Infobank	_____	_____	_____
13. NY Times/NIIS	_____	_____	_____
14. The "Source"	_____	_____	_____
15. NIM/NIMLARS	_____	_____	_____
16. LEXIS	_____	_____	_____
17. NEXIS	_____	_____	_____
18. OLTIMIS	_____	_____	_____
19. CIRC	_____	_____	_____
20. SCOPPIO	_____	_____	_____
21. JURIS	_____	_____	_____
22. WESLAW	_____	_____	_____
23. FLITL	_____	_____	_____
24. DOE-REGON	_____	_____	_____
25. LEGISLATE	_____	_____	_____
26. ERIC	_____	_____	_____
27. ALCOHOL INFO RETRIEVAL SYSTEM	_____	_____	_____
28. Electronic mail box and/or Computer conferencing (specify system):	_____	_____	_____
29. Other retrieval systems (specify system):	_____	_____	_____

b. Does this library offer training in use of these retrieval systems to anyone outside of the immediate library?

Yes No

If response is YES, please specify service(s): \_\_\_\_\_

c. Put an asterik if you have a dedicated line for DTIC or DCLC in lines 1-7

\*Piggyback refers to use of another library facility/equipment for service.

\*\*A paper work package can include documentation such as justification statements, economic analysis, AR 18-1 approvals, CSA approvals, procurement documents, etc.



3. Computer Generated Products

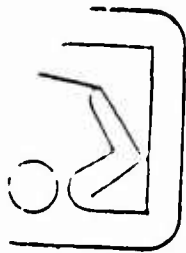
Does this library produce, or is it directly involved in the production, of any of the following types of products?

Yes \_\_\_\_\_ No \_\_\_\_\_

If response is YES, please provide a brief description (10 words or less)

TYPE PRODUCT	DESCRIPTION
a. INDEXES (can include products such as key word indexes, etc)	
b. COMPUTER OUTPUT MICROFORM (COM) CATALOGS/CARDS)	
c. COMPUTER OUTPUT BOOK CATALOGS	
d. ACCESSION LISTINGS (can include listings for books, documents, etc.)	
e. AUTHORITY LISTINGS/FILES and THESAURI	
f. SERIALS UNION LISTINGS/ SERIALS CHECK-IN/ORDERING	
g. PRIVATE FILE/INTERACTIVE DATA BASE	
h. ADDRESSEE/MAILING LISTINGS	
i. OTHER (specify):	

Continue narrative on plain bond paper as required



#### 4. Automated Library Systems

Are any of the following types of automated library systems available in this library?  
(This excludes those retrieval services listed in question #2)

Yes \_\_\_\_\_ No \_\_\_\_\_

TYPE SYSTEM	System Name or brief system description	Obtained from				Obtained from		Developed In-house	Piggyback *	YES! A Paper Package is Available **
		COMMERCIAL Source		Gov/FED Source		Purchase	Cost			
		Lease	Purchase	Cost	Lease					
a. MULTI-PURPOSE INTEGRATED LIBRARY SYSTEM										
b. ACQUISITION SYSTEM										
c. CIRCULATION SYSTEM										
d. CATALOGING SYSTEM										
e. SERIALS CONTROL SYSTEM										
f. WORD PROCESSING SYSTEM										
g. DOCUMENTS CONTROL SYSTEM										
h. COMPUTER ASSISTED INSTRUCTION SYSTEM										
i. OTHER (specify)										



5. Automated Data Processing and Related Equipment

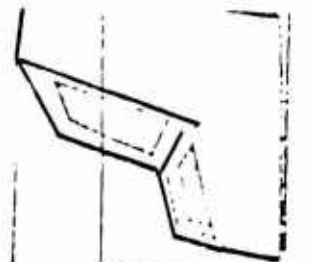
Please list the automated data processing and related equipment which is current being used by this library. Check here if this question is not applicable.

EQUIPMENT CATEGORY	MANUFACTURER	MODEL NUMBER	QUANTITY	COST		YES! PAPER WORK PACKAGE AVAILABLE
				LEASE	PURCHASE	
a. Mini/Micro Computers						
b. Printers						
c. Plotters						
d. Terminals (teleprinter)						
e. Terminals (CRT)						
f. Card readers/optical scanners						
g. Magnetic tape units/Disk drives, etc.						
h. Key punch/paper punch related to ADP						

5. Automated Data Processing and Related Equipment continued:

Check all appropriate columns

EQUIPMENT CATEGORY	MANUFACTURER	MODEL NUMBER	QUANTITY	COST		YES! PAPER WORK PACKAGE AVAILABLE
				LEASE	PURCHASE	
i. Telefacsimile and other related telecommunications equipment (TUX, teletype)						
j. Computer Output microform (COM) equipment						
k. Word processing equipment (memory typewriters, etc)						
l. Word processing equipment with communications capability						
m. Microform reproduction equipment						
n. OCR reader/printer						
o. Bar code reader/printer						
p. Cassette tape recorder related to ADP						
q. Other (specify)						



6. Do you use any of the following? Please check as appropriate

Direct dial \_\_\_\_\_

TYMNET \_\_\_\_\_

TELINET \_\_\_\_\_

OTHER(specify) \_\_\_\_\_

7. What types of things would you like to see the Army Library Council Task Force Group on ADP/Networking do?

8. Other comments.

## GLOSSARY

ANIGOS -- A network of five states: AZ, NM, AR, TX & OK

Archival tape -- A magnetic tape that contains a copy of a library's machine-readable data base in MARC II format. The utility may send to the library on a regular basis updated tapes containing those records revised or added to the utility's data base since the last tape was prepared. The magnetic tape may also be called a transaction tape

Authority file -- A file that may contain records of the authorized form of author headings (personal, corporate, meeting and conference names, and uniform title headings) author/title and title series heading, and subject heading (topical, geographic, personal, corporate and meeting names, and uniform title headings). Cross-references and notes are usually included where appropriate. The records in a automated authority file may or may not be linked to the bibliographic data base

Automatic data processing -- (1) Data processing largely performed by automatic means (2) By extension, the discipline which deals with methods and techniques related to data processing performed by automatic means (3) Pertaining to data processing equipment such as electrical accounting machines and electronic data processing equipment. Abbreviated ADP.

BALLOTS -- An acronym for Bibliographic Automation of Large Library Operations using a time-sharing system was developed and first implemented for the Stanford University libraries. See RLIN.

Bar code recognition -- A form of machine-readable encodation formed by vertical bars and spaces. A scanner measures presence or absence of a reflection over time to determine bit patterns of characters

BRS -- Bibliographic Retrieval Services. Provides low-cost on-line access to the following data bases: MEDLARS, Biosis Previews, Chemical Abstracts, Condensates, Psychological Abstracts, AGRICOLA, ERIC, INSPEC, Electrical and Electronic Abstracts, Computer and Control Abstracts

Card reader -- A device that senses and translates into machine code the holes in punched cards

Cassette tape storage -- Storage of data on a serial device that records magnetically on a removable tape cassette

CIRC II -- Foreign science and technology data base of unclassified and classified data

Computer assisted instruction -- A data processing application in which a computing system involves a dialog between the student and a computer program which informs him of his mistakes as he makes them. (CAI)

Computer conferencing -- Group communication through a computer system. Communication may be either simultaneous or delayed. The topic discussed, points made, and proceedings developed are maintained on the computer system

Computer network -- A complex consisting of two or more interconnected computing units

COM (Computer-output microform) -- A process in which computer information is output onto a microform (e.g. microfilm or microfiche) through a COM printer

CRT (Cathode ray tube) -- A terminal with a television picture tube to display information visually. Usually the CRT terminal has a typewriter-like keyboard to provide instructions and data to the computer (e.g. the OCLC and CONSER terminals)

Data -- (1) Computer application: alpha and numeric characters which are processed by a computer (2) General use: Facts or information gathered for a specific purpose

Data base -- The entire collection of data files maintained in a computer system

Data bank -- A collection of data stored in a computer system in such a way that it may be retrieved by different means to form compilations for various purposes

Data communications equipment -- A generic term which includes the telephone lines and connecting equipment necessary to link a computer with a terminal or another computer

DDC -- See DTIC

Dedicated service -- See leased facility

Dedicated telephone line -- A telephone line used exclusively by one customer. The line usually does not pass through interexchange switching equipment. The line is provided for a monthly service charge without regard to the amount of use of the line

Dial-up access (or dial access) -- The use of a dial or pushbutton telephone to initiate a station-to-station call, generally from a library to a computer. Terminals using dial-up access usually may not access the full range of functions operating on the utility's computer system. In a dial-up system the terminal is not linked to the computer when not in use.

Documentation -- (1) The creating, collecting, organizing, storing, citing and dissemination of documents or the information recorded in documents.  
(2) A collection of documents or information on a given subject

DOE/RECON -- The Department of Energy's online interactive search service that is available to organizations whose mission and responsibilities require access to the DOE data bases. There are approximately 21 data bases, including the Energy Data Base, the Research in Progress in file, the GAP file (General and Practical), and FEDEX, an index to data in certain energy information agency publications

DTIC (Defense Technical Information Center) -- Provides coverage of defense-related research and development reports generated by U.S. government-sponsored research. On-line and off-line capabilities available.

Electronic mail -- Computer message systems. Communications are sent through a computer to a specific addressee. The addressee retrieves messages from his mailbox in the computer system.

FEDLINK -- Federal Libraries Information Network

FLITE -- Federal Legal Information Through Electronics. A full-text computer system sponsored by the Department of Defense comprised largely of legal data but also includes non-legal materials such as Defense Acquisition Regulations, Comptroller General's Decisions and the Code of Federal Regulations

GLIN -- Georgia Library Information Network

Hard copy -- Usually paper copy which does not require magnification or a mechanical reader

Hardware -- Physical equipment as opposed to the computer program or method of use for example, mechanical magnetic electrical or electronic devices. Contrast with software

ILLINET -- Illinois Library and Information Network

INFO BANK -- The Information Bank indexes and abstracts virtually all news and editorial matter from the NEW YORK TIMES. It also covers material from other newspapers, business publications, science publications and magazines.

Information retrieval system -- A computing system application designed to recover specific information from a mass of data

JURIS -- Justice Retrieval and Inquiry System. An online legal database developed by the Department of Justice. WESTLAW, FLITE AND LEXIS are all comparable systems.

Keypunch -- A keyboard actuated device that punches holes in a card to represent data

Keyword -- (1) One of the significant and informative words in a title or document that describe the content of that document (2) A symbol that identifies a parameter

KWIC -- Keyword in context

KWOC -- Keyword out of context

Leased facility -- A facility reserved for sole use of a single leasing customer

LEGI-SLATE -- A computerized bill and vote tracking system which provides a complete history of all bills and resolutions introduced in Congress beginning with the 96th Congress.

LEGIS -- Legislative Information and Status System. A computer system designed to assist Congress by providing historical and current status of all legislation introduced before either house of Congress beginning with the 93rd Congress.

LEXIS -- An online full-text legal data base developed by Mead Data Central which accesses all reported state and Federal court decisions, the U.S. Code, the Internal Revenue Code and other decisions such as labor, copyright and

Lockheed/DIALOG -- A commercial online search service that provides access to over eighty data bases or indexed files. Each file is oriented to a specific subject or category of publication, e.g., Energyline, GPO Monthly Catalog, Management Contents, NTIS, etc.

LSI chip -- A small integrated-circuit package containing many logic elements. Large-scale integration (lsi) densities can vary from 500 to 50,000 transistors per chip

Magnetic disk -- A flat circular plate with a magnetic surface on which data can be stored by selective magnetization of portions of the flat surface

Magnetic storage -- A storage device that utilizes the magnetic properties of materials to store data, for example magnetic cores, tapes and films

Magnetic tape -- (1) A tape with a magnetic surface on which data can be stored by selective polarization of portions of the surface (2) A tape of magnetic material used as the constituent in dome forms of magnetic cores

MARC -- An abbreviation for Machine Readable Cataloging produced at Library of Congress

MARC II -- An acronym for Machine Readable cataloging, is a specific variable length record format developed by the Library of Congress. There are different MARC formats for books, serials, maps, music, authorities, etc.

Master file -- A file that is either relatively permanent or that is treated as an authority in a particular job

MEDLARS -- Medical Literature Analysis and Retrieval System

Microcomputer -- A computer with a microprocessor as its central processing unit

Microform reproduction -- The duplication of a microform (microfilm, microfiche, aperture cards, ultrafiche) either in a paper copy or as another microform

MIDLNET -- Midwest Regional Library Network

Minicomputer -- A general purpose computer capable of either stand alone operation or attachment to a conventional computer system. In the past these computers were limited to 8 and 16 bit word length. However, 32 bit word lengths are now coming on the market. A memory and capability expand the mini increasingly, can only be defined relative to the largest computers. Many people identify three types of minis: the micro, the mini, and the midi. The basic distinction among them lies in the number of bits in each word. This in turn affects the computers speed, power and flexibility. Microcomputers typically use 4 to 8 bit word sizes, mini's 16 bits and the midi 32 bits.

NELINET -- New England Library Information Network

National Technical Information Service (NTIS) -- A broad and crossdisciplinary file containing citations to U.S. Government-sponsored research and development technical reports; which are available to the general public.

National network -- A plan to link together the bibliographic utilities, the Library of Congress and some individual libraries to allow computer communications. The national network does not currently exist.

Network -- A number of communication lines connecting a computer with remote terminals or other computers. This technical definition should not be confused with "Regional Library Networks", such as SOLINET and NELINET that may provide other noncomputer services, or nationally based networks such as RLG that operate noncomputer programs.

Networking -- An interconnected or interrelated group or system. May include the following: reciprocal borrowing services, expanded interlibrary loan service, union list of serials, union catalog of books, reference service, computer services, delivery service, catalog card production and/or cooperative cataloging, central resource or storage centers, clearinghouse, joint purchase of materials, publications programs, bibliographic centers, joint research projects, special communication services, microfilming, etc.

New York Times/KITS -- The Key Issues Tracking System provides online access to important information on economic and foreign affairs, energy and transportation issues and politics. The material is drawn from nearly 50 national and regional regional news sources, as well as technical journals.

NEXIS -- An online free-text periodical, wire service and newspaper data base which retrieves full-text stories from the "Washington Post", AP, Reuters, UP and various periodicals.

NTIS -- See National Technical Information Service

OCLC -- Ohio College Library Center. A not-for-profit corporation providing resources to a large number of libraries. Featured services include cataloging, ILLs, acquisitions and serials check-in.

Optical character recognition -- The machine identification of printed characters through use of light-sensitive devices. Abbreviated OCR

Optical scanner -- (1) A device that scans optically and usually generates an analog or digital signal (2) A device that optically scans printed or written data and generates their digital representations.

OPTIMIS -- The acronym for Operations Management Information System. This is a computer dial-up service run by the Army Adjutant General to support the Army Staff agencies in the Pentagon. It consists of unclassified reference to HQDA completed actions, reports and studies. Retrieval is based on subject/keywords.

PALINET -- Pennsylvania Area Library Network

Plotter -- An output unit that presents data in the form of a two-dimensional graphical representation.

Printer -- An output device that converts coded input to readable impressions on paper or other media

Private file -- Any collection or records composed of any combination of bibliographic, textual, and/or numeric elements that is placed in computer storage for subsequent retrieval, and that is not available to the general public form either the file produced or an online service.

Private line -- The channel and channel equipment furnished to a customer as a unit for his exclusive use without interexchange switching arrangements.

RLIN -- An acronym for Research Libraires Information Network, formerly known as BALLOTS. A bibliographic utility designed to meet needs of research libraries.

SALINET -- Satellite Library Information Network

SCORPIO -- Subject--Content--Oriented Retriever For Processing Information  
On-line

Search only -- The mode of operation which allows a terminal operator only to search the data base and not update or add records. RLIN and WLN calls this "search only" mode and ULAS calls this "read only" mode. OCLC does not provide this service.

Software -- A set of programs, procedures and possible associated documentation concerned with the operation of a data processing system. For example, compilers, library routines, manuals, circuit diagrams. Contrast with hardware

SOLINET -- Southeastern Library Information Network

The "Source" -- A computer service offered by Source Telecomputing Corporation. Priced to appeal to the home computer user, this service offers access to the UPI wire, games, computer programs and electronic mail.

System Development Corporation (SDC)/ORBIT -- A commercial online search service that provides access to over seventy-five data bases or indexed files. File orientation is similar to Lockheed/DIALOG.

Telecommunications -- (1) Pertaining to the transmission of signals over long distances such as by telegraph, radio or television (2) Data transmission between a computing system and remotely located devices via a unit that performs the necessary format conversion and controls the rate of transmission

Telefacsimile -- The transmission and reproduction of an image over distance by communications channels.

Terminal -- A device capable of sending and receiving information over a communication channel. In general the equipment on one end of a circuit which can send and receive messages.

Time sharing -- (1) Pertaining to the interleaved use of the time of a device (2) A method of using a computing system that allows a number of users to execute programs concurrently and to interact with the programs during execution. Although the computer actually services each user in sequence, the high speed of the computer makes it appear that users are handled simultaneously.

Turnkey system -- A system that can be delivered with little or no modification by a vendor. Current use of the expression "turnkey" comes from a customer being able to purchase an automobile that is ready to be driven off the showroom floor by simply "turning the key"

T.W.X. -- Literally, Teletypewriter Exchange Service. Also used to refer to the teletype located in interlibrary services.

TYMNET -- The largest U.S. common carrier or private (nontelephone) communication facility for the transmission of computer data. The service is provided by the Tymshare Corporation and charges are made by the hour and the number of log on occurrences. Dial-up terminals may use TYMNET. TELENET is a competing company.

WESTLAW -- An online full-text legal data bases which access all reported state and Federal court decisions

WLN -- Washington Library Network

Word processor -- A text-editing typewriter which captures keystrokes on a magnetic media for later editing and playback. Current word processors are increasingly software based. Many are beginning to offer programmable memory, records management, mathematical programs, sort capabilities and communications.





# newsletter

George S. Machovec, Editor

## MICROCOMPUTER NETWORKING -

Microcomputer networking will be a major change affecting the business, library, and home environments in the 1980's. These changes are developing due to several factors including: (a) improving alternatives for telecommunications, (b) lowering costs of microcomputers and random access mass storage, (c) flexibility and compatibility being built into micro-networking systems, and (d) multi-purpose capabilities being provided in many systems (word processing, electronic messaging, online interfacing with information utilities, etc.). This month we will take an in-depth look at two such operational systems, the Colorado ORACLE and the ACCESS SERIES I and II. Both systems are specifically designed for library networking applications but are flexible enough to find a wide variety of other uses in different environments.

## COLORADO ORACLE -

The Colorado ORACLE is an electronic mail, messaging, and conference system designed to aid intra- and inter-library communications in the state of Colorado. The idea was originally conceived by Darrell Humphrey, a graduate student at the University of Colorado in Boulder, who saw the possibilities of improving library communications via a dial-up microcomputer. In order to develop the system, Mr. Humphrey obtained the help of two companies, ECCSYS Corporation (a computer software company) and LEWAN & ASSOC., INC. (a Denver business equipment supplier) who helped him finance and develop Colorado ORACLE, which is now the topic of his dissertation.

Colorado ORACLE is a software package developed for use on the Alpha Micro computer (the same hardware used by the STAR information retrieval system being developed by Carlos Cuadra Assoc.), has 196K RAM solid state memory and will allow up to 24 users to utilize the system simultaneously. Dial-up is possible using most standard CRT or print terminals with ASCII character sets and operating with full duplex, no parity, and either 300 or 1200 baud modems. Hard disk drives are attached to the Alpha Micro for mass storage. A maximum of 9 Alpha Micros can be linked together utilizing shared disk storage (up to 2,400 Megabytes possible) for larger network requirements.

The mail and messaging features of the ORACLE software include such options as: a public bulletin board, personal notes or messages, calendar of events, interlibrary loan transactions, plus other areas which can be developed by the users.

The system will also have the capability for computer conferencing, as full text proceedings and other documents can be entered so that they are available for viewing 24 hours a day. Another possible application is to store newsletters or journal articles online so that they may be reviewed and commented upon, online.

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(COLORADO ORACLE - cont'd.)

Currently, the Colorado ORACLE system has been operable since April 1, 1981, in an experimental mode. Users presently include 47 Colorado libraries and two microcomputer electronic mail systems. During the first five days of operation over 150 callers utilized the system, sending several hundred messages. The initial test phase will be completed May 31, 1981.

ECCSYS Corporation is making the ORACLE system commercially available with full documentation of the hardware and software. The cost for a minimal configuration will be around \$17,000, and prices will be higher for additional storage capabilities and other features as necessary. For more information, contact: Darrell Humphrey, Colorado ORACLE, c/o ECCSYS Corporation, 934 Pearl Street, Suite D, Boulder, Co. 80302. Telephone (303)442-8785.

#### ACCESS SERIES I & II -

The ACCESS software is an inexpensive microcomputer networking system designed for electronic mail, messaging, and interlibrary loan transactions for business, library, and home applications. It was initially introduced 1½ years ago as a result of a joint effort by Desert Technology (a software development firm in Phoenix) and Information Intelligence Inc. ACCESS software is designed to run on the very popular and inexpensive Apple II Plus and Apple III microcomputers and will allow each unit to become an electronic mail and messaging (EMM) node which can be dialed into by regular terminals or other microcomputers (only one user at a time).

Aside from EMM capabilities, the ACCESS system can be used to augment bibliographic utilities such as OCLC, RLIN and WLN by providing for local independent and regional networks that can create a focal point for smaller institutions to have access indirectly to these larger utilities.

ACCESS SERIES I requires two 5¼" floppy disk drives attached to the microcomputer, allowing up to 150 messages on the Apple II and III. For a more complete description of the ACCESS SERIES I system see the August 1980 p. 1-2 issue of this newsletter.

The new ACCESS SERIES II now enables the Apple microcomputer to handle in excess of 3,000 messages or orders. This is accomplished through enhanced ACCESS software, plus a hard disk for the Apple II or III. The Series II is fully compatible with the Series I but enables central nodes on a network to handle the large additional message capacities required on a typical network system. In addition, the Series II has an automatic polling feature which permits fully automated transmittal and receipt of information to any other similar system or network at operator preset times when telephone and telecommunications rates are lower. This permits the operator of the ACCESS SERIES II system the convenience of being at home or thousands of miles away while the network function is taking place.

The ACCESS systems have been thoroughly tested and units are operational in the United States and Mexico. Full documentation accompanies the software and a free online demonstration is available at 110 or 300 baud by dialing (602) 996-9709.

It is expected that the price of the ACCESS SERIES I software will soon be \$800, and ACCESS SERIES II software at \$2,500. (Ed. note: An entire ACCESS SERIES I

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(ACCESS SERIES I &amp; II - cont'd.)

system including all hardware/software will thus be available for less than \$5,000.)

For further information or literature contact: Information Intelligence Inc., P.O. Box 31098, Phoenix, AZ 85046. Telephone (602)996-2283 (voice) or (602)996-9709 (online - 300 baud, full duplex). Dealer inquiries are invited.

**SDC SIMPLIFIES OFFLINE PRINTING -**

Most searchers using SDC's ORBIT system request offline prints with the command PRINT FULL OFFLINE INDENTED STORAD. This long phrase has been simplified by SDC and can now be implemented by typing PRTOFF. This tells ORBIT to do offline prints of all citations in the previous search statement in the indented format. PRTOFF can be appended with such modifications as a different search statement number (e.g., PRTOFF SS10), the requirement that certain citations be skipped (PRTOFF SKIP 50), or other variations. The former method of entering offline prints is still valid, however.

**NIOSH RECOMMENDS SAFETY GUIDELINES FOR CRT'S -**

In a soon-to-be-released report, the National Institute of Occupational Safety and Health (NIOSH) will offer recommendations for the safe operation of cathode ray tube (CRT) terminals. The study was conducted at the request of several labor organizations who were concerned with the hazards of CRT operation. The primary areas examined were possible radiation hazards, and the visual and ergonomic aspects of CRT usage.

The NIOSH study concluded that CRT's pose no radiation hazard to operators and are not a cause of cataracts. However, the institute did find areas of concern involving eye strain, psychological stress and comfort of operation.

Some of the recommendations suggested by NIOSH for regular CRT users include: for those using CRT's under an intermediate workload, a 15-minute break should be provided every 2 hours, for intense and demanding CRT usage, a 15-minute break should be taken every hour, the keyboard should be moveable, screen brightness and orientation should be adjustable, glare and lighting precaution should be provided, proper leg room and viewing distance should be available, and persons with vision deficiencies should be checked on a regular basis.

The guidelines proposed by NIOSH are not legally binding and compliance is voluntary.

**NEXIS TO INCLUDE 31 MCGRAW HILL JOURNALS IN FULL TEXT -**

The NEXIS information retrieval service developed by MeadData Central (MDC) will make available online the full text of 31 McGraw Hill business and professional journals. The agreement will allow weekly journals to be available online within seven days after publication, biweeklies within 14 days, and monthlies within 28 days. The online availability of these journals will be done in phases with the first six going into the system before the summer of 1981. Initially, *Business Week*, *Aviation Week & Space Technology*, and *Chemical Week* will be retrospectively loaded to 1975, and *Engineering News Record*, *Engineering & Mining Journal*, and *Chemical*

more -

# Small Computers in Libraries

A Newsletter Published by the Graduate Library School, University of Arizona, Tucson, Arizona

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APRIL 1981

VOL. 1, No. 1

## SCOPE AND COVERAGE

More and more libraries are beginning to experiment with microcomputers. Various organizations are developing inexpensive systems for indexing, serials control, reference and searching and circulation management. However, little of this work has been published, probably because those who are doing it have thus far found little time to write about it. In addition, there are many librarians who, though not actively using micros to date, are extremely interested in their potential. The principal objectives of this newsletter are: 1) to act as a clearinghouse for the sharing of information on micros in libraries, and 2) to offer some guidance to those who are new to the field, in the form of glossaries, short tutorial articles, and reviews of both programs and books pertinent to this subject.

The editors will work toward the development of a network of contracts-identifying those who are working on various kinds of projects, and sharing this knowledge with others. Program development work is difficult and time-consuming; anything that can reduce this effort will be useful to many others.

At more or less frequent intervals, SCIL will publish articles distilling out some general principles for micros in libraries. Even the limited exposure to micros thus far has resulted in some general trends, and some broadly applicable guidelines.

## THE SYSTEMS

For SCIL purposes, we consider a "micro" to be a system costing under \$10,000. At present, this means that we will concentrate on the Apple, the TRS-80 series, and other 8080 and Z80 S-100 bus systems. If there is sufficient interest and demand, we will also deal with PETs, SOLs, or other systems. (If you found much of the

previous two sentences unintelligible, then you have a lot of catching up to do in this area.)

## THE LANGUAGES

BASIC will be the primary computer language of interest, since it is far and away the most common language for micros. We will watch the developments in Pascal and other contenders, but at the moment BASIC is clearly the dominant language. Except in rare instances, we will not deal with assembly language. There are many programming texts and guides for BASIC on the market at present. There are also many versions of BASIC. Unfortunately, none of the texts deal adequately with the types of problems faced in libraries regarding text manipulation, printer operations, and file handling.

## PROGRAM REVIEWS

Many programs are commercially available which may have some utility in libraries. In particular, there are many word-processing and data base management systems on the market. Few libraries can afford to invest upwards of \$300-\$700 on the basis of advertisements alone. SCIL will acquire and evaluate as many of these programs as finances permit, and will also acquire the operating manuals of others.

## SPELLING CHECKERS AS AUTHORITIES?

Many readers may have noted the recent advertisements in the microcomputer trade journals for programs which check the spelling of words entered via one or another of the text editing programs available. These checking programs validate each word in a text against a dictionary of up

(Continued on next page)

to some 20,000 words, and flag those words in the text which do not match. Though the SCIL staff has not yet had an opportunity to use such a program, it seems plausible, or at least possible, that a variation of such a spelling checker could be used as an automated authority file for either author names or subject headings. If anyone has worked on this problem, we would appreciate hearing what progress has been made.

#### CATCHING UP

There has been an incredible volume of material published on computers in general, and on microcomputers in particular, over the past several years. The list below reflects the editor's opinionated preferences. It is not a comprehensive listing of "best books."

The first two titles are good general introductions to the entire notion of computers and what they do.

Kleinberg, Harry. How You Can Learn To Live With Computers. Penguin, 1978. \$2.95. (ISBN 0 14 004970 3).

Despite the unfortunate choice of title, this is an excellent non-technical view of what goes on inside computers, and what they can or can't do, and of their potential impact.

Covvy, H. Dominic & Neal Harding. Computer Consciousness: Surviving The Automated 80's. Addison Wesley, Reading, Mass. 1980. \$5.95. (ISBN 0 201 01939 6).

Pulls together a wide range of "buzz words", describes them in context, and explains much of the current technology. Excellent for one just starting to work in the area.

This next list is a small sampling of the many books on BASIC now available. Some titles are aimed at particular microcomputers, or versions of BASIC, others are more general, on the assumption that you will have your micro, and a reference manual for your particular dialect of BASIC.

Albrecht, Robert, Leroy Finkel and Jerald R. Brown. BASIC For Home Computers. Wiley, NY, 1978. \$5.95 (ISBN 0 471 03204 2).

A programmed text. Albrecht is a prolific author in this area. He's published several BASIC teaching guides, for various micros.

Dwyer, Thomas and Margot Critchfield. Bit Of Basic. Addison Wesley, Reading, Mass., 1980. \$5.95. (ISBN 0 201 03115 9).

These authors have also published several other similar works.

Kemney, John G. and Thomas E. Kurtz. BASIC Programming. 3d ed. Wiley, NY 1980. \$13.95. (ISBN 0 471 01863 5).

Kemney and Kurtz are the creators of BASIC, though it has grown far beyond their original ideas.

Morton, Jeffrey B. Introduction To BASIC. Matrix Publishing. Champaign, Ill., 1977. \$9.95. (ISBN 0916460 22 3).

Sharpe, William F. and Nancy L. Jacob. BASIC: An Introduction To Computer Programming Using The Basic Language. 3d ed. Free Press, 1979. (0 02 928390 6).

For those who are seriously interested in becoming competent programmers, the following three will prove valuable.

Lien, David L. The BASIC Handbook. An Encyclopedia of The Basic Computer Language. Compusoft Publishing Co., San Diego., 1978. \$14.95. (ISBN 0 932760 00 7).

A compendium of all BASIC instructions, commands and functions from a wide range of different versions of the language. Valuable in converting a program from one version of BASIC to another. Shows alternate forms of

(Continued on next page)

instructions, an often small subroutines which can be used if your version lacks a particular instruction.

Nevison, John M. The Little Book Of Basic Style: How To Write A Program You Can Read. Addison Wesley, Reading, Mass., 1978. (ISBN 0 201 05247 4).

Excellent guide to help you write clear, effective programs. Almost as much of a classic in its field as its inspiration, Strunk & White's "The Elements of Style."

Bruce, Robert C. Software Debugging For Microcomputers. Reston Co., Reston, VA., 1980. (ISBN 0 8359 7020 5).

One of the few books to help you avoid programming errors find them when you do, and correct them.

Finally, for the really serious programmer.

Wetherhill, Charles. Etudes For Programmers. Prentice Hall, Englewood Cliffs, NJ, 1978. \$13.95. (ISBN 0 13 291807 2).

A series of progressively more difficult programming challenges in many different subject areas. Not specifically designed for BASIC, but most of the etudes can be done in that language. Some are very challenging.

#### KEEPING UP

The least painful way to keep up in the field is, of course, to read the journals aimed at the microcomputer user community, along with a few more specialized ones for users of particular brands of micros.

Among the general ones are:

Byte, 70 Main St., Peterborough, NH 03458 \$15/yr.

Carries a mixture of hardware, software, and system design articles.

Kilobaud Microcomputing, P.O. Box 997, Farmingdale, NY 11737 \$25/yr.

Tends to have more hardware oriented articles than Byte, but otherwise similar.

Creative Computing, P.O. 789-M, Morristown, NJ 07960. \$15/yr.

Probably the least technical. Light style. Runs many game programs, (guessing games, tic-tac-toe, etc.). Cartoons, occasional short fiction. Probably the best choice for school librarians, as it will attract students more than the other titles.

Personal Computing, 50 Essex St., Rochelle Park, NY 07662. \$14/yr.

Subtitled "For Your Home and Business," which describes it accurately. For the serious, or semi-serious user, not for game-playing.

Interface Age, 16704 Marquardt Ave., Cerritos, CA 90701. \$18/yr.

Subtitle "Computing for Home and Business Applications." Hence similar in scope to Personal Computing. Mostly software and systems evaluation articles. Aimed at the business/professional user.

A good way to get more information on specific programs or equipment is to make use of the Reader's Service Cards ("Bingo Cards") in each issue. The ads are usually keyed to numbers on the card. If you circle the appropriate numbers, the advertisers will send you their descriptive literature. An extensive collection of materials can be rapidly built up in this way.



### IBM TO GO WITH MICROS?

The rumor is that in the next six months IBM will introduce a new series of personal computers competitive with such exiting lines as Radio Shack, Commodore, and Apple. These will be made in the Raliegh, North Carolina area with four basic marketing areas as the initial target: microcomputers for the small business and/or professional person; home hobbyists; the rising number of home information systems such as videotext, electronic funds transfer, etc.; and systems intended to be used in departments that have information processing needs independent of the central data processing facility.

### HEAVY APPLE USE AT SUI

Rosamone Laythe, Assistant Director for Public Services at the Lovejoy Library, Southern Illinois University (Edwardsville, IL 62026) reports that the APPLE II is heavily used in a wide range of academic library applications. They have acquired a Corvus hard disk, which allows much faster access to much larger files than is possible with the usual mini-floppies. Present applications include:

1. Production of a music reserves catalog on demand. This consists of a shelflist, catalog by composer/title, and individual lists for each course and instructor.

2. New phonorecord catalog, similar to the Music Reserve, but with the additional feature of dated entries.

3. Analysis of Transaction Statistics by time, day, location and type.

4. Monthly, cumulative and comparative circulation and traffic statistics. These are compiled and printed in about 40 minutes. Previously this was a 3-day project with inherent calculation and typing errors.

5. Library personnel lists compiled by the administration are used to update and produce mailing and

telephone lists. A library committee list, with current membership and length of term of office is also being used to update information as changes occur.

6. Form letters requesting Reserve lists are stored and can now be quickly modified and produced each quarter before being sent to the teaching faculty.

7. A listing of periodicals, newspapers, and other serials purchased by non-library units, SIU-E circa fall, 1979.

8. A break-down of the library budget for the years 1964/65 through 1979/80 in the categories of salaries, wages, materials, binding and "other", giving totals and percentages. Our Spinwriter printer enabled us to consolidate this information on a legal size sheet for easy comparisons.

9. The results of a survey of public coin-op copiers within the state university libraries of Illinois (CODSULI).

10. Preparation of a third edition of Masters' Degree Theses Presented at Southern Illinois University at Edwardsville: a Bibliography classified by subject area. This covers the period 1968-80. A paraprofessional prepared this on the Apple II in approximately 60 hours using the "Magic Window" program. This compares with the use of a professional librarian assisted by a clerk and several student assistants over a much longer period of time for previous editions.

The following applications are now under development:

1. An index to our local newspaper. We have already produced several years on microfilm.

2. Updating of approximately 150 library instruction bibliographies and search guides.

3. Compilation of Slavic and East-European bibliographies and other special research collection materials lists.

4. An index to the SIU-E Faculty collection, a permanent exhibit consisting of monographs and non-book publications, which will provide for easy updating and retrieval.

(Continued on next page)

5. Analyses of comparative HEGIS statistics compiled from our own state university (CODSULI) library statistics.

6. Student payroll bi-monthly reporting of expenditures to date by library units.

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#### APPLE IN PLATTSBURG, (NY) PL

Prompted by the growing awareness that there are many children in rural areas that are growing in a computer-dominated world without themselves being able to acquire computer literacy, Stanley A. Ransom, Director of the Clinton-Essex-Franklin Library System in New York, decided to do something about the problem. Investigation revealed that a microcomputer could be purchased for less than \$3,000 and the board of trustees authorized this for the Plattsburgh Library children's room.

The Apple II was chosen, primarily because of the disk drive program storage, the color graphics feature and the audio synthesizer capability, in addition to the availability of a wide variety of software. The unit consisted of an Apple II Plus with 32K bytes of RAM, one disk drive, integer BASIC firm-ware card, Zenith color monitor, game paddles and related hardware. The system was eventually expanded to 48K bytes of RAM. Among the software purchases were educational programs in math, economics, and word learning, as well as Micro-Chess and various games.

During the day the system is available to adults and as the students arrive after school they fill out the time frames. There are software users and programmers, the latter usually older than 11 and who have access after 6 p.m. In the early stages users were restricted to 15 minutes each but as the actual writing of programs requires more time this was expanded to an hour. There have been volunteers to teach programming to children and it has been found that they tend to teach each other as they learn more about the system.

A more complete account of this project is given in: Romans, Anne F. and Ransom, Stanley A. "An Apple a Day: Microcomputers in the Public Library." American Libraries, December

1980, pp. 691-693. This excellent article also contains an annotated bibliography on children and computers.

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#### APPLES BACK UP CLSI CIRC SYSTEM

The Tucson Public Library has recently purchased two Apple microcomputers (48K) and a software package from Computer Translations, Inc. (CTI) in Provo, Utah. The Apples will be used primarily as back-up for the Library's CL System, Inc. on-line circulation system by recording check-out and checking transactions are read back into the circulation system data bases when the system comes back up. The system requires an Apple II Plus with 48K RAM, two floppy disk drives, a screen (TV or monitor), software and a special switch available from the software vendor.

Installation of the two Apples was accomplished just prior to a scheduled downtime day, so Library staff had experience without delay on the latest additions to TPL's technological family. When the circulation system was brought down, the Apple units were activated without problem and performed flawlessly.

Circulation staff were generally enthusiastic..."It's great"... "Beats handwriting the transactions"... "Speeded checkout tremendously"... "Information transferred accurately to main computer when we came up".

At present, the Main Library is using the Apple as a direct on-line terminal with an adaptive modem from CTI. Evaluation of this and investigation of other possible uses is underway, and two additional Apples have been ordered. The system vendor is:

Computer Translations, Inc.  
Box 7004 University Station  
Provo, Utah 84602  
Phone: (801) 377-2844

A wide range of other programs are available from the company. The use of these in addition to the Apple circulation system backup can make the microcomputer a very versatile addition to the library.



#### **CLASS OFFERS MICROCOMPUTER SUPPORT, DISCOUNTS TO MEMBERS**

CLASS, the California Authority for Systems and Services, offers, in addition to its "large-scale" services, both hardware discounts of about 10% off list price on TRS-80 Mod II's software. They have a generalized information retrieval system (See "Golden Retriever is Not a Dog" story elsewhere in this issue) and a serials control system. The latter is for small to medium size libraries. It provides for current check-in, claims alert, subscriptions and payment, routing, binding, and location information. It is available for \$1500. A maintenance and upgrade subscription is also offered, for \$600/yr. Though many think of CLASS as a strictly "California" organization, it has many members outside the state. Membership fees are based on a sliding scale, determined by the library's book budget. Applications and inquiries from libraries located anywhere are welcome. CLASS is located at 1415 Koll Circle, Suite 101, San Jose, CA 95112. (408) 289-1756.

#### **GOLDEN RETRIEVER IS NOT A DOG**

Whatever its other qualities, the general information retrieval system offered by CLASS gets high marks for its name. "Golden Retriever II" is a TRS-80 Mod II based system which provides:

- . Keyword indexing with full Boolean logic for searching
- . Variable records lengths
- . Sophisticated command language and field modification
- . Unique data constants and prompts for rapid data entry
- . User friendly interface with "help" commands
- . Flexibility to meet individual needs

Golden Retriever II is an improved version of the system designed by Jerry Lerman at Golden State University. It forms the basis for the Serials Control System offered by CLASS (see previous story). It can also be used for reference material, newspaper indexing, terminal access to other systems, mailing list control, and other purposes. At present the system requires three 8" disk units, one for the programs and operating

system, one for master file storage, and one for index data. Future plans include an upgrade to a hard disk system, allowing storage of very large files. Further information is available from CLASS, at 1415 Koll Circle, Suite 101, San Jose, CA 95112. (408) 289-1756.

#### **NEW JOURNAL TO REVIEW PROGRAMS**

A new semi-annual journal, Software Review, is scheduled to begin publication this fall. According to the publisher, Software Review will feature: articles on software concepts, evaluation, and selection; reports on available software products suitable for education and library applications; and reviews of books and other recent publications pertaining to computer software and with direct relevance for library and educational users.

It will be edited by William Saffady and Rhoda Garoogian both of the School of Library and Information Science, Pratt Institute.

Subscriptions are available from Microform Review, 520 Riverside Ave., Westport, Ct. 06880. Subscription rates are: USA - \$28/yr; Canada and Mexico - \$43/yr; Other foreign countries, air mail - \$58/yr.

#### **UNC-GREENSBORO OFFERS SUPPORT AND PROGRAM**

Professor Theodore C. Hines has prepared a paper describing some thirty different library applications of microcomputers, exclusive of the normal "business and accounting" operations. These range from preparation of catalog cards through film bookings, special collections cataloging, community bulletin boards and preparation of name and subject authority lists.

"Getting into microcomputer use is not as difficult as it may seem, because there are various levels of involvement possible. Level one is as simple as acquiring a computer and learning to load existing programs -- basically not as hard as loading film

(Continued on next page)

in a camera. Even at this level, use of a word processing program alone can make the microcomputer pay for itself in less than a year even in a quite small library."

Finally, do not think 'library automation'. Rather, think public services -- and think of new public services, not just the use of the computer to make older chores easier or more efficient. Make your computerization visible, and show it visibly providing something new in the way of services to users."

Faculty members of the Library Science/Educational Technology Division and the School of Education at the University of North Carolina at Greensboro (Greensboro, NC 27412) have programs which can carry out, or be adapted to carry out, all of the thirty applications which Dr. Hines describes. Further information can be obtained by writing him, Mrs. Rosann Collins, or Dr. Francis A. Harvey at the above address. They may be reached via phone as well, at (919) 379-5710.

#### TRS-80 IN USE AT GLENDORA (CA) PL

Glendora Public Library is currently using a Mod I TRS-80 for order control, catalog cards, terminal use, and electronic mail. In addition, some non-library applications are running as well, including a program to list all city employees by name or department, and a salary/benefit inter-city comparison system. According to John Jolly, Director, their plans to expand into printing overdue notices and bills, maintenance of a community calendar, word processing, and connection to the "Source" system on-line.

In addition to the Mod I itself, with 48K RAM, they have the expansion interface, 2 mini-floppies, a Qume "daisy-wheel" printer, a modem and an RS 232-C Serial Interface board. The software support included Level II BASIC in ROM, word processing programs, an assembler and disassembler, and communications support.

The programming has been done by Mr. Jolly, who can be reached at Glendora Library and Cultural Center, 140 S. Glendora Ave., Glendora, CA 91740. (213) 963-4160.

#### LOSING YOUR MEMORY?

If you are having trouble with your microcomputer losing its memory or acting erratically, static electricity may be the cause. Most microprocessors have some type of internal protection which is effective under normal conditions. However, when the temperature and humidity are low and there is carpeting in the vicinity, a human operator can build up a charge of 20 to 30 kilovolts. Since a microprocessor can be damaged by voltages as low as 10 volts it is wise to discharge the static electricity by touching metal, another person, or a large animal. (They may object of course.) In this event another technique is to apply antistatic spray or fabric softener to the carpet near the unit. This should solve the problem of the lost lines.

#### SCIL VIA WORDSTAR

This first issue of the Small Computers in Libraries has been produced using the Wordstar text processing program running M/PM on an Altos multi-user microcomputer. The printer is a NEC Spinwriter. All the typographic variations in the text of this issue were created with Wordstar except the masthead at the top of the front page.

We will normally use this system to produce each issue, but sometimes we will try out a different printer, or perhaps a different way of organizing the material on the page, both to demonstrate to our subscribers some of the variations which are feasible and to improve the appearance of SCIL itself. This issue was prepared with justified right margins. Perhaps next time we will prepare it with a ragged right margin, or vary the line spacing somewhat. One of the valuable features of a word processing system is that we can try out these variations (as well as some rather less successful ones which never appear in print) with minimal effort. We can alter the printing parameters ad lib to try a particular format. If we don't like it, we need only change them and try again. The only expense is the extra time consumed in printing the draft copy.

## YOUR PROJECTS

SCIL would appreciate learning of microcomputer projects which you have implemented in your organization. We will eventually publish a directory of who's doing what, but of course to do that we need to know what you're doing. To make it easier for use to keep everything straight, if you write to describe your program or application, please be sure to include the following points:

1. Your name and address (phone number too, if possible).

2. A description of what applications you are now running. (e.g., word-processing, cataloging support, circulation, or whatever.) A paragraph or two for each application is sufficient.

3. What hardware you are using. Be fairly specific, "Apple II", "Apple II Plus", "TRS-80 Mod II", etc. Also specify what peripherals you use; disks, type of printer, etc.

4. What software you are using. (e.g., operating system, language used, etc.). Also indicate whether the programs were locally written, adapted from other programs in the public domain, or are commercially produced programs (e.g., "Electric Pencil", "Word Star", "DB-Master", etc.).

5. Other: (e.g., you might have worked up a procedure for using a commercially available data base system. Though another user would have to buy the system from the vendor, your documentation on how to use it could be valuable.)

6. Indicate if the programs and/or documentation are available to others from you, and if so at what cost.

7. If you have published anything on your applications in the literature, give appropriate citations.

## SUBSCRIPTION DATA

The Small Computers in Libraries (SCIL) Newsletter is a monthly publication of the Graduate Library School, University of Arizona, Tucson. Domestic subscriptions are \$20/yr. Other subscriptions in North America are \$25/yr; other foreign subscriptions are \$35/yr. Subscription orders should be sent to:

Graduate Library School  
Attn: SCIL  
University of Arizona  
1515 E. First Street  
Tucson, AZ 85719

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University of Arizona  
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Tucson, Az. 85721

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Nancy Harvey  
3500 36th St. N.  
Arlington, VA 22207

## ATTACHMENT 7

TFG ATTENDEES  
21 May 1981

<u>NAME</u>	<u>ORGANIZATION</u>
Patrick Dore	Harry Diamond Labs.
Aaron Farnell	ARRADCOM
Alfred Anzalone	PLASTEC
Dorothy Mylin	FAMC
Jane Cooney	Redstone Sci Info Ctr
Lealer Hughes	Applied Tech Lab
Anita Cristan*	HQ TRADOC
Mary Stark	MEDDAC
Linda Requena	Tripler AMC
Lorna Andrie	Grandstaff Library
Lee Porter	Ft. McPherson Library System
Doris Egge	Ft. Detrick Post Library
Carolyn Saintsing	HQ TRADOC
Kathryn Coffman	HQ TRADOC
Eleanore Zeman	MMCS
Lucy Greene	Army Logistics Library
Ed Burgess	CARL
Susan Macksey	Army Materials & Mechanics Research Center
Harvey Reynolds	Ft. Ord Library System
Carolyn Alexander	USACDEC
Jim Hearon	St. Louis Area Support Center
L.S. Kuntz	USAAUNC
Hoyt Galloway	Ft. Amador Panama
Don Koslow	USMA Library
Jo Ann Schoonmaker	Ft. Monroe
Carla Pomager	Ft. McClellan/Chemical School
Phil Casey	ARRCOM
Rosalie O. Forst	ARRADCOM
Katherine Sites	Ft. Lee MSA/TRADOC

\* Indicates that they do not want to be on TFG mailing list.

APPENDIX M

CITA

Report on Meeting Proceedings, CITA Task Force Group, 1981 Army Library Institute

Margaret Hardin, Chairperson

The CITA process continues to be characterized by wide variations in procedures and local interpretation of basic instructions, making completion of a sample Statement of Work an especially important goal for the Task Force Group.

In discussion, Margaret Hardin noted the difficulties encountered in producing a Statement of Work applicable to the various Army library types, each possessing distinctive missions and requirements. Nell Strickland, Army Library Council Liaison, reported that Council direction to the Task Force Group called for the writing of a sample Statement of Work geared to Morale Support Activities libraries that recognized, as well, factors that must be addressed for other types of libraries. The final product is to serve as a "shopping list" of components that may be extracted and used as required by each library type.

Because composition of the Task Force Group has changed, and for the benefit of new members, the Chairperson asked member Carolyn Pate to meet separately with those new individuals to review progress to date in examining the CITA process and in assembling a sample Statement of Work.

A draft sample Statement assembled by Margaret Hardin was reviewed (see Handout # 1), as was a Statement of Work prepared by Nancy Bowles (see Handout # 2). Tasks involved in the circulation and stack maintenance functions, assembled by Marcia Whipple, were also examined (see Handout # 3). Arlene Tibayan provided a copy of a recently revised outline for the Statement of Work that her installation had asked her to complete with only brief prior notice (see Handout #4), and commented that it does not mesh well with library requirements. Additional handouts from Arlene Tibayan were a "Checklist for Libraries" (see Handout # 5), and a list for "Inspection of Libraries" (see Handout # 6), both developed in a former overseas command and of possible help in assembling the sample Statement.

Focus during discussion was on that section of the Statement of Work that spells out specific tasks required of the contractor. A number of tasks had been identified and described earlier by Group members and additional items were added. The fact was stressed that the Statement is performance-oriented, and so makes quality control extremely important. Because the Statement tells the contractor what to do, not how to do it, quality assurance that establishes standards and acceptable levels of performance is needed. Group members worked at assembling quality assurance standards for the following tasks: interlibrary loan, cataloging and classification, and user orientation. This exercise demonstrated to the members the problems associated with producing standards with which all could agree and confirmed that the "shopping list" approach is indeed expedient.

It was emphasized that librarians faced with the need to write a Statement of Work should examine and utilize the sample Statement. Though local format and instructions will probably differ, the sample will represent the combined experience of a number of Army librarians, and review of its basic content and approach is especially recommended.

## FINAL ACTION

Copies of the sample Statement of Work in final form will be forwarded to the Army Library Management Office (ALMO) in August and those librarians with an immediate need for assistance with CITA may go direct to the ALMO for a copy. It is suggested, however, that coordination first be made through the Major Command librarian concerned, since additional guidance, material, and possible refinements of the sample Statement geared to specific types of libraries may be available.

## MEMBERSHIP

Task Force Group members who have served are as follows:

Chairperson	- Margaret Hardin
Members	Nancy Bowles
	Barbara Everidge
	Delfina Galloway
	Severine Langelan
	Marijean Murray ——— D. Louise Maclean
	Carolyn Pate
	Glenna Piersall ——— Harriet Pitchford
	Benard Strong
	Juanita Taylor
	Arlene Tibayan
	Albert West ——— Marcia Whipple
	Beverly Wood
ALC Liaison	- Nell Strickland

Marijean Murray  
Recorder

SAMPLE  
STATEMENT OF WORK  
GENERAL

HANDOUT 1, CITA TFG

1. MISSION.

The Morale Support Library Branch will provide the military community effective, professionally directed library services and adequate quantities of current, retrospective, and authoritative book and non-book multimedia materials in all subject fields to support (1) morale, welfare, recreation, education and training programs, (2) provide mission support to activities and installations, (3) complement specialized collections in other Army libraries, (4) stimulate the use of library resources.

2. SCOPE.

The contractor shall operate the Morale Support Activities Library Branch. The services under this contract shall be made available to authorized personnel in compliance with AR 28-1. Library services shall be available seven days a week and contractor personnel shall be on duty when the libraries are open to the public. The library branch consists of four libraries and one library service center. The main library is located in a XXXX square foot permanent building which opened to the public in XXX. This building, number XXX, is scheduled to be expanded by XXXX square feet in the FY 1985 MCA program. This library houses a conference room which can seat XXX persons who reserve the room for conferences, classes and meetings. This library also houses a coin operated copy machine, microformat reader/printers, phonographs, projectors, study rooms, typing rooms, a children's room, two patios, a staff kitchen and lounge area and a work area. A vault containing classified documents is also located in the main library. The XXXX square foot Branch Library #2 is located 3.8 miles from the main library in a frame building built in 1942. This building is scheduled for demolition in FY 1985. All children's books are housed in this library. The XXXX square foot Branch library #4 is located 10.9 miles from the main library in an area known as West Fort XXX, in room XXX of building number XXX. The Hospital Patient Library is located in XXX Army Hospital, in room number XXX. The Library Service Center, building XXXX, is XXX square feet in



2. DEFINITIONS.

- 2.1. Military Community. For the purposes of this contract, the military community is defined as that area ...
- 2.2. Multi-media material.
- 2.3. Main Library.
- 2.4. Branch Library.
- 2.5. Hospital Patient Library.
- 2.6. Library Service Center.
- 2.7. Children's Books.
- 2.8. Terminal.
- 2.9. OCLC.
- 2.10. FEDLINK.
- 2.11. Ephemeral material.
- 2.12. Serial publication.
- 2.13. Microformats.
- 2.14. MCA Program.
- 2.15. Publicity.
- 2.16. Ground maintenance.
- 2.17. Custodial services.
- 2.18. Autovon
- 2.19. Building maintenance.

3. DOCUMENTS.

- 3.1. AR 28-1, dated \_\_\_\_\_. Located at Procurement and Contracting Office, building XXX, Fort- XXXXXXXX Texas.
- 3.2. AR 735-11, dated \_\_\_\_\_. Located at Procurement and Contracting Office, Building XXX, Fort XXXXXXXX Texas.
- 3.3. Security regulation.
- 3.4. Standards of Conduct regulation.
- 3.5. Safety regulation.
- 3.6. Energy conservation policies.
- 3.7. EEO policies.
- 3.8. Official correspondence regulations.

4. GOVERNMENT FURNISHED FACILITIES AND SERVICES.

- 4.1. The government will furnish the buildings and/or rooms which are the sites of the present libraries.
- 4.2. The government will furnish Army, Department of Defense, and Fort XXX forms, requisitions, and directives as listed on attachment #1. Initial supplies of these items will be available at contract start.
- 4.3. The government will furnish existing expendable supplies and equipment on hand at contract start for inclusion in contractor inventory.
- 4.3.1. The government will furnish non-expendable equipment and furnishings on hand at contract start for inclusion in contractor inventory and for the life of the contract only, as listed on attachment #2.
- 4.4. The government will furnish facilities-related services as follows:
  - 4.4.1. Garbage pick-up and disposal service.
  - 4.4.2. Local, Class A telephone service in all libraries. Phone use will be in accordance with Fort XXXXXX Regulation \_\_\_\_\_. Autovon service will be provided at the main library only.
  - 4.4.3. Utilities to include electricity and water.
  - 4.4.4. Insect and rodent control.
  - 4.4.5. Penalty mailing privileges?
  - 4.4.6. Building maintenance.
  - 4.4.7. Replacement of dead grass, shrubs and trees if necessity for replacement is not the fault of the contractor.
- 4.5. The government will furnish the Contractor's Representative (COR) as designated on orders by the Contracting Officer at Fort Mississ, Texas.

5. CONTRACTOR FURNISHED FACILITIES AND SERVICES.

- 5.1. The contractor shall furnish a quality control manual to assure the requirements of the contract are provided as specified, and to provide a method for identifying deficiencies in the quality of services performed.
- 5.2. Services to be performed by the contractor shall not be delegated to a sub-contractor. The contractor shall be solely responsible for the performance of the contract notwithstanding the delegation or assignment of any powers or duties to his employees.
- 5.3. The contractor shall provide all personnel required to perform all aspects of library and library-related services as shown in Exhibit #1.
- 5.4. The contractor shall furnish an on-site project manager to supervise library services and conduct quality evaluations.
- 5.5. The contractor shall provide expendable and non-expendable supplies and equipment beyond initially furnished supplies and equipment, as they are needed to provide library services. Furnishings and equipment needing replacement during and/or repaired the life of the contract, shall be replaced/by the contractor as the furnishings and/or equipment become unserviceable.
- 5.6. The contractor shall furnish a vehicle, and provide all maintenance and operational expenses of operating the vehicle for library mail pick-up and delivery, and for distribution of library materials and supplies.
- 5.7. The contractor shall provide ground maintenance to include, but not be limited to, weed control, grass control, clipping and shaping of hedges and/or trees, trash and debris removal, watering and fertilizing and cleaning of sidewalks, steps and stairs. The ground maintenance shall include all areas immediately outside library facilities as defined by the Post Engineer.

- 5.8. The contractor shall provide custodial services in all areas of library facilities furnished by the government, in accordance with Post Engineer requirements.
- 5.9. The contractor shall furnish and equip his own office off-post if such an office is needed.
- 5.10. The contractor shall comply with safety and security requirements as specified in AR \_\_\_\_\_, dated \_\_\_\_\_.
- 5.11. The contractor shall comply with EEO policies as specified in \_\_\_\_\_.
- 5.12. The contractor shall prepare official correspondence in accordance with AR \_\_\_\_\_, dated \_\_\_\_\_.
- 5.13. The contractor shall provide library personnel to participate in preparation and planning for post wide annual and seasonal programs to include, but not be limited to, Armed Forces Day and Fourth of July celebrations.
- 5.14. The contractor shall be responsible for everything else needed to produce the desired results, except what the government furnishes.
- 5.15. The contractor shall provide the COR lists of titles of new materials, new equipment, and information about library programs that would be of interest to library patrons, for inclusion in the Morale Support Activities publicity newsletters, bulletins, flyers and posters.
- 5.16. The contractor shall maintain data consisting of, but not limited to, monthly library statistics showing the activities in each department with monthly and cumulative totals for each fiscal year. This data shall be made readily available to authorized government representatives.

- 5.17. The contractor shall accomplish a complete inventory annually of all circulating and non-circulating library items.
- 5.18. The contractor shall comply with requirements specified in the DATA Requirements list (Attachment #\_\_\_\_\_).

6. Specific Tasks or Requirements.

(Tasks to be prepared by the following:)

6.1. Administration	Margaret Hardin
6.2. Acquisitions	Sarah Michel
6.3. Technical Services	Elizabeth Madden
6.4. Reference	Elizabeth Bolden
6.5. Circulation/Stack Maintenance	Marcia Whipple
6.6. Secret documents	Delfina Galloway/Judy Hawthorne
6.7. Public relations	Margaret Hardin
6.8. Mail room	Juanita Tavlör
6.9. Serial publications	Nancy Bowles
6.10. Inventory	Margaret Hardin
6.11. Reports	Marijean Murray
6.12. Hospital library service	Marcia Whipple, small hospital Nancy Bowles, large hospital
6.13 Extension services	Carolyn Pate
6.14 Maintenance of grounds	Juanita Taylor
6.15 AV equipment	?
6.16. Collections management	?

STATEMENT OF WORK      6.2  
ACQUISITIONS

Scope: The contractor shall provide full acquisition services for a technical library whose patrons consist chiefly of engineers and scientists. The contractor in performing this service shall supply books, serials, microforms and ephemeral items.

Definitions: Serial - A publication in any medium issued in successive parts bearing numerical or chronological designations and intended to be continued indefinitely. Serials include: newspapers, annuals, journals, proceedings, etc.

Ephemeral Items: Publications of an obscure or unusual source, e.g., pamphlets, flyers, posters, etc.

Government Furnished Facilities: The contractor must have the demonstrated capacity to pay cash to the publisher before delivery, if it is a publisher's requirement. Contractor must supply a monthly status report of items on order and received. List due on or before last working day of the month. The contractor shall provide courier service to deliver rush orders to the library. Contractor shall be responsible for everything else to produce the desired results except what the Government furnishes.

Specific Tasks: The contractor shall order books, renew subscriptions, receive and deliver items, supply status lists, service subscriptions, perform accounting and invoicing functions and provide documentation and reports on orders placed, paid and amended.

Quality Assurance Provisions: All orders placed by the library will be acknowledged in writing by the contractor within three working days of the contractor's receipt of the order. The contractor shall place book orders within five working days of receipt. Rush orders shall be placed by the contractor within 24 hours of their receipt from the library. The contractor shall place renewals for serials on the subscription list within sixty days of receipt of the list. All subscription orders requiring advanced payment shall be made by the contractor for later reimbursement by the library. The contractor shall strive to place all orders on a calendar year basis.

The contractor shall not place any order for supplements, cumulative indexes, special issues without the approval of the library.

The contractor shall deliver items on a weekly schedule except rush items



which will be delivered immediately to the library upon receipt by the contractor.

The contractor shall service subscription by means of claims, address changes, renewal notices and notification to the library of changes in publication status.

The contractor shall perform full accounting and invoicing procedures related to all orders placed and provide the library with complete data on transactions.

Record and Receipts: The contractor shall provide monthly status lists of publications on order. The lists are to be received on or before the last working day of the month. The contractor shall confirm each order in writing to the library within three days of receipt. The contractor shall provide the library with full financial statements concerning orders.

Designation of COR: The library shall designate in writing individuals authorized to transmit orders. Certain orders may be transmitted by phone and confirmed in writing.

## 6.2 Acquisitions.

Purchase requisitions shall be initiated by the contractor and be approved by the COR. Required files and records shall be maintained by the KOR. The KOR will maintain records of any deposit account/blanket purchase agreements which may be established.

CITA, SOW

EXTENSION SERVICES

10 April 1961

Provides library services outside the main library through branches, bookmobiles, field collections, deposit collections, mail service, office collections, paperbound outlets, or other methods.

Surveys military community to determine locations or relocations for service and the types of services required. Coordinates plans and activities with military units, education programs, Morale Support branches, and other mission essential related post activities. Provides mission essential reference material to individual offices for justifiable requests. Develops programming responsive to users in the local community.

Extension services include, but are not limited to, circulation services, reference and reader's advisory services.

6.16. Collection Maintenance.

The contractor shall select and acquire through purchase, or loan reading materials for the library necessary to satisfy the requirements of all and/or interests authorized users in the accomplishment of their missions/and maintain up-to-date responsive collections of reference and circulating materials.

7. QUALITY ASSURANCE PROVISIONS.

- 7.1. The assurance of the quality of key personnel and other library employees will be based on specific information given in Exhibit #1.
- 7.2. The quality assurance level of services will be based on customer satisfaction and growth and maintenance of the library collection as specified in the contractor's quality control manual, and as given in the Statement of Work paragraph 6.5, and paragraph 6.16.
- 7.3. The quality assurance evaluation will be based on contractor performance in complying with the Army library mission requirements and in performance of specific tasks and/or requirements listed in paragraph 6.1 thru 6.16.
- 7.4. The quality control will be based on a file of inspections conducted by the COR and the corrective action taken by the contractor.
- 7.5. Library services and compliance with AR 28-1 and AR 735-11 and applicable SOPs, will be monitored by the COR, and by the Command Librarian through staff assistance visits and through review and approval of \_\_\_\_\_ for the purchase of mission-essential commercial technical publications and productions; through review of patron surveys and questionnaires, and through monthly review of statistical reports.

8. DELIVERABLES (RECORDS AND REPORTS) (Date due, to whom, how many copies)

- 8.1. Purchase request form.
- 8.2. Receiving report form.
- 8.3. Monthly statistical report form.
- 8.4. Annual statistical report form.
- 8.5. Inventory adjustment report.
- 8.6. Interlibrary loan request, SF 162.
- 8.7. Statement of charges.
- 8.8. Report of survey.
- 8.9. Blank form request.
- 8.10. Borrower's card.
- 8.11. Application card.
- 8.12. Hand-receipt form (property, non-expendable, appropriated).
- 8.13. Hand-receipt form (property, non-expendable, non-appropriated).

## Exhibit I

### TECHNICAL PROPOSAL INSTRUCTIONS

#### I. GENERAL

The purpose of this document is to give general instructions on the preparation of proposals to those who wish to respond to this Request for Proposal. Adherence to these instructions by offerors will facilitate an objective evaluation of proposals by Army officials.

The work to be performed under this procurement is as described in the attached "Statement of Work."

It is desired that your Technical Proposal be organized according to the following format:

Introduction

Management and Operations Plan

Comprehension of Army Library Program

Personnel Qualifications (Resumes)

#### II. SPECIFIC INFORMATION

The technical evaluation will be based on the information furnished in your response to the RFP. The Technical Proposal should, therefore, address itself to the following:

##### A. Key Personnel

The quality and pertinence of past experience and education will be evaluated. The background data of key personnel must be complete and verifiable. Show the company's commitment of key personnel reflecting the continuity of required professionalism throughout the duration of the contract, including extensions. The contributions of each key person to the proposal, and an indication of availability will be included. Failure to submit a resume for a key position will result in assignment of a zero value.

## B. Management and Operations Plan

1. Describe policies and procedures establishing the authority and responsibilities of the on-site project manager within the company structure. Discuss the specific authorities and responsibilities of the project manager and his subordinate supervisors for performance of work described in the Statement of Work.

2. The identification of personnel must include position title and an explanation as to how they will be integrated into the company management and operating plan. Specifically discuss proposed sources, numbers of personnel, skill-mix, supervisory ratios, and deployment against your organizational approach. Include an organization chart showing deployment of personnel. A departure from the projected manpower level contained in Attachment A must be fully justified.

3. Describe how you intend to perform the functions identified in the Statement of Work. Show the working relationships between organizational entities and indicate what work will be performed by each and how the work will be accomplished. Describe your work control plan for assurance of quality, timeliness and efficiency for categories of work within broad functional areas. Explain specifically how you plan to control library loans, maintain records of accountability for library materials, and purge the library inventory of materials no longer needed. Provide information as to how you plan to cover secretarial, bookkeeping and other administrative functions on-site. Describe how you intend to provide the reports listed in para. 8, SOW.

## C. Comprehension of the Library Program

This factor includes the degree of understanding of all requirements of the mission as demonstrated by the adequacy of response to the RFP, appropriateness and compatibility of management policies and objectives and suitability of the proposed organization structure. Discuss understanding of general objectives and specific requirements of the project, providing a general overview of what is to be done. Proposers are cautioned that cost realism will be used extensively in the Government's assessment of the measure of understanding possessed by each offeror. Proposals which are unrealistically low or do not reflect a reasonable relationship of compensation to the job categories so as to impair the contractor's ability to recruit and retain competent personnel may be deemed reflective of failure to comprehend the complexity of the contract requirement. In this regard, NASA is concerned with the quality and stability of the work force on this contract. Include a total compensation plan (salary and fringe benefits) for professional employees.



### III. EVALUATION CRITERIA

Proposals will be evaluated on the basis of several general factors and associated weights. Offerors are cautioned not to minimize the importance of an adequate response in an area because it carries less weight than other areas. The factors and relative weightings are as follow:

1. Understanding the Requirement
2. Qualifications of the Librarian (Project Manager).

Factor 1 is weighted most heavily.

D R A F T

EXHIBIT I

ATTACHMENT A

Staffing and workload data

The following is furnished as information to assist the offeror in preparing a proposal.

<u>Staffing</u>	<u>Historical</u>	<u>Projected</u>
list employees now working in the library, as approved in the Economic Analysis	No. now working	Upcoming changes

Workload Data

The following workload data represents that effort performed by the above cited staffing.

<u>DEPARTMENTS</u>	<u>QUANTITY</u>	<u>ACTIONS (FISCAL YEARS)</u>	
		<u>1980</u>	<u>1981</u>
<u>A. Processing</u>			
Books purchased and cataloged		XXX	XXX
Books prepared for bindery		XXXX	XXXX
List other actions			
 <u>B. DOCUMENTS</u>			
Documents on hand	XXXX		
Documents (classified)	XXXX		
Documents checked out		XXXX	XXXX
List other actions			

Exhibit I

ATTACHMENT B

Qualifications

The following position qualification guidelines are not inclusive of all categories of labor and are not intended to restrict the offeror's approach in proposing other classifications which they believe can perform the effort with maximum economy. The Government however expects that for those classifications proposed which are listed below, the individual will meet the qualifications described, and for others, the offeror will furnish justification supporting changes in classifications.

POSITION

QUALIFICATIONS AND EXPERIENCE

\*Librarian

Master of Arts degree in library science from an accredited college/university, with six years progressively difficult supervisory experience in XXXXXXXXXX (type of library) operations. Demonstrated capability to plan and execute a special library program, including related administrative activities. One of the six years of supervisory experience must include managing a library program of an organization comparable in size, type, and complexity to the XXXXXXXXX Library.

\* Librarian

(reference)

\* Librarian

(cataloger)

Continue listing all personnel approved in the Economic Analysis. Give qualifications for each.

\* Key Personnel. Submit written resumes outlining education and experience for personnel intended for these key positions and indicate whether these people are committed to work under the proposed contract.

D E P A R T M E N T		ACTIONS (FISCAL YEARS)	
	QUANTITY	1980	1981
<b>C. CIRCULATION</b>			
Books on Hand	XXXXXX		
Books checked out		XXXX	XXXX
Pamphlets checked out		XXXX	XXXX
Art reproductions		XXXX	XXXX
ETC. ETC. ETC.			
Periodicals on hand	XXXXXX		
Periodicals checked out		XXXX	XXXX
<u>Microformats</u>			
Microfilm on hand	XXXXXX		
Microfiche on hand	XXXXXX		
Ultrafiche on hand	XXXXXX		
Microformats used in library		XXXX	XXXX
<b>D. REFERENCE SERVICES</b>			
Reference books on hand	XXXXXX		
Reference questions		XXXXX	XXXXX
Reader's advisory services		XXXXX	XXXXX
Interlibrary loans		XXXXX	XXXXX
Telephone queries		XXXXX	XXXXX
<b>E. LIST ANY OTHER DEPARTMENT NECESSARY</b>			
Childrens?			
Activity rooms?			
Typing rooms?			
Record players?			

## STATEMENT OF WORK

1. Scope. This S.O.W. contains the requirement for the operation of the Info. Library of the Morale Support Activity at Ft. Deadpan, Co.
  - 1.1. The Contractor shall furnish the military community with all library services for one year.
    - 1.1.1. The Military community consists of active duty personnel stationed at Ft. Deadpan, neighboring Camps Swampy and Mugvamp, and their dependents; retired military personnel and their dependents, hospital patients, and civilian employees at Ft. Deadpan. Approx. population served is XXXXXX.
    - 1.1.2. Library services include, but are not limited to: acquisitions, cataloging, reference service, circulation and distribution of library materials, and preparation of bibliographies.
    - 1.1.3 General information and directional requests shall also be answered.
    - 1.1.4. The Contractor shall be responsible for the acquisition and dissemination of the following resources: books, periodicals, pamphlets, phonograph records, cassette tapes, microfiche, art reproductions and on-line search services.
    - 1.1.5. The Contractor shall operate the library x days a week, xx hours a day. The library shall be open a minimum of xx hours after the military close of business.
    - 1.1.6. The contractor shall be responsible for quality control of the library operations.
    - 1.1.7 The Contractor's services are subject to inspection by a representative of the government at all times and places during the term of the contract. See Inspection of Services clause DAR 7-1902.4 in Appendix A.
2. Definitions
  - 2.1 Library terms
    - 2.1.1 Dewey Decimal System
    - 2.1.2 Reference question
    - 2.1.3 Directional Request
    - 2.1.4 Manual Search
    - 2.1.5 On-line search
    - 2.1.6 McNaughton Book Service
  - 2.2 Military Terms
    - 2.2.1 D.O.D.
    - 2.2.2 H.S.C.
    - 2.2.3 A.R.
    - 2.2.4 COR
    - 2.2.5 S.O.P.
    - 2.2.6 Dependent
    - 2.2.7 Class A and Class C telephone service

3. Government furnished facilities and projects.
- 3.1 One library facility on the corner of State St. and 1st St., consisting of 5250 sq feet and including a reading room, reference room, children's room, 2 offices, 2 work areas, stack area, one store room and one latrine.
- 3.2. Furniture. See Appendix B.
- 3.3. Equipment. See Appendix C.
- 3.4 The Government will supply one class A and one class C telephone. The contractor shall be liable for any charges other than for library business.
- 3.5. The Government will supply all utilities and insure proper maintenance of utility equipment.
- 3.6 The Government will provide building maintenance. Structural changes at contractor expense must be approved by ----- prior to making changes.
- 3.7. The Government will turn over all existing furniture, library materials and supplies to the Contractor. These items will be listed on the contractor inventory. See Appendix D.
4. Contractor Furnished items
- 4.1 The Contractor shall furnish all personnel, services, supplies and equipment (except as otherwise provided by the terms of this contract) to perform this contract.
- 4.2 Contractual services. The Contractor shall provide McNaughton book service (with a minimum book stock of 600); on-line services of Lockheed with a minimum expenditure of xxxx dollars per year.
- 4.3 Materials. The Contractor shall supply a minimum of:
- 4.3.1 XXXX new books per year. These shall be new and not more than 1% remainders. The books shall be approx. xx % non-fiction and xx % fiction, and of recent publication.
- 4.3.2 XXX new phonograph records and tapes. These shall be new, in good condition and popular with library patrons.
- 4.3.3. xxx pieces of microfilm and fiche
- 4.3.4. xx Art reproductions per year.
- 4.4 Cleaning service. The contractor shall provide library cleaning services at least once a week. The outdoor lawns and parking area shall be kept free of trash at all times.
- 4.5. Staff. The Contractor shall staff the library with qualified personnel during operating hours.
- 4.5.1 Qualified staff shall consists of:
- 4.5.1.1. At least one professional librarian with a Masters Degree from an accredited library school and a minimum of three years library experience in administration.
- 4.5.1.2. At least one technician with a High School diploma and a minimum of 2 years library experience and typing ability of a minimum of 40 wpm.
- 4.5.1.3. Library aides with a high school diploma and meeting a minimum typing requirement of 40wpm.

- 4.5.2 Proper attire shall be worn when the library is open. Shorts, hatters and cutoffs are not considered acceptable.
- 5. Specific tasks, operation of the library shall include:
  - 5.1 Administration
    - 5.1.1. General Administrative requirements.
      - 5.1.1.1. Contractor shall furnish an organizational chart including names, addresses and phone numbers (off duty) of individuals responsible for the library. Chart shall be supplied to-----.
      - 5.1.1.2. Contractor shall provide record keeping and reports required in accordance with applicable publications listed in #6.
      - 5.1.1.3. The Contractor shall be responsible for preparing all correspondence for the library. Correspondence for the military channels shall be prepared as outlined in AR 340-15 (Correspondence manual), and other applicable publications listed in #6 of this section.
      - 5.1.1.4. The Contractor shall be responsible for maintaining administrative files in accordance with AR 340-15-1. The Contractor shall make available all records at the termination of the contract.
      - 5.1.1.5 The Government will supply all required forms.
    - 5.1.2. Physical Security.
      - 5.1.2.1 Key Control. Only authorized library personnel shall possess library keys. One extra key will be kept in the Morale Support Officer's Office.
      - 5.1.2.2 Security of the library. Library personnel closing the library at night shall insure that all windows and doors are closed and locked.
    - 5.1.3 Loss or damage of government property. The contractor shall be liable for any loss or damage to government property and the facilities under his care which result from contractor neglect.
  - 5.1.2 Library administration (will be covered in another S.O.W.)
- 5.2 Acquisitions
- 5.3 Technical Services
- 5.4 Reference/AV equipment
- 5.5 Circulation/ Stack Maintenance
- 5.6 Secret documents
- 5.7. Public relations
- 5.8. Mail room
- 5.9. Inventory
- 5.10. Extension Services
- 5.11. Maintenance of grounds
- 5.12. Programming
- 5.13. Publications

5.14 Serial publications

5.14.1 Acquisition

- 5.14.1.1. The Contractor shall purchase a minimum of xxx periodical subscriptions for a period of one year.
- 5.14.1.2. A variety of periodicals shall be selected including sports, news, military, financial, how to, special interest, local, ethnic, mens and women's publications
- 5.14.1.3. Quality. Periodicals shall be informative and objective. They shall either be of known quality or favorable reviewed in a reliable source such as Magazines for Libraries by Bill Katz.
- 5.14.1.4. Selection of a jobber. Contractor shall use a jobber of known reliability to insure receipt of periodicals. There shall be no lapse between expiration and renewal dates of the subscriptions.
- 5.14.2 Monitoring receipt of periodicals
  - 5.14.2.1 Contractor shall pick up the mail daily from the Army mail room.
  - 5.14.2.2 Daily Check-in. Records shall be kept of all periodicals received.
  - 5.14.2.3 Follow-up of missing issues. Claims for missing issues shall be made within 20 days following expected receipt date.
- 5.14.3 Maintenance of periodicals
  - 5.14.3.1 New issues shall be put on display racks the same day of receipt.
  - 5.14.3.2 Back issues shall be kept for x years. Periodicals shall be kept in order by publication and also by date.
- 5.14.4. Binding (If applicable).
  - 5.14.4.1 Selection of bindery. Contractor shall select a reliable company.
  - 5.14.4.2. Periodicals shall be sent to the bindery monthly. Turn-around time shall not be greater than one month.
  - 5.14.4.3 Issues shall be prepared for binding. The contractor shall insure that all issues are present and in order. Instructions shall be given to the bindery to ensure consistency with bound volumes presently in the library. Volumes with missing issues shall not be bound.
  - 5.14.4.4. Upon receipt of bound volumes, contractor shall insure that the volumes are correctly lettered, numbered and bound. Misbound volumes shall be returned to the bindery for correction.
- 5.14.5 Location of missing issues for binding
  - 5.14.5.1 Contractor shall attempt to locate missing issues through the use of want lists circulated <sup>to</sup> not less than xx number of libraries at least quarterly.
  - 5.14.5.2. Contractor shall attempt to purchase missing issues if available.



5.15. Hospital library service

5.15.1 Ward Service

5.15.1.1 The bookcart shall be taken to the wards during the morning hours a minimum of x days a week.

5.15.1.2. All wards shall be visited at least twice a week except for the nursery and intensive care.

5.15.1.3. Paperbound books shall be given to all hospital patients requesting them. They shall be supplied with a selection of reading matter including non-fiction, novels, and magazines. No limit shall be placed on the quantity given to a patient. Patient shall not be required to return these. Approx. xxx number of paperbound books and magazines are given away per month.

5.15.1.4 Cataloged library books shall be checked out to patients who desire works which are not available in paperback. Efforts shall be made to retrieve these books before patient is discharged from the hospital.

5.15.2 Special requests. The contractor shall take the desired materials to the patient the same day as the request is made provided that the materials are present in the library.

5.15.3. Special equipment.

5.15.3.1 Contractor shall supply talking books and players to the patients whenever requested. Talking books and type of recording shall be selected by patrons.

5.15.3.2 Prism glasses. A stock of prism glasses shall be maintained at all times. These be issued free to patients at the doctor's request. They need not be returned. Approx. x number of pairs are issued per month. Minimum stock on hand should be xx number of pairs.

5.15.3.3 Page turners. Patients needing such equipment shall be issued one. Contractor shall insure that item is returned to the library before patient is discharged from the hospital. X number of page turners shall be turned over to the contractor at the beginning of the contract. Contractor shall be responsible for showing patient how to operate the turner.

5.15.3.4 Large print books. The contractor shall supply these to patients as requested. A base stock of these books shall be turned over to the contractor at the beginning of the contract.

5.15.4. Personnel services. Experienced, sensitive personnel shall take the bookcart to the wards.

5.15.5 Ambulatory patients. The Contractor shall be responsive to the special needs of patients and insure that these needs are met.

5.15.6 Patients who do not have access to the library or the book cart.

5.15.6.1 Prisoners. Contractor shall contact the Military Police monthly to determine if there are any prisoners needing paperbound books. Paperbacks shall be supplied as

needed. Approx. xx number of books are given to prisoners monthly.

5.15.6.2 Mental patients. Boxes of new paperbacks will be given free of charge to personnel in charge of the ward. A minimum of one book for every 2 patients shall be given out every month. Subjects shall be of popular interest and published within the last two years. There are approx. xxx number of patients present at any given time.

6. Applicable documents and regulations

## 6.1 Library documents

6.1.1 A.L.A. Rules for filing catalog cards 2nd ed. AIA, c.1968.

6.1.2 Anglo-American cataloging rules. 2nd ed, AIA c.1979.

### 6.1.3. Dewey Decimal Classification tables

6.1.4. Library of Congress Subject Headings

6.1.5 Operating instructions :                      ary equipment

## 6.2 Army regulations

6.2.1 DA Pamphlet 28-30 Library Operational guide Army Library Program, dtd. 05 Jan 1977

6.2.2 AR 340-15 Preparing correspondence, dtd 01 Jan 1979

6.2.3 AR 340-18; 1&2 The Army Functional file System, dtd 14 Aug 1969.

6.2.4. AR 28-1 Army Morale Support Activities, dtd 01 Jan 1979

6.2.5. AR 735-11 Accounting for lost, damaged and destroyed property, did, 15 Oct 1978.

6.2.6. AR 735-17 Accounting for library books, dtd 21 Oct 1974.

6.3. When a new regulation is issued the contractor shall follow it and disregard the old one. COR will assure receipt of new regulations or changes to old regulations.

6.4 The government will furnish copies of all listed documents and regulations listed above.

## 7. Reports

7.1 See DD 1423 Contract data requirements for list of required reports. See Appendix E.

7.2. See DD 1664 Data item description for description of required information. Appendix F.

7.3 Other reports. Contractor shall supply the Morale-Support Officer with an S.O.P. within 30 days after the start of the contract. The S.O.P. shall specify the procedures used to operate and maintain the library and grounds.

## 8. Performance requirements

8.1. The contractor shall propose methods of quality control for the library operations not later than the pre-performance conference. One copy shall be supplied to the Contracting officer.

8.2 The government representative will visit and inspect the library a minimum of twice a month to ensure that the contractor's performance meets minimum performance standards.

8.3 The Government representative will review and evaluate the monthly statistics.

8.4. The Government representative will question library patrons and ward personnel on a random basis to determine the effectiveness of the library service.

## 8.5 Performance standards

Required Services	Standard	Max. allowable degree of variation from AQL	Method of Surv.	Deduction from Contract Price for exceeding the AQL
<b>Serials</b>				
1. Selection of periodicals	Min. xxx number of subscriptions	2.5 %	Actual count at beginning of renewal period	Percent of total cost of contract each service - AQL dollars.
2. Ordering periodicals	No lapses in the subscriptions	4%	Actual observation at beginning of renewal period.	Number of shortcomings divided by sample size = % of defects.
3. Pick up and log in of magazines	Daily	2.5 %	Monthly random sample. Sample size 32 for logging-in (dot size 151-280)	% of defects times cost of service = deduction.
4. Follow-up of missing issues	monthly 20 days after expected receipt	6.5%	monthly random sample. Sample size 32	
5. Daily maintenance of periodicals	daily	2.5%	monthly random sample. size 32.	
6. Preparation of periodicals for binding	monthly	4%	Monthly random sample.	
7. Checking volumes upon return from binding.	monthly	4%	monthly random sample.	

Required services	Standard	Max. Allowable degree of variation from AQL	Method of Surv.	Deduction from Contract Price for Exceeding the AQL
Hospital Library Service				
1. Supply paperback books and magazines to ward patients via bookcart	5 days per week	4%	Bi-weekly random sampling of hospital wards.	
2. Supply special requests of patients	same day delivery	4%	Bi-weekly random sampling of hospital wards.	
3. Supply special items	same day delivery on prism glasses, page turners, and large print books. 5 day delivery on talking books.	4%	Bi-weekly random sampling	
4. Delivery of library materials to prisoners and mental patients.	Monthly	4%	Monthly check with Military Police and Ward Personnel	

#### Appendix D

The Following property will be turned over to the contractor at the beginning of the contract. At the end of the contract all items shall be turned over to the Government with the exceptions noted below.

Furniture: See Appendix B for listing.

Equipment: See Appendix C for listing

Books: XXXX number of volumes. Losses during the contract period shall not be greater than X % of the sum of volumes on hand plus the total number of volumes added during the contract year. Salvaged books shall not be included in the loss percentage. Salvaged hardbound books shall be turned in to \_\_\_\_\_ and the number of volumes salvaged verified by \_\_\_\_\_. Salvaged paperbound books shall be turned over to \_\_\_\_\_ for numerical verification and then discarded.

Phonograph records and cassettes. Losses during the contract period shall not be greater than X % of the sum of items on hand and the total number of items added during the contract year. Damaged and broken items shall be turned over to \_\_\_\_\_ for numerical verification and then discarded.

Etc.

Library Supplies: The same quantities of supplies shall be on hand when the contract is completed as when the contract began. Any shortages shall be charged to the contractor.

Listing of supplies.

### Contract Data Requirements List.

# Appendix F

DATA ITEM DESCRIPTION		IDENTIFICATION CODE							
TITLE		AGENCY	NUMBER						
List of On-Call Drivers - Vehicle Recovery Service		USAF	U-VGM-2						
DESCRIPTION/PURPOSE This list provides the names of individuals who can be reached on a 24 hours a day, 7 days a week basis.		APPROVAL DATE 16 May 1979							
		OFFICE OF PRIMARY RESPONSIBILITY HQ USAF/LETN							
		CDC REQUIRED No							
		APPROVAL LIMITATION N/A							
APPLICATION/INTERRELATIONSHIP The list will be used by the Base Command Post in the event that vehicle recovery service is needed after normal duty hours.		REFERENCES (Nonduty as cited in block 18)							
		N/A							
		MCL NUMBER N/A							
PREPARATION INSTRUCTIONS Prepare list as follows: <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;"><u>Name</u></td> <td style="text-align: center;"><u>Phone Number</u></td> <td style="text-align: center;"><u>Address</u></td> </tr> <tr> <td colspan="3" style="height: 100px;"></td> </tr> </table>				<u>Name</u>	<u>Phone Number</u>	<u>Address</u>			
<u>Name</u>	<u>Phone Number</u>	<u>Address</u>							

DD FORM 1664

PAGE \_\_\_\_\_ OF \_\_\_\_\_ PAGES

Data Item Description.

## 6.5 CIRCULATION/STACK MAINTENANCE

- 6.51 Rules and regulations for lending are contained in AR 28-1 and TRADOC Reg 1-2. Directions for lending are included in DA Pam 28-30 and Library SOP.
- 6.52 Circulation techniques include all processes, records, and rules required for the loan and satisfactory return of library materials.
- 6.52.1 Registration of borrowers. Every patron authorized to borrow library materials will show an ID card and fill out a registration card (fig. \_\_\_\_). In addition to the registration card, the patron will have a borrower's card (fig. \_\_\_\_).
- 6.52.2 Charging and discharging library materials. Charging is making a record of the specific item loaned, to whom loaned, and for what length of time. This essential information must be recorded at the time of the loan either mechanically or manually. Discharging is the cancellation of that record. Renewal of a book is the recharging of the book to the same borrower for an additional loan period.
- a. At the close of each circulation period (<sup>usually</sup> each day) book cards for books lent are collected and sorted for counting and entered in the circulation record.
- b. Books and materials lent and renewed during each circulation period are counted by class or (other) \_\_\_\_\_ division and the count is recorded to be compiled in weekly, monthly, and annual statistics.
- 6.53 Receiving and recording money. See AR 735-17. Records of money received for lost materials will be kept for established periods: (daily, weekly, monthly.) Cash collection vouchers, DD Form 1131 (fig. \_\_\_\_ ) will be submitted with cash to Finance Office \_\_\_\_\_ (daily, weekly, monthly).
- 6.54 Reserve Book. Any book or material in the circulating collection not immediately available may, at the patron's request, be reserved for him. A book which has been requested by several patrons should be circulated to each in turn, as determined by the date of request. DA Form 1884, Library Reserve Notice (fig. \_\_\_\_).
- 6.55 Overdue Notices.
- a. As library materials become overdue at the expiration of the loan period, overdue notices, DA Form 1885 or 1885-1 (fig. \_\_\_\_), should be sent to the patron.



## 6.5 CIRCULATION/STACK MAINTENANCE

b. When further notification is required it is recommended that a letter be sent to the Company Commander or other person of authority who will contact the delinquent patron and assist in retrieving the property. Sample letter (fig.\_\_\_\_).

- 6.56 Maintain Interlibrary Loan records. Material will be borrowed from another library to fill special requests and will be lent to other libraries. Standard Form 162 (fig.\_\_\_\_) will be used or the ILL subsystem of OCLC. Complete records are kept of requests sent, materials received, and return dates. Charges for postage, insurance, and photocopying must be collected.
- 6.57 Care of Shelves. The usefulness of the library collection depends upon the ease and speed with which books and other library material can be located.
- 6.57.1 Books, pamphlets, microforms, and other library materials must be sorted and returned to their proper location after use. \_\_\_\_\_ classifications scheme is followed except for such materials as microforms, maps, records, magazines, and pictures which require special housing. Other materials such as fiction, special collections, childrens, or youth books may be separately shelved. Locations of such collections are indicated by a distinguishing mark or label.
- a. Shelves will be read on a regular scheduled basis. This duty involves going over shelves item by item to be sure each is in its proper place.
- b. Shelves will be kept orderly by regularly aligning books and providing support to keep books upright.
- c. Books and materials will be cleared from tables in reading areas throughout operating hours.
- d. Routine and spot inspections should be used to supervise shelf work. During this time the inspector makes note of minor shifting needed, checks condition of shelf labels and location guides, and also withdraws such books as need relabeling or mending.
- 6.58 Taking Book Inventory. This is the task of checking the shelf list against the entire stock whatever its location at the time. Shelf list inventory will be taken (at the beginning of the contract) / and/or (at the end of the contract). Inventory Adjustment Report, DA Form 444 (fig.\_\_\_\_) will be used to record losses and gains found during inventory. See AR 28-1 and AR 735-17 for allowable loss percentage.

## 6.16 COLLECTIONS MANAGEMENT

- 6.161 Selection of Material. The selection of books, periodicals, and other library material, as distinct from their acquisition, requires constant and extensive reading, a broad background of knowledge in the literature, ideas, terminology and leading figures in many fields, familiarity with bibliographical aids of all kinds, and a high degree of judgement. The considerable amount of clerical detail connected with order work, complicated as it may be, is not to be confused with the selection process which is essentially professional in character and which includes the following specific duties. See AR 28-1 for guidelines on number of acquisitions per year, and DA Pam 28-30 Chapter 5 Selection of Library Materials.
- 6.161.1 Formulate Policies of Selection. This task is basic, involving decisions that determine the character of the collection in relation to the function of the library.
- 6.161.2 Budgeting Book Fund. Conforming to the general policies adopted by the library the book fund must be budgeted more or less minutely.
- 6.161.3 Make and Study Surveys of Reader Interest. This may include special studies made from questionnaires or periodic surveys of circulation records and reports of staff working with readers.
- 6.161.4 Investigate and Study School Curriculum.
- 6.161.5 Investigate Community Needs.
- 6.161.6 Selecting Materials from Book Reviews, Catalogs, Lists, etc. The basic list to be checked is the monthly DA Kit lists. Reading book reviews and other literature are means of keeping abreast of current publications and evaluating them. In the course of such reading, items will be checked for tentative selection, a process not to be confused with clerical checking for titles already in the collection, number of copies, etc.
- 6.161.7 Preparing Lists of Material Needed in Specific Subjects. In connection with book selection, this involves choosing, with the aid of subject bibliographies and critical reviews the books that best fill gaps or supplement inadequate subject coverage.
- 6.161.8 Considering Requests for Specific Material.
- 6.161.9 Decide Extent of Duplication of Specific Material.
- 6.161.10 Decide on Editions.

## 6.16 COLLECTIONS MANAGEMENT

- 6.161.11 Consider Purchase of Material Sent on Approval.
- 6.161.12 Examine Dealer's Stocks and Publishers' Displays.
- 6.161.13 Interview Salesmen.
- 6.161.14 Make Final Selection for Regular Orders. When all information, requests, and recommendations are at hand, contemplated orders for new materials must be selected according to general policies.
- 6.162 Examining Material for Discard and Replacement. See AR 28-1 for guidelines as to number of replacements and percentage of discard. DA Pam 28-30 also has guidelines. This involves the exercise of sound judgment based on knowledge of the collection in its relation to the needs of the library.
- 6.163 Gifts. Carefully review each title prior to adding it to the collection in accordance with AR 735-17.

J506  
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CHECK LIST FOR LIBRARIES

Name	Location	Class				Date
Factors Considered		Superior	Excellent	Adequate	Inadequate	
I. <u>Administration</u>						
1. <u>Personnel Management</u>						
a. Supervision						
b. Training						
c. Assignment of Duties						
2. <u>Technical Processes</u>						
a. <u>Card Catalogs &amp; Shelflists</u>						
b. Record Catalogs						
3. <u>Files &amp; Records</u>						
a. Property & Policy Files						
b. Magazine Records						
c. Supplies						
d. Safeguarding of Funds						
4. Circulation Routine:						
II. <u>Readers Service</u>						
1. <u>Book Collection</u>						
a. Book Orders						
b. Arrangement						
c. Contemporary Military Reading Program						
d. <u>Foreign Language Materials</u>						
(1) Books						
(2) Records						
2. Non-Book Material and Pamphlet Files						
3. Recordings						
4. Reference Service						
5. Readers Advisory Service						
6. Inter-Library Loans						/

Factors Considered	Superior	Excellent	Adequate	Inadequate
III. <u>Publicity &amp; Public Relations</u>				
1. <u>Publicity</u>				
a. Posters				
b. Booklists & Bibliographies				
c. Articles in Unit Newspapers				
d. Daily Bulletins				
e. Fliers				
f. AFN				
g. Special Exhibits or Displays				
2. <u>Programming</u>				
a. In Library				
b. In Service Club				
c. Elsewhere				
3. <u>Co-ordination With On-Post and Off-Post Activities</u>				
a. Other Sections				
b. Unit Commanders				
c. Education Center				
d. US Forces Institute Students				
e. U. of Maryland Courses				
f. Courses Publicized in Library				
g. Clubs and/or Groups				
IV. <u>Physical Aspects</u>				
1. Physical Layout				
2. Maintenance				
3. Utilities				
4. Library Furnishings, Equipment, & Supplies				
V. <u>Utilization</u>				
1. Attendance				
2. Circulation				
3. Military Usage				

Factors Considered	Superior	Excellent	Adequate	Inadequate
VI. <u>Miscellany</u>				
1. Hours of Operation				
2. R & U Support				
3. Post Level QM Support				
4. Transportation				
5. Signal Support				
VII. Familiarity with Directives, etc.				

GENERAL REMARKS:

RECOMMENDATIONS:

PERSONS CONTACTED:

\_\_\_\_\_  
Technical Inspector



INSPECTION OF LIBRARIES

Points or questions below are suggested as a guide for periodic inspection and review of libraries by the Army Librarian. This inspection check list was compiled for a specific area, therefore, not all points will be applicable to every area. This should be considered as a guide and adapted as feasible.

## a. Appearance and physical condition

1. Is the library clean and attractive? When was it last painted? Drapes laundered? Any evidence of water damage or leaks?
2. Are the books shelved neatly? Lettered on spine legibly? Are oversized bookends needed? (for reference & large books) Have the shelves been carefully read?
3. Are the book sections marked to show location of books (fiction, reference, western, mysteries, science-fiction, special collections, etc)? Are the labels clean?
4. Are there special exhibits of new books or books on a particular subject?
5. Are correct hours posted on clean, neat signs outside library? Are holiday hours (whether Thai or American holiday) clearly noted?
6. Is the lighting adequate? Any burned out bulbs? Are stack areas card catalog area and desk area adequately lighted?
7. Are the furnishings attractive and in good physical condition? Do settees sit solid on floor? Is upholstery torn? are springs broken?
8. Is the air conditioner functioning? If none, is ventilation adequate?
9. Do the wall surfaces and wood trim need repair and/or painting?
10. Are the book shelves uniform and in good condition? Are bolts and screws of book shelves tightened?
11. Is the floor clean, and in the best possible condition?

12. Is arrangement for best utilization of space, efficiency of operation, and general comfort? (Ideal: 3 foot clearance between bookshelves and other furniture.
13. Is all food or evidence of food in the library removed?
14. Is "Personal clutter" of all employees cleared out of the library?
15. Are pieces of scotch tape and thumb tacks removed? Are signs and announcements hung straight? Are signs professional looking?
16. Are waste baskets clean (inside and outside)?
17. Are books mended regularly and call number indicated clearly on spine?

b. Location and space

1. Is the library location convenient for most readers?
2. Does the library have enough space for readers to sit and read, study or write in comfort for a few hours?
3. Is there enough book shelf space?
4. Is there space to store supplies, back files of Magazines, books to be returned to the Library Depot etc.?
5. Are cleaning supplies (mops, brooms etc.) stored out of sight?

c. Security

1. Is the library properly secured by lock and key when not in operation? Where are the keys kept? Who has access to keys?
2. Is charging desk placed near entrance to insure that all books leaving the library are properly checked out?
3. Does desk command sufficient view of reading rooms to adequate supervision of property?
4. Has an effective clearance system been devised to insure return of books when borrowers are transferred?

- a. Does clearing office check with Army Librarian or other designated individual before clearing officer and civilian personnel from the Command?
- b. Do unit commanders cooperate with the Army Librarian in clearing enlisted men of library obligations?

d. Safety

- 1. Is the building number and telephone number of the fire station posted near the telephone? Are FIRE EXIT signs posted? Are inflammables (wax) stored in closed tin containers? Can the fire extinguisher be reached easily - no blocking with furniture. Are ash trays emptied each night into clean metal containers?
- 2. Are lamps, table or floor, pulled out from wall leaving exposed cords which could cause accidents?

e. Supply

- 1. Does the supply of magazines seem current and adequate?
- 2. Are general office supplies (pencils, paper, etc.) supplied as needed?
- 3. Are utilities services (cleaning, replacement of burned out light bulbs, emergency repairs, etc.) satisfactory?

f. Personnel

- 1. Are the library assistants neat looking, alert and apparently "on the job"?
- 2. Is the Commanding Officer or the Recreation Services Officer satisfied with the operation and supervision of the library?
- 3. Do staff members have sufficient speaking and reading knowledge of the English language to attend the needs of readers and to acquire reasonable working knowledge of the books?
- 4. Is there a useful procedure manual available for reference by library assistant?

## C. Records and Files

### 1. Convenience Files

- ② a. Are all folders clean and in alphabetical order?
- b. File folders weeded of out of date material?

### 2. Voucher Files

- a. Are all issue slips actioned in?
- b. Are issue slips and turn-in slips filed chronologically? Signed?
- c. Is running book balance neat and up to date?
- d. Is signature authorization (Delegation of authority card) in file?
- e. Does book balance sheet match issue and turn-in slips?

### 3. Circulation Files

- a. Are cards properly filed?
- b. Proper information at head of book card?
- c. Name printed clearly above illegible signatures; cards signed?
- d. Dates stamped opposite all entries?

### 4. Overdue Files

- a. Are cards properly filed?
- b. Is 1st, 2nd, or 3rd notice with date sent printed below borrower's name on book card?
- c. Are "snag" cards marked with complete explanation by means of a note stapled to book card, explaining situation?
- d. Are second notices followed up?
- e. Is interlibrary loan file checked regularly for overdues and are other libraries notified promptly for books that are two weeks or more overdue?
- f. At what intervals are first, second and third overdue notices sent out? (Borrower cards should not be filed in overdue file)
- g. If no response to the third notice is received, what follow up is made?
- h. Is all correspondence relative to possible "hopeless" cases retained to establish the fact that all possible steps were taken to effect the return of the book?

5. Borrower's File

- a. Are all borrower's cards not used in last 6 months removed?
- b. Are cards properly filed?
- c. Is full information on card: last name, first, rank, SSN number, complete designation of unit, signature, telephone number, and dependent's name where applicable?

6. Circulation Record

Is circulation for given dates recorded systematically?  
And neatly?

7. Attendance

- a. Is daily attendance, recorded separately for morning, afternoon, and evening hours in order that information may be continually available for possible adjustments in hours of service?
- b. Is daily attendance recorded systematically?
- c. Are there any restrictions on attendance?

8. Periodical Record File

- a. Is there a reconciliation with what has been ordered and what you are receiving? Do you know where "extra magazines" are from?
- b. Are cards for magazines you no longer receive destroyed?
- c. Who do you notify if you are not receiving issues of any title regularly?
- ④ Are records kept by writing in the date received instead of just a check mark?

9. Inter Library Loan File/Log Book

- a. How often is Inter-Library file checked?
- b. What follow-up procedure is used? (After 1 month)
- c. Are all requests dated?
- d. Is patron notified if a long delay is indicated?
- e. Is Interlibrary loan log up to date?

10. Is a log book, day sheet or other device used to keep communications open between LWR, EM, and you?

11. Shelf List

- a. Is a complete and up to date shelf list maintained?
- b. Are biography shelf-list cards filed by subject with subject entry typed on card?
- c. Are cards neat, and free from writing and notations?

12. Card Catalog

- a. Is filing revised by Army Librarian?
- b. Are there subject heading dividers?
- c. Are there cross references whenever needed?
- d. Are special collections adequately and uniformly marked on catalog card?
- e. Are there cross references to subjects on which material is found in vertical file?
- f. Are lost, missing books reported to depot regularly?

13. Funds.

- a. Are funds records kept up to date?
- b. Is CPF notified of long overdue orders?

h. Reading Materials and Services

- 1. Is supply of new books, both expendable and non-expendable, sufficient to meet demand?
- 2. Are notes made on subject and titles most popular with readers? This information is used for purchase requests. Is a reader's interest file maintained?
- 3. Is supply of magazine sufficient to meet demand?
- 4. Are notes made on the magazines titles most popular with readers?
- 5. Are all direct mail copies of subscriptions (Stars Stripes, Army Times, Time, Life, etc received regularly?
- 6. Are books maintained in classified order upon shelves with alphabetical order within classification.
- 7. Is classification consistent? Are all copies of a given title given the same classification?
- 8. Do shelves have subject labels to guide the browsing reader?

9. Are new books conspicuously shelved apart from the main collection with appropriate posters? Are the books actually new?
10. Are displays of special types of books in evidence to promote and build reader interest?
11. Are little-used books brought to the attention of readers by means of exhibits or other means of recommendation?
12. Is the collection weeded regularly for titles in which reader's interest can no longer be aroused?
13. Have unneeded duplicates been eliminated?
14. Have lost or damaged titles been replaced from available depot stock?
15. Is collection checked regularly for obsolete and salvage books? Have books in poor physical condition been mended? Check particularly cartoon books.
16. Is catalog accessible to readers?
17. Is a reserve system in operation for the purpose of filling reader requests for the more popular titles?
18. Do library attendants personally aid borrowers in selection and location of books?
19. Are library attendants trained to use the simple reference tools?
20. When answers to reference questions cannot be located by the library attendants, are these questions referred immediately to the Army Librarian?
21. Are library hours strictly adhered to?
22. Is staffing sufficient to keep the library in operation for the needed hours?
23. Does limited use of the library warrant continuing the expense of its operation as a field or permanent library?  
(Very important -- the reason for the inspection).

24. Does extensive use of the library warrant increase of facilities in the way of larger quarters and additional personnel?
  25. Are special interest bibliographies and reading lists prepared for classes, organizations, offices? Are interlibrary loans encouraged to help these students?
- i. Publicity and programming
    1. Is library service well advertised?
      - a. Bulletin boards within the library?
      - b. Special displays within the library?
      - c. Distribution of lists and posters? Where? (Have a list)
      - d. Space in locally published daily bulletin and/or activities posters?
      - e. Outdoor directory signs in all pertinent areas?
      - f. Annotations and/or book reviews of new books and books of subject interest in local publications?
      - g. Are current events and interests capitalized on?
    2. Programming and public relations
      - a. Are new military units informed about library services?
      - b. Is there coordination with American Dependent Schools, Troop Information and Education program, University of Maryland and other educational bodies? Who is the education adviser? What classes are currently being offered?
      - c. Are music appreciation and story hours planned? Other special programs?
      - d. Does the librarian actively participate and cooperate in group and club programs on and off-post?
    3. Is a file maintained of past publicity and programming accomplished? (An idea file for future planning)
    4. Are bulletin boards and displays pre-planned (use a calendar or notebook)?



APPENDIX N  
TECHNICIAN TRAINING

ARMY LIBRARY INSTITUTE, MORRISTOWN, NEW JERSEY

Proceedings: Task Force Group #8: Technician Training

Meeting 1530-1700 Monday, 18 May 81

A review of the Task Force Mission and progress to date was given by Madge J. Busey, Task Force Chair. The mission is to (1) Determine training needs of Library Technicians in Army Libraries at all levels. (2) Review currently available training packages in relation to the needs identified. (3) Develop training programs and the means to make them available to all.

Two projects were agreed upon at the ALI in Atlanta for completion by the 1981 ALI. They were: (1) A questionnaire to all library technicians in order to compile a directory and to survey technician training needs. (2) To complete the development of the self-paced reference package.

Joyce Watlington undertook the questionnaire for library technicians. MACOM Librarians were helpful in supplying library addresses. 223 libraries were sent questionnaires from which there was a 61% reply. As a result a directory of 223 technicians was compiled and sent out to all replying technicians and to all libraries queried. The questionnaire also identified 461 training needs. Of these training requirements Reference was requested by 122 technicians; 109 Technical Services; 69 Circulation Services; 59 ADP as applied to libraries; 36 Acquisitions (Procurement); 28 "everything". Other requests were for training in audio-visual; childrens' literature and programs; periodicals selection; hospital librarianship.

Rosemary Marlowe who chaired the sub-committee to complete development of the self-paced reference package. Mrs. Busey reported that Rosemary had transferred to Augsburg, Germany from CARL and as a result has had no time to work on package. She agreed to help but asked to be relieved as chairperson. Lois Carey, Reference Librarian at Van Noy Library, Fort Belvoir volunteered to take over as Chair. She has been working with A-V personnel and has established format for lessons. A copy of Lesson I in self-paced format was handed out for comment at Session II of Group 8.

Delfinia Galloway, liaison member to group 8 for the ALMO Counsel reported that she had presented the funding needs (\$10,000) for producing the reference package to the counsel. Mrs. Fisk, ALMO Director, agreed to try to find the money at D.A., but later advised it would not be available in FY81. She will include it in the budget to be submitted in FY82.

Mrs. Galloway also reported to the group on her attendance at the Air Force sponsored 40 hour Technician's Training Course II held at San Antonio College, San Antonio, Texas. Del found this course well-taught and generally worthwhile. The Air Force (Tony Dakin) will reserve two spaces each session for Army Technicians. The next session will be in October 1981. There is no charge for the class, but Army must fund per diem and travel. Anyone interested may contact Mrs. Galloway, Air Defense School, Ft. Bliss, Texas 69916 ATVN: 968-5781. Adjourned until Session II

Meeting 0815 to 1000 Thursday, 21 May 1981

The Task Force Group discussed an outline of a possible self-paced course on Procurement. Agreement was made to table this in view of the work being done by the Procurement Task Force. Alternate training sources in Procurement were discussed - i.e. the GSA courses given in many sections of the country, a schedule is available by writing the Training Division (FAT), Federal Supply Service, General Services Administration, Room 1006, Crystal Square, Building #5, Washington, D. C. 20406.

The next discussion was on the self-paced sample lesson for the Reference package. The group liked the format and agreed to proceed with completing this in form, ready for audio-visual when funds become available.

A cataloging package was discussed as a next project to complete when the Reference Package is finished and tested.

Mrs. Busey discussed the cassettes which would be produced as by-products of the Reference Package and played one on Books-in-Print, already completed. The group felt these would in themselves make valuable training tools and it was decided to have at least 3 sets of each reproduced for circulation to requesting libraries. Each cassette covers either one reference tool - or in some cases several tools covering the same subject. The Task Force members signed up to work on this project.

The Technician's Directory was reviewed. A number of additional names were received too late for inclusion and several personnel changes have been made. Joyce Watlington volunteered to update the directory by sending out a second questionnaire to capture a larger percentage of the technicians working in libraries. Names and addresses will be included in the training needs half of the questionnaire so questions on specifics available training can be answered. The directory will include source information on training available to technicians thru correspondence courses or self-paced programs.

The Task's Force's recommendations for the 1982 ALI Technician program were discussed. It was the consensus of the group that they would like to have one entire day. The subjects preferred were (1) Assertiveness Training (2) Library management (3) Technician's classification standards (new benchmark series. OPM). Del Galbraith recommended the speaker at the Air Force training classes who spoke on "Being supervised and supervising others". These recommendations will be forwarded to the 1982 Program committee.

Technicians were reminded of the afternoon training session for them on Reference Materials to be given by a member of the Reference Department, Morris County Free Library.

APPENDIX O  
SHARED RESOURCES

## Report of Sessions of TFG - Shared Resources

After the members of the TFG introduced themselves, the group discussed the work and accomplishments of the group since its establishment at ALI I in 1977. The group noted with pride that, with the dedicated leadership of Mary Nell Wooten, they had sought input for, compiled, indexed, printed, and distributed two editions of the Army Interlibrary Loan Directory.

Mary Nell Wooten, the chairperson, noted a problem with the group's mission statement from the ALMO. At ALI IV, the TFG selected two projects: (1) to develop CONUS library profiles--a resource directory--similar to those developed in USAREUR and (2) to develop an Army-wide interlibrary loan policy. The latter project was endorsed by the ALC. The policy statement developed by us will become the basis for a new AR.

A lack of the promised orders from ALMO authorizing members to carry out their committee work at the local installation was noted.

The TFG members split into groups to discuss the resource directory and the ILL policy.

The following decisions were made concerning the resource directory:

1. The use of local creativity might be more appealing, quicker, and more informative than a questionnaire format.
2. Members' submissions will be used as examples for other profiles.
3. New members are encouraged to prepare profiles for their installations.
4. A single profile per installation is the goal.

The decisions made concerning ILL policy recommendations were prepared for submission to ALC. The issues of OCLC referrals, libraries of last resort, payment for ILLs, mailing regulations, and workload were all addressed.

/s/ Lyle W. Minter

Recorder

APPENDIX P  
ACADEMIC LIBRARY

**ALI**  
**1981 ARMY LIBRARY INSTITUTE**  
**18-22 MAY 1981**  
**MORRISTOWN, NEW JERSEY**

**CONTRIBUTED PAPERS**  
**ON**  
**ARMY**  
**ACADEMIC**  
**LIBRARIES**

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RELEGATION OF LIBRARY MATERIAL

by

Mr Joseph Barth

## RELEGATION OF LIBRARY MATERIAL

By Joseph Barth

Creative utilization of physical space has been one of those many demands made upon practicing librarians for which little is provided in the way of professional training. Experience, personal or shared, is the best mentor in matters of space allocation.

The following are thoughts intended to stimulate thinking about steps involved with acquiring a secondary shelving area and subsequent decision making which identifies certain materials to be relegated to a remote area. What is written here is based on the experience of the staff of the U.S. Military Academy Library which is currently dealing with problems associated with the acquisition of an annex facility into which 75,000 volumes will be moved from the main library building. Also helpful in this project is the publication "Guidelines for Collection Development" issued by the American Library Association.

The first axiom which we are told to observe when considering weighty matters of policy is to begin with a clear statement of the objectives of the organization. We all think we know what the objectives of our own organization are until we begin to discuss those objectives. It is often surprising for a library administrator to discover how many objectives exist within his or her organization when the professional staff is polled on the question. Regardless of the stated objective of an organization, the staff will work toward the objectives it perceives as appropriate and these, if different from the official statement of objectives, will color the operating policy of the organization. Complicating the difficulty in arriving at a consensus objective or set of objectives is the fact that we all are part of an organization enormously, almost incomprehensively, larger than any of us can imagine. There may be confusion about the proper role of a professional librarian, nevertheless, we all claim to be pursuing some common goals as "professional librarians." As if that part weren't difficult enough to deal with, the Army intrudes and brings with it another set of boxes into which we need to find a comfortable fit. Not to belabor the point, constraints do abound. We need to identify our objectives and, because we find ourselves wearing many hats, we need to assure that we do not establish conflicting objectives each of which satisfies a specific segment of the total organization of which we are a part. For example, the undergraduate library which attempts to maintain an ill defined research or comprehensive level collection has sown for itself the seeds of its own space problem..

A clear definition of objectives which is understood by the entire staff is the obvious but often an elusive first step in dividing a collection. These objectives should be incorporated into the library's collection development policy and it should be written down or, once again, there will be as many collection development policies as there are staff members in the library.

The ALA Guidelines list relegation is an alternative to be considered when reviewing collections and generally refers to low-use storage. The other alternatives are discard and preservation treatment. A set of written criteria needs to be established to use in the identification of material for relegation. One of the criticisms of a secondary shelving facility is that it becomes a crutch for lazy decisions which never get made. Faced with overcrowded shelves, the first temptation is to rush into the cavernous confines of an unspoiled annex and inflict upon it the incarnations of past decisions gone bad.

Some common criteria recommended for consideration in making decisions to relegate material are: use; interlibrary loan utilization; value/quality criteria; undesirable duplication; journal relegation criteria. Each of these could be the subject of a lengthy study but treatment will here be limited to a few thoughts on each.

Use criteria seem to be the obvious basis for relegation of material which otherwise supports the objectives of the library but which shows little circulation. This is of paramount importance because it provides an alternative disposition for material which might otherwise be discarded. As we all know from reading Trueswell, our patrons will define our collections for us very well by what they take home with them, either through legitimate charge out or through less acceptable permanent borrowing. But we also must bear in mind that a charge out represents a filled need. How many of those books on the shelf which show low circulation represent needs of unvoiced or less articulate patrons or represent future needs? Without the luxury of a remote shelving area, this material might otherwise be discarded. The only way to recognize this material is to bring to it that elusive quality of professional judgment which is formed from knowing the clientele we serve as well as we know the books with which we serve them.

Another criteria specified is interlibrary loan utilization and this is a cover for that complex consideration of a library's role in cooperative collection development projects or, more commonly, some resource sharing arrangement. The fact that cooperative collection development projects rarely succeed and that resource sharing is only slightly more successful should serve to encourage rather than discourage pursuit of initiatives in this area. If there is a future for libraries as we now know them, resource sharing must play a larger part than it now does. What do we in the Army library program do in this area and why do we not do more?

Undesirable duplication becomes obvious when demand for a title falls off and the shelves are loaded with remnants of the curriculum of yesteryear. It's easy to relegate these surplus copies to a remote area simply because it's too painful to discard those items or because it is too much trouble to attempt to share our resources. Make no mistake, redistributing this possible wealth of duplicate material is no part-time task. It should not be undertaken if resource sharing is not an organizational objective.

Value/quality criteria have to do with checking our collection against established lists of recommended books. This is a nice, simple way to escape difficult choices because no less an authority than the American Library Association says that that particular book on horse breeding is a book for college libraries; therefore, we keep it. Strict adherence to check-list collection management will assure that we all have exactly the same collections.

The final item to be mentioned, but hardly the end of the discussion, is journal relegation criteria. Selection decisions for periodicals are seldom easy and inevitably cause some dissatisfaction. They are among the most expensive decisions we make and one can only hope that when periodical holdings are reviewed for possible relegation, proper deliberation was exercised in the selection decision.

Selecting the titles for relegation is only the beginning of a laborious process. Decisions regarding access to the material, both bibliographic and physical, security of the area, staffing of the area, and shelving arrangement used to be grappled with.

Utilization of an annex for expanding shelf capacity is an option which must be consciously chosen. The cost to the organization can be as obvious as the staff time required to move the material and provide the access to the material or much more subtle such as added photocopy cost, added interlibrary loan demand, patron dissatisfaction and wear and tear on the books. Planning needs to begin well in advance and acquisition of the space must be in harmony with the written objectives of the organization.

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MERGING CATALOGING AND REFERENCE

DUTIES IN AN ACADEMIC LIBRARY

EDWIN B. BURGESS  
COMBINED ARMS RESEARCH LIBRARY

## I. BACKGROUND

The Combined Arms Research Library (CARL) has developed a vertically integrated system for selecting, acquiring, processing, and using new books. Through effective use of OCLC, TRALINET, and librarians, we have effected tangible and intangible improvements in our technical services operations.

The following brief paper will discuss the techniques used and their effects on the book and public literature portions of CARL. Most of the innovations used on books were not directly applicable to the documents collection, and I have chosen not to discuss that important part of the library operation. I am the present head of the Reference Services Branch and past head of the Readers' Services Branch. The innovations described below will be discussed from that point of view only.

CARL is the library of the U.S. Army Command and General Staff College and the main information service facility for Fort Leavenworth. It occupies the second and third floors of Bell Hall. See Appendix 7 for official statements of mission and functions. In 1978 CARL had a traditional organization. There was a director, a Readers' Services Branch, and a Technical Services Branch. The Classified Branch handled classified document accounting, downgrading, and registered mail functions. See Appendix 1.

This organization had virtues. It placed all the people who answer questions and work with the public under one head, while placing all the technical services, backroom operations under another supervisor. Circulation for books and documents was semi-automated and one senior library technician supervised both. Cataloging and processing for all types of material was entirely manual, very labor-intensive, and reasonably effective. The staff understood the organization and generally liked it.

There were, however, some disadvantages to this structure. Circulation duties on the third floor were sufficiently different from those on the second floor that little or no cross-training was possible. While all cataloging was under one head and done in one room, there was no inter-action between book and document work flows. Different people, different tools, and totally different philosophies divided people working side-by-side in the book and document processing area into virtually unrelated fiefdoms. Technology was about to make major changes in these dissimilar work flows, although at the time we could see only a cloudy and imprecise picture of the coming changes.

Books and public literature are on the second floor library; the third floor is a restricted area holding classified and unclassified documents. There were and are two circulation desks which have almost no interaction. Since 1973, they have shared a Mohawk batch-processed, semi-automated system, but get separate reports and keep different statistics, hours, and SOPs.

The Acquisitions Librarian was part of Technical Services, but worked exclusively on books and periodicals. Almost all documents were acquired through inter-agency channels; the Acquisitions section was solely concerned with materials that cost money. In fact, very few staff crossed the boundary between book and document in their day-to-day work. Of the nonsupervisory civilian employees, only the three reference librarians and two senior technicians had any duties



which involved both types of materials. The "informal organization" was very much like the physical arrangement--second vs. third floor.

Another factor which suggested reorganization to us was the advent of TRALINET. CARL had agreed to handle the documents module (DOCMOD) of TRALINET and to do shared cataloging input to OCLC for some libraries. Although the future of DOCMOD was murky then (it still is) it seemed clear that a central role in TRADOC document management would require some sort of organizational change. Documents were not and are not cataloged in OCLC, another thing that separates them from the books.

CARL began using OCLC in October 1978. By summer, the director had become convinced that economies were possible in cataloging and he expressed interest in making some unspecified changes in the book cataloging/processing operations.

In August 1979 the director unilaterally decided to reorganize. A series of extremely acrimonious discussions among the professional staff resulted in a grudging consensus. The organization in Appendix 2 would be implemented in November 1979.

## II. TRALINET AND BOOK CATALOGING

OCLC can be thought of as a centralized network in which the OCLC main frame is the only important operational contact for member libraries. Administrative details are handled by user network offices, but each field library does its own cataloging. Our network has never offered that direct interaction to its members.

When TRALINET first began enrolling libraries in OCLC, its progenitors envisioned a distributed centralized network (see Appendix 3). Field libraries would submit worksheets containing cataloging information to one of three input points. The first input point would be the network headquarters, the second would be CARL, and the third would be named later. (As it happened, a third library never was named.) A cataloger at each input point, skilled in OCLC, would log in, imitating a field library, and produce cards and labels according to that field library's previously arranged profiles. This cataloger would be expected to be expert in OCLC practices, and would be capable of using minimal descriptions of books (generally limited to LC card number, author, and title) to produce complete records meeting TRALINET and OCLC standards. Standardization of format was important to TRALINET because transaction tapes from OCLC would be used to update a TRALINET union data base. In February 1979 the CARL book cataloger began doing shared input, and, by fall, she was handling input from CARL and three other libraries.

Later, the TRALINET managers became disenchanted with the distributed centralized network. CARL's Beehive terminal was transferred to Ft. Monroe in May 1980 concurrent with the transfer to Germany of the cataloger who operated it. In place of the relatively expensive Beehive, TRALINET funded a multipurpose terminal/printer which we now use to access the ILL subsystem and commercial data base vendors. (CARL ILL transactions rose slowly to their present level of approximately 150/month, and hindsight shows that we could not have supported cataloging and interlibrary loan functions on one terminal.) All input is now done at the system center in Fort Monroe. Twenty-one field libraries submit bibliographic and holdings information which is keyed into OCLC by a specialist. This system proved to have a number of advantages. First, and greatest,

CARL has reduced the number of man hours spent on the many operations involved in cataloging. Second, input and products are more standardized, and some local files have become redundant. Third, physical processing of books has been simplified. Fourth, TRALINET has generated three new products; a COM listing of CARL holdings, a COM listing of TRADOC holdings, and a printout of each month's accessions.

We have reduced the labor in cataloging primarily by accepting existing cataloging copy with little or no change, and by transferring certain tasks to TRALINET. Our SOP requires that DLC (i.e., cataloging done by LC) copy is authoritative. We will change obvious errors (typos, etc.). We will adjust the Dewey call number to conform to our existing shelf list. We will not create monograph records where a serial record already exists; we will not create new OCLC records if one exists to use or adopt. The cataloging technician can obtain at least 98% of our cataloging copy by searching OCLC. When she finds a record, she will print it off and staple it to a TRADOC Form 1015-R. If the record is DLC, she may accept that in toto. She normally uses the call number shown, possibly truncating it to match our existing shelf list. She assigns a Cutter number, and completes the 049 local holdings field. She then pencils the call number in the book, files a temporary shelf list card, and mails the worksheet to Fort Monroe. If the best available copy is non-DLC a librarian will examine it, assign a call number, and do any other editing. For a flowchart, see Appendix 6, but remember that this is a general guide only; many changes and ad hoc decisions have affected the process.

By virtue of its self-appointed role as sole input point, the system center has had to absorb some of CARL's clerical workload. Most obvious, of course, is the actual keying of information and production of records. CARL cataloging staff now produce paper worksheets only (see Appendix 4) not electronic records.

Physical processing is simplified. The System Center terminal operator is best placed to print OCLC pre-formatted label sets, so our technician (a GS-3 Library Aid) no longer types book pockets or spine labels. She simply sticks the OCLC labels on the spine and pocket. Actually, while this is a savings, it is not an enormous one. The spine labels do not stick well to the books (we discard all dust jackets) and are frequently replaced with SE-LIN labels. Certain books do not yet fit into the work flow and are still done manually, but fortunately this is a diminishing class and should be virtually extinct within two years. Several files have disappeared. There is no longer a file of LC card sets waiting to be matched to books. There is no more authority file; the items which would require reference to such a file can usually be verified in OCLC. Due to the reorganization of technician duties, we no longer have a backlog of cards to file.

The new products generated by the system center have shown some promise. Each month TRALINET creates a master fiche holding all of CARL's OCLC cataloging. The fiche is cumulative and holds all records from October 1978 to the present. As of 7 Feb 81 CARL showed 3,955 records, which probably represent about 3,500 new accessions, 500 retrospective cataloging additions, and about 8,000 volumes. Fort Leavenworth has facilities to duplicate these masters in quantity, and we

have developed a distribution list of interested people around the post. In April 81, we distributed 22 sets to 21 addresses. The list includes the Post Library, the Medical Library, offices in CGSC, and offices in CACDA, CATRADA, and ARI. There are improvements which need to be made in format, information displayed, and our distribution process, but we hope those will come in time. (See Appendix 5 for TRALINET's COMfiche catalog formats.) TRALINET also generated one edition of a TRADOC union catalog on microfiche. I believe this product to be unnecessary. It is of little use to patrons, since to obtain any material not on Ft Leavenworth, they need the intervention of the library. It is no use to us for interlibrary loan, as all the information on it, and more, is displayed on-line in OCLCs ILL subsystem. CARL makes no operational use of the union catalog as yet; we do not choose to circumscribe our bibliographic horizon to the relatively limited TRADOC library community.

Paper printouts of each month's cataloging data have some slight use. By a minimum expenditure of time, an experienced librarian can scan the printout and occasionally identify inconsistencies in that month's production. Also, it's a fairly bulky physical object with which to impress visitors. TRALINET has advertised it as a sort of current awareness on new books list, but it comes out too slowly for that. Invariably all catalog cards are filed and newer books available by the time the hard copy listing is out.

A legitimate argument against our present system might be that we are misusing an essentially centralized, cooperative computer network by imposing an extra, unnecessary layer of operators. A major advantage of the OCLC network is its ability to tailor output to specific desires of member libraries. No one knows these desires better than member library catalogers, so it follows that field catalogers should do the input, produce cards, etc., and take direct responsibility for their own work. We approach this argument from the point of view of the reference staff. Under the old system, a cataloger cataloged only. He had no patron contact and never used the materials he concealed under meaningless LC subject headings and inappropriate numbers. (I am not referring now to specific defalcations, but rather to a generally recognized professional stereotype.) Mistakes occurred often enough to shake the reference staff's confidence in cataloging. The "tailored" products were often perceived as having no relevance to the real world of research.

Under our new system, the reference staff is the cataloging staff. This results in the real, if unquantifiable, advantage that reference personnel have selected, cataloged, and used many items in our collection and are naturally more familiar with them. We can no longer curse the catalogers, but must take direct responsibility for solving problems of bibliographic access. Four GS-9 librarians have participated in this experiment and all four express pleasure in the greater range of professional duties required, the increased responsiveness of the cataloging process, and their improved familiarity with the collection.

Cost-efficient use of local staff time is a major factor. By using a GS-5 technician to do most of our routine cataloging work, we save more professional time to use for patron service. For example, our old cataloger devised Cutter numbers herself; this is an extremely mechanical process needing minimal

training. When that specific assignment was transferred to a technician, perhaps one or two professional manhours per week were released. The greatest argument, however, is that by using TRALINET manpower and making the most of computer technology, many time-consuming jobs can now be done outside the library, on someone else's budget. A smaller proportion of our limited resources is used for support operations, and a greater proportion for public services. Rather than pay for a relatively expensive dedicated Beehive, we use a cheaper multipurpose terminal very heavily.

### III. RESULTS

Our system has been in full operation for 18 months now. The results are wholly satisfactory to me, and the staff is generally committed to this approach. Training of technicians has improved. The speed of response is at least comparable; the ease of cataloging is greater; quality is satisfactory.

Commitment of the staff has been a major asset. Turnover in all the concerned slots has aided the transition. Within a few months after reorganization, we lost the full-time book cataloger, the technician who processes books, and the technician who acted as a cataloging assistant. A little later both reference librarians left, one to Germany, one to a promotion in Savannah. Hire lag was lengthy for all these jobs, the cataloging technician especially (March to December). Part of the delay was caused by the decision to rewrite job descriptions for the two technicians when those slots became vacant. Both were GS-4s originally. CPO regraded the book processor to GS-3, and the cataloging technician to GS-5; I believe these are accurate reflections of the levels of work actually performed.

Training has, of course, been a major concern. New SOPs, new procedures, changes in TRALINET worksheets, and personnel changes combined to give the Reference Services Branch a high level of confusion for some months. However, cooperation from motivated employees, constant attention to detail, and a constant transfer of information and support among all involved parties have overcome most problems. Cataloging snags and work flow holdups are solved by discussion and by focussing on the goal: swift, accurate service to patrons.

Speed of response is an area not wholly responsive to CARL's initiative. It is rare for any book to wait more than a week between receipt and cataloging, although peaks and valleys in the rate of acquisition do cause lags. A significant backlog of new books and recataloging problems has vanished. Our biggest problem is TRALINET's turnaround time, which has been variable. According to Lu Knight, the system center's head cataloger, she is capable of turning around all worksheets from 21 member libraries in two to four days, if fully staffed and if OCLC is up full-time. (In 1981 neither condition has existed.)

She asserts that her operation averages about four minutes to process a worksheet if a record is on-line already. Original input takes five to six times as long. The system center can handle 450-500 worksheets per day. She believes this rate to be comparable to other OCLC cataloging operations. Personnel at the system center have been extremely helpful. Errors have

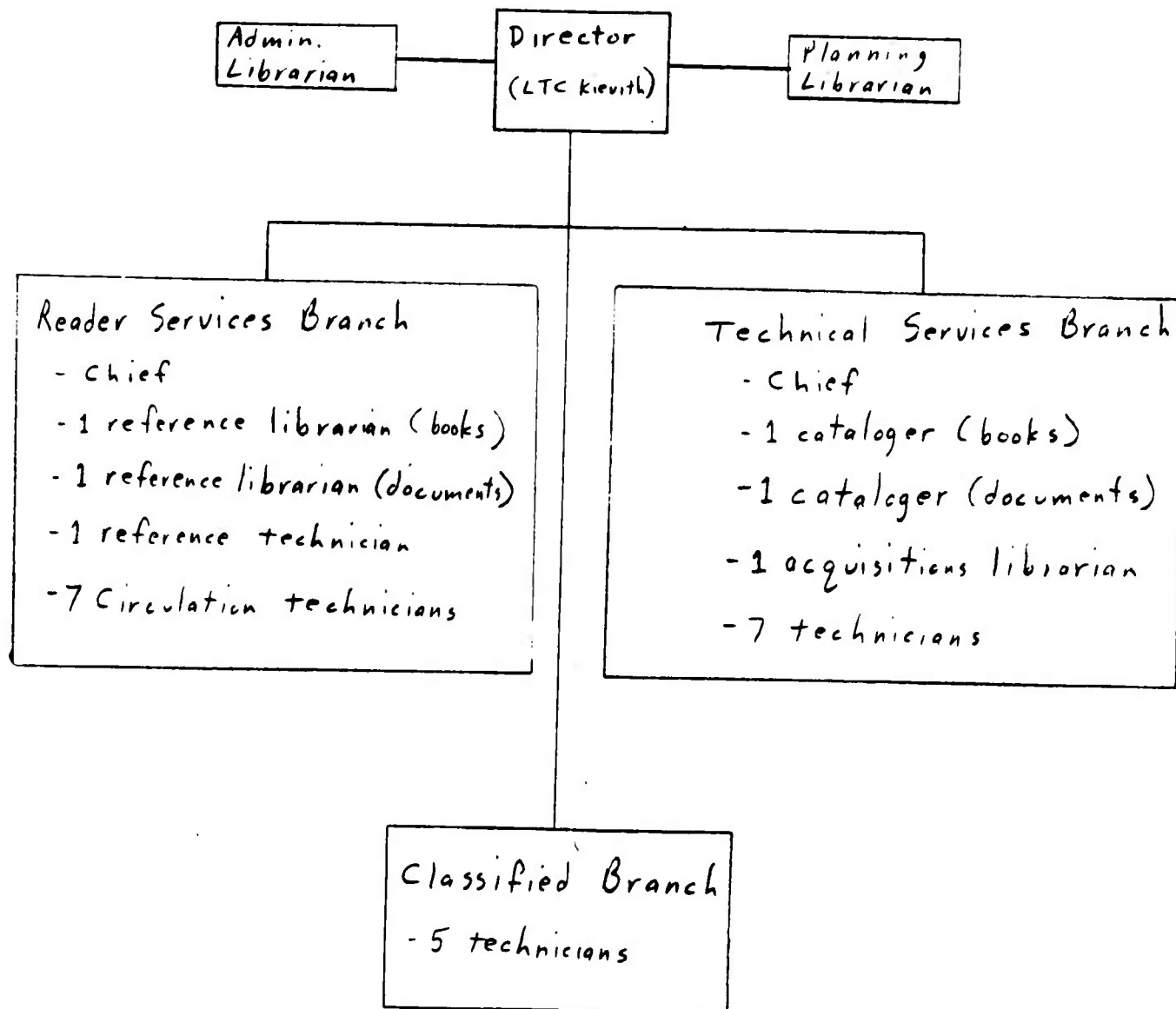
occurred on both sides, but we have been able to work together to overcome problems. With less responsive catalogers, this system would not have worked.

#### IV. CONCLUSION

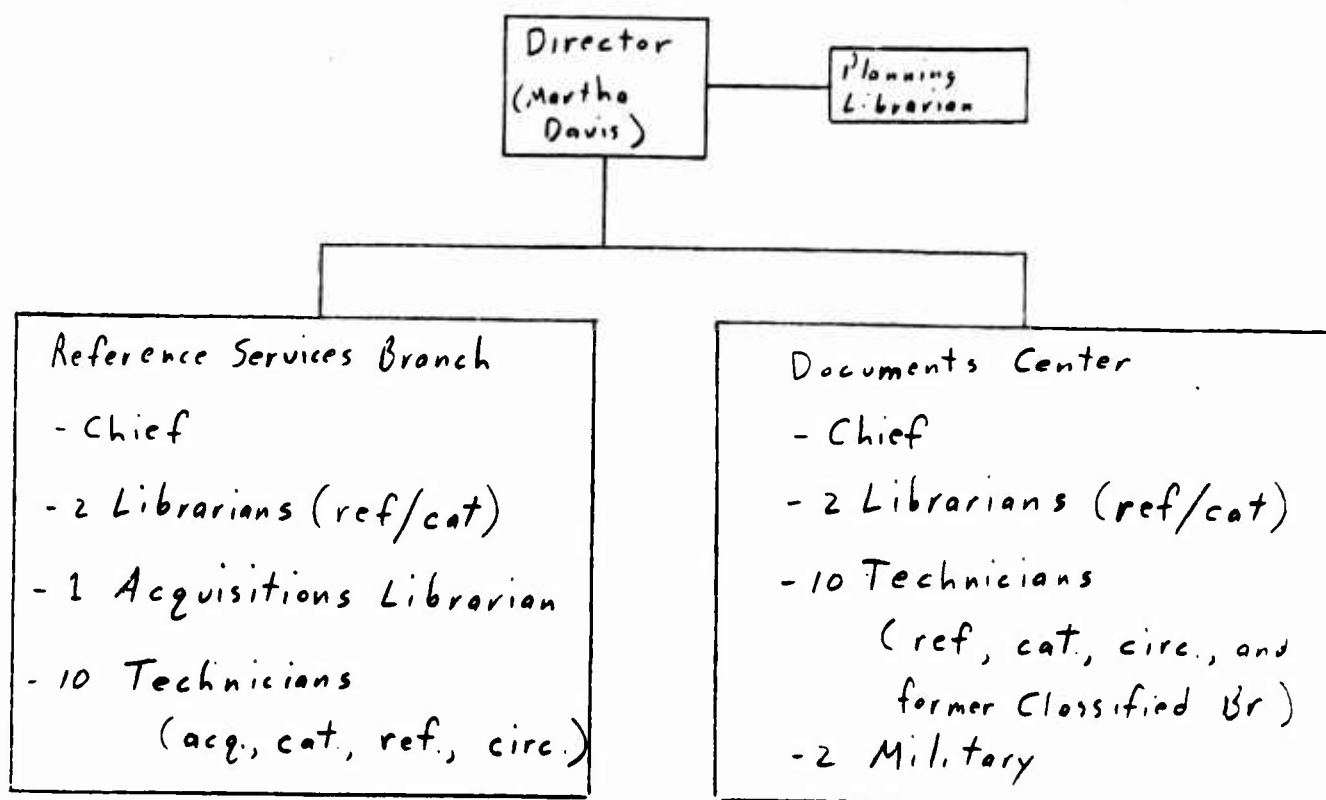
CARL is well satisfied to integrate professional reference and cataloging duties. By the use of available computer technology, and the cooperation of a capable system center staff, CARL has lessened its cataloging workload and made the cataloging process more accessible and less threatening to our own staff. Speed of response, a critical factor requiring constant managerial attention, has been acceptable if not optimum. Quality control has been good, both because of supervision at CARL and because of skilled technical personnel at TRALINET.

A minicomputer-based circulation and bibliographic control system for CARL is in the budget cycles now. The data we are creating now will have a very favorable impact on that system if (when?) it arrives.

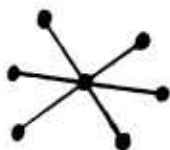
CARL organization prior to August 1979



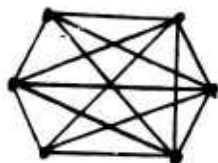
# Present CARL organization



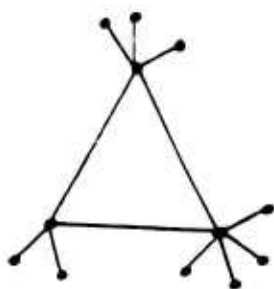
# Types of Networks



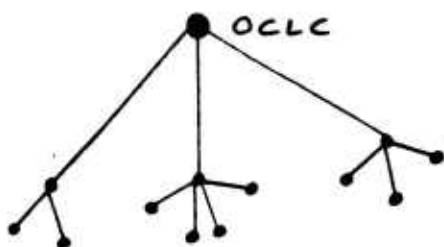
Totally centralized



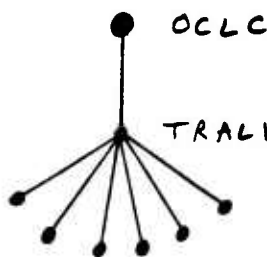
Totally decentralized



Distributed centralized



Initial TRALINET input scheme



TRALINET system Center

Present TRALINET input structure



<b>TRALINET SHARED CATALOGING WORKSHEET</b> <small>(TRADOC Reg 1-3)</small>									
Date <small>mo day year</small>		Cataloger <small>initials</small>		Save Main Entry Cards Required (Circle) <span style="margin-left: 20px;">1 2 3 4 5 6 7 8 9</span>					
Combined Arms Research Library AUTOVON No <b>552-3898</b>									
For TRALINET Center Use Only <input type="checkbox"/> Not in OCLC. Original Cataloging Required				<b>LIBRARY HOLDING CODE</b> <div style="border: 1px solid black; padding: 2px; display: inline-block; font-family: monospace; font-size: 1.2em;">             T R C           </div>			Worksheet Received Worksheet Processed Initials		
TYPE <input type="checkbox"/> REPR <input type="checkbox"/> INDX <input type="checkbox"/> DESC <input type="checkbox"/>	SIG LVL <input type="checkbox"/> ENC LVL <input type="checkbox"/> MOD REC <input type="checkbox"/> INT LVL <input type="checkbox"/>	JOINT PUB <input type="checkbox"/> CONF PUB <input type="checkbox"/> ESTSCHR <input type="checkbox"/> CATS <input type="checkbox"/>	LANG <input type="checkbox"/> CTRY <input type="checkbox"/> CONT <input type="checkbox"/>	SOURCE <input type="checkbox"/> DAT YP <input type="checkbox"/>	ILLUS <input type="checkbox"/> M/F/W <input type="checkbox"/>				
Cat's. Source <span style="margin-left: 20px;">NUC</span> <span style="margin-left: 20px;">CIP</span> <span style="margin-left: 20px;">Original</span>									
1 010 LC Card No				080 LC Call No					
2 040 Cataloging Source				082 Dewey Call No					
3 020 ISBN No				086 Su Doc No					
4 041		Languages, where work is multilingual, or translation LC Call No (Local) Dewey Call No (Local) Cutter No 100 Personal Name, 110 Corporate Name, 111 Conference or Meeting, 130 Uniform Title							
5 090		240 Title, 241 Uniform Title, 241 Submitted Title							
6 1		Edition							
7 24		Imprint (Place, Publisher, Date)							
8 250		Collection (Pagination, Ill Statement, Weight (oz)) (General Illustrations, Maps, Parts, Charts, Plates, Plates, Maps, Facsimile, Fol.)							
9 260		Series: 400 Personal Name/Title Traced, 410 Corp Name/Title Traced, 411 Conf/Title Traced, 440 Title Traced, 490 Untraced or Traced Differently							
10 300		Notes: 500 General, 502 Discussion, 503 Bib History, 504 Bib Note Bibliography: P: _____ Index: _____							
11 4		Local Note							
12 5		Subject Headings: 600 Personal Name, 610 Corp Name, 611 Conf, 630 Uniform Title, 650 Topic 651 Genq 650 Local Topic 651 Local Genq							
13 590		Added Edition: 700 Personal Name, 710 Corp Name, 711 Conf, 730 Uniform Title 740 Title Traced Differently							
14 6		Series Added Entry: 800 Personal Name/Title, 810 Corp Name/Title, 811 Conf, 840 Title							
15 7		Local Identifiers							
16 8									
17 910									

**DIRECTIONS FOR COMPLETING AND SUBMITTING TRALINET SHARED CATALOGING WORKSHEET**

**GENERAL:** Data provided on both sides of worksheet will be used to produce catalog cards/label sets and maintain materials accountability for your library.

**1. BIBLIOGRAPHIC DATA (Side 1)**

**LEVEL ONE**

- a. Copyright date or dates of item being cataloged. (See DATES in Head Field area of worksheet.)
- b. LC Card Number or ISBN. Only ONE of these numbers is necessary. (See line 1 or 3 of worksheet.)
- c. Personal name, Corporate name, Conference or Meeting. (See line 6 of worksheet.)
- d. Title. Please provide only first four words of title. Do not include initial articles. (See line 7 of worksheet.)
- e. Edition statement. (See line 8 of worksheet.)
- f. Publisher. (See line 9 of worksheet.)
- g. Pagination. (See line 10 of worksheet.)
- h. For additional input. (Notes, added subject headings, local identifiers, etc., may be added by library in appropriate fields.).

**LEVEL TWO. ORIGINAL CATALOGING:**  
 If item submitted on worksheet is not in OCLC data base, worksheet will be returned to library for FULL cataloging information in accordance with AACR standards.

See TRALINET Shared Cataloging Manual for Examples.

**2. HOLDINGS DATA (Side 2) (549 FIELD)**

Subfield "A" is mandatory for each worksheet.

Subfields "P" thru "U" are mandatory for libraries with automated circulation/inventory control systems.

**3. Submit completed worksheets to:**

Shared Cataloging Project  
 HQ TRADOC  
 ATAG-TRALINET  
 Bldg 117, Rm 5  
 Fort Monroe, VA 23651

**OCLC RECORD NUMBER**

## INDICATORS

1 2 3 4 5 6 7 8  
OCLC NUMBER. Right justify. Zero fill left.

[illegible]

INDICATES MANDATORY ITEMS.

[illegible]

100-443887-1000

Apple Type	Apple No./Perch/Season	Performance/Perch/Season	End Use	FSR
AV - A. Golden Pielist				
CA - Cassette				
CC - Card				
OC - Used Copy				
MA - Manuscript				
MI - Microfilm				
MP - Map, Atlas, etc.				
MT - Master (Audio, etc.)				
PL - Plastic Record				
PS - Paperbound				
RG - Retail				
SB - Subscribed				
XX - Other				

**VIII.**  
in an "open entry",  
Right justify. Gera III  
left. Sample: #12 dated 13th edition.

Acquisition	Year (1-2)	Hold	Number (3-11)	Pre-component	Type
1	M	T	M	M	1 0 Contract
2	M	T	M	M	2 0 Basic Ordering Agreement
3	M	T	M	M	3 0 Blanket Purchase Agreement (BPA)
4	M	T	M	M	4 0 Individual Purchase Order
5	M	T	M	M	5 0 Federal Supply Schedule
6	M	T	M	M	6 0 MAF
7	M	T	M	M	7 0 Gift
8	M	T	M	M	8 0 Other
9	M	T	M	M	9 0 Deposit Account

**Library Holding Card.** Position 6-11: Enter voucher accession number. Right justify. Zero fill left. **Sample Accession Voucher 79 PMS00156** denotes the item was purchased in FY 79 for a library with the holding code "PMS" and this is the one hundred and fifty sixth voucher.

81-2175-4000-3 April 81

Holding Code		Copy Number		Volume Number
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2	T	1	2	2
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5	T	1	5	5
6	T	1	6	6
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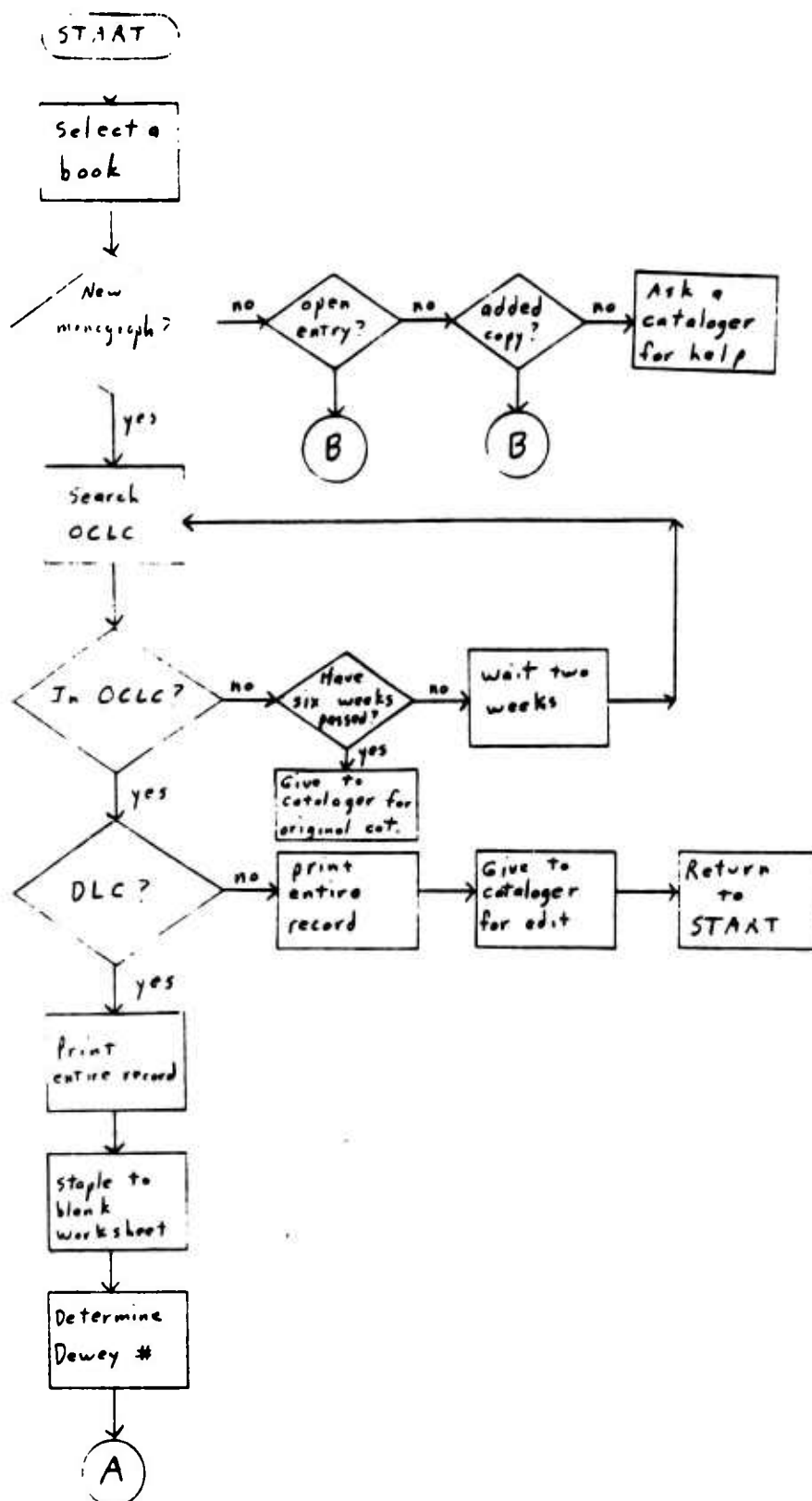
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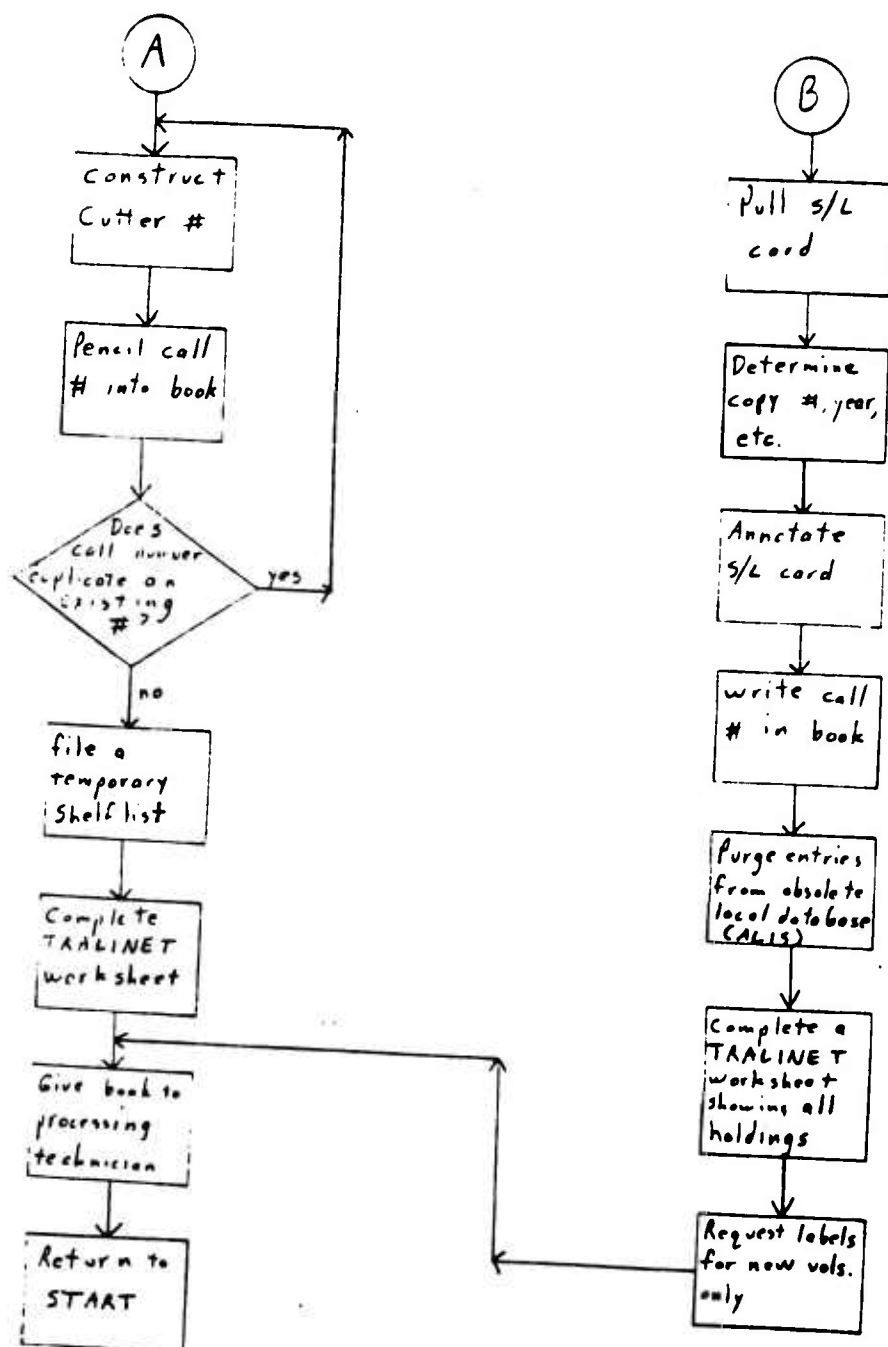
# Appendix

ALD-021	TRALINET ACCESSIONS LIST: PART 1: AUTHOR	AS OF 07 MAR 81
ADELMAN, JONATHAN R. CN	AUTHOR/TITLE	OCLC 4494177
REVOLUTIONARY ARMIES : THE HISTORICAL DEVELOPMENT OF THE SOVIET AND CHINESE PEOPLE'S LIBERATION ARMIES / JONATHAN R. ADELMAN.	AGNEW, JAMES B.	
WESTPORT, CONN. : GREENWOOD PRESS, 1990.	ECCONG RICT : THE CHRISTMAS MUTINY AT WEST POINT / JAMES B. AGNEW.	
X, 230 P. : 22 CM.	SAN RAFAEL, CALIF. : PRESIDIO PRESS, C1979.	
INCLUDES INDEX.	XIV, 211 P., (3) LEAVES OF PLATES : ILL. : 22 CM.	
OCLC 04837.062	BIBLIOGRAPHY: P. 209-211.	
CN 322.5/091717	LCCN P24.A2732 EG PS3551.G570	
CHINA (PEOPLE'S REPUBLIC OF CHINA, 1949- ).--CHUNG-KUO J EN	DDCH 913/.5/4	
MIN CHIEF FANG CH UN-HISTORY.	UNITED STATES MILITARY ACADEMY--HISTORY-19TH	
SOVIEI UNICN.--ANAT. I A-HISTORY.--CA	ENTURY-FICTION.--CN	
SOCIOLOGY, MILITARY-CHINA.	TRAYER, SYLVANUS.--1785-1872-FICTION.	
SOCIOLOGY, MILITARY-RUSSIA.	LVMWORTH	
CHINA-HISTORY-1945-	SCHOOL TRCWS TRCPC 00010Y 19790T MCOP 0012950M	
RUSSIA-HISTORY-1917-	81TRC000174	
LVMWORTH	LCCN 813.54 A273E	
SCHOOL TRCWS TRCPC 00010Y 19800T MCOP 0022500M		
81TRC000170		
LCCN 322.5091717 A229R		
USND KEEP		
ALDEN, JOHN DOWDITY, 1921- DN	AUTHOR/TITLE	OCLC 4005154
FLFET SURMARINE IN THE U.S. NAVY : A DESIGN AND CONSTRUCTION HISTORY / BY JOHN D. ALDEN.	ALEXANDER, ROBERT JACKSON, 1918- DN	
ANNAPOLIS, MD. : NAVAL INSTITUTE PRESS, C1979.	TRAGEDY OF CHILE / ROBERT J. ALEXANDER.	
XIV, 290 P., (2) FOLD. LEAVES OF PLATES : ILL. : 23 X 27 CM.	WESTPORT, CONN. : GREENWOOD PRESS, 1978.	
INCLUDES INDEX.	XIII, 509 P. : 24 CM.	
BIBLIOGRAPHY: P. (283)-284.	TACLUES INCEX.	
LCCN V454 .A74	BIBLIOGRAPHY: P. (483)-493.	
CN 355.873	LCCN F3100 .A34	
SURMARINE BOATS-HISTORY.	UDCN 320.9/83/064	
UNITED STATES--NAVY--SURMARINE FORCES-HISTORY.	CHILE-POLITICS AND GOVERNMENT-1970-	
LVMWORTH	CHILE-POLITICS AND GOVERNMENT-1920-1970.	
SCHOOL TRCWS TRCPC 00010Y 19790T MCOP 0028950M	LVMWORTH	
81TRC000174	SCHOOL TRCWS TRCPC 00010Y 19790T MCOP 0029950M	
LCCN 355.83 A35PF	81TRC000174	
	LCCN 320.983064 A377I	

217-021  
 IPALINET ACCESSIONS LIST: PART 1: AUTHOR  
 AS OF 07 MAR 81

AUTHOR/TITLE	OCLC 4496368	AUTHOR/TITLE	OCLC 5674390
ALOTTA, ROBERT L. STOP THE EVIL : A CIVIL WAR HISTORY OF DESERTION AND MURDER / ROBERT L. ALOTTA. SAY RAFAEL, CALIF. : PRESIDIO PRESS, C1978. XVI, 202 P. : ILL. : 22 CM. INCLUDES INDEX. BIBLIOGRAPHY: P. 145-194. LOCN F527.5 L16TH.116R A44 DDCN 973.774 HIDE, WILLIAM F. - D. 1844. UNITED STATES-HISTORY-CIVIL WAR, 1861-1865-DESERTIONS. DESERTION, MILITARY-UNITED STATES. TRIALS (MILITARY OFFENSES)-UNITED STATES. SOLDIERS-UNITED STATES-BIOGRAPHY. LVNMORTH SCHOOL TRCM'S TRCM'C 00010Y 1978*1 MC*P 001000*H BTRC000174 LOCN 973.7 A555	AMERICAN SECURITY POLICY AND POLICY-MAKING : THE DILEMMAS OF USING AND CONTROLLING MILITARY FORCE / EDITED BY ROBERT PARKAY, EDWARD A. KOLCOZIEJ. LEXINGTON, MASS. : LEXINGTON BOOKS, C1980. XII, 248 P. : 24 CM. INCLUDES BIBLIOGRAPHICAL REFERENCES AND INDEXES. LOCN UA23 .A6626 DDCN 355.03735773 UNITED STATES-NATIONAL SECURITY. UNITED STATES-MILITARY POLICY. STRATEGY. AFMS CONTRIL. LVNMORTH SCHOOL TRCM'S TRCM'C 00010Y 1980*1 MC*P 002595*H BTRC000223 LOCN 355.0373573 A5123	ANGELL, ROBERT CECILY, 1899- CN QUEST FOR WORLD ORDER / ROBERT CECILY ANGELL. ANN ARBOR : UNIVERSITY OF MICHIGAN PRESS, C1979. 186 P. : 23 CM. INCLUDES BIBLIOGRAPHICAL REFERENCES AND INDEX. LOCN D843 .A523 1979 DDCN 3277.09704 WORLD POLITICS-1945- UNITED NATIONS.-CN LVNMORTH SCHOOL TRCM'S TRCM'C 00010Y 1979*1 PR*P C00495*H BTRC000130 LOCN 327.0904 A583C	
ANDRADE, MANUEL CORREIA DE OLIVEIRA, DN LAND AND PEOPLE OF NORTHEAST BRAZIL / MANUEL CORREIA DE ANDRADE : TRANSLATED BY DENNIS V. JOHNSON. ALBUQUERQUE : UNIVERSITY OF NEW MEXICO PRESS, (1979) XII, 249 P. : MAPS : 24 CM. TRANSLATION OF A TERMO E O HOMEM NO NORDESTE. BIBLIOGRAPHY: P. 231-240. LOCN HC496 .A717 DDCN 338.1/098173 LAND TENURE-BRAZIL, NORTHEAST. AGRICULTURE-ECONOMIC ASPECTS-BRAZIL, NORTHEAST. LVNMORTH SCHOOL TRCM'S TRCM'C 00010Y 1980*1 MC*P 001995*H BTRC000040 LOCN 338.10991 A5531			





5-43. COMBINED ARMS RESEARCH LIBRARY(CARL). The Combined Arms Research Library provides the Combined Arms Center, TRADOC schools, and the TRADOC Library and Information Network (TRALINET) with library materials and services to support courses of study and research.

WP4488A/JUN80

5-44. RESPONSIBILITIES AND AUTHORITY. The Director, Combined Arms Research Library, is responsible for and delegated the authority to accomplish the following:

- a. Keep abreast of developments in information technology in order to provide the best possible library service to the College.
- b. Provide information support to CAC and TRADOC.
- c. Support the common curriculum, elective program, graduate credit electives/degree completion program, and Master of Military Art and Science Program.
- d. Provide access to the Defense Technical Information Center, the Defense Logistics Studies Information Exchange and commercial data bases.
- e. Support the development of TRALINET by making interlibrary loans, developing, and operating the Documents Center, and providing assistance to TRADOC in planning TRALINET activities.

5-45. RELATIONSHIPS. The Director, Combined Arms Research Library, is responsible to the Assistant Deputy Commandant.

5-46. REFERENCE SERVICES BRANCH. The Reference Services Branch selects, acquires and processes books and periodicals, and provides integrated reference services to the College and CAC.

5-47. RESPONSIBILITIES AND AUTHORITY. The Chief, Reference Services Branch is responsible for and delegated authority to accomplish the following:

- a. Select, acquire, catalog and circulate books, periodicals, audiovisual materials, special materials, and commercial databases for the Library.
- b. Maintain accountability and budget records for the library.
- c. Integrate CARL cataloging practices with TRALINET.
- d. Provide information service to the College and CAC.

5-48. RELATIONSHIPS. The Chief, Reference Services Branch, is responsible to the Director, Combined Arms Research Library.

5-49. DOCUMENTS CENTER. The Documents Center selects, acquires catalogs and circulates documents, and provides reference service to the College, CAC, and TRALINET. The center secures and controls classified materials in accordance with applicable regulations.



5-50. RESPONSIBILITIES AND AUTHORITY. The Chief, Documents Center, is responsible for and delegated authority to accomplish the following:

- a. Select, acquire, catalog, circulate, and provide reference and information service for documents to the College, CAC and TRALINET.
- b. Operate classified message center for the College and CAC activities.
- c. Maintain security control system for classified information.
- d. Maintain NATO, ATOMAL, and COSMIC control points for the College/CAC.
- e. Maintain TS control point and reading area.
- f. Acquire, control, store, and disseminate classified College instructional material.
- g. Provide a continuing program of security awareness for Library staff.

5-51. RELATIONSHIPS. The Chief, Documents Center is responsible to the Director, Combined Arms Research Library.

YEARS OF PLENTY, YEARS OF DROUGHT:  
ARCHIVAL MANAGEMENT AND LIBRARY SYSTEMS

by

Dr Ed Cass

YEARS OF PLENTY, YEARS OF DROUGHT:

ARCHIVAL MANAGEMENT AND LIBRARY SYSTEMS

A few years ago, an archivist coming into a meeting of Librarians would feel he was Daniel meeting the lions. Though some still might feel this way, enough awareness of the difference between archives and libraries has arisen to allow for fruitful discussion of common ground. Still, some of you may think of an archivist as a librarian who doesn't know the Dewey Decimal System, or - in modern parlance - someone who doesn't know an LC from a Social Security number!

When a library is called upon to host an archives, as USMA Library does, there is fear on the part of the librarians of becoming a host to a dangerous parasite! Often the archivists fear total absorption. Need there be such mutual fears? Or do archives managers and library managers share a body of knowledge such that their efforts compliment each other?

At the U.S. Military Academy, the Librarian is in charge of both the Archives and the Library. Tables of organization place the Archives under the Librarian but outside of the Library system itself. But that table represents theory, and in the real world, budget and personnel needs, internal and external communications and supply support all come from within or through the Library. In essence, only the archival material themselves do not come through Library channels.

In contrast to the book, film, fiche and periodical purchases or manuscript donations with which the librarian is familiar, the material in an archives collection is acquired by a process of accession or accretion via official government, business, university, church, or other channels. They are the official records of an organization. The material is brought under archival control because someone has decided that the records are of permanent value either as administrative or historical records or, usually, because they are valuable for both administrative and historical purposes. The problems of making funds available to purchase these materials does not usually arise, nor does anyone worry about charging out these materials as books are charged out for one of attributes of such records is that they usually exist in single copies only.

What problems do arise, however, involve an increasingly urgent need to preserve, index and make available for research the originals (or suitable copies) of these materials. Does this sound familiar? It should, for here is where the functions of librarians and the archivists begin to merge. Partly as a result of convergence of interests and needs, the USMA Archives shares a floor with the Special Collections or Rare Books and Manuscripts Section of the main library. Soon the two sections will also be sharing a conservation area. Photographic and paper preservation areas, and a vacudyne will be set up and operated in tandem. Materials from other sections of the library will also be treated, as well as, perhaps, some museum materials.

The USMA Library already has an Archives - it came to the Library by a process which involved the original Archivist becoming the librarian. The archives services the official U.S. Military Academy records, including the cadet records of graduates like Lee, Grant, Eisenhower and Bardley and non-graduates like Poe and Whistler. An active microfilming, paper, photographic and sound recording preservation program ensures that some at least, of these records will survive into the next century. You may well ask - do we want to get involved in a similar set-up? Perhaps you do if your records now go to NARS or some other distant repository. In our case, these National Archives materials (for such they are officially) remain under Academy care. They are available for cadets, USMA staff and other researchers. Since researchers may also be using manuscripts, rare books, and government documents or "merely" the regular library collection at the same time, the presence of the records at the Academy is a boon to them.

In the call for papers for this meeting, it was suggested that the question of "what is in it for you" should be answered. What is in it for you depends upon your situation. If you are near the depository that holds your official records, if you have a very limited budget, if the extra administrative load involved in handling valuable original material would pose problems then perhaps further discussion would be a waste of time. If you are still interested, however, and need to know more than it is time for you to do several things: examine the current state of your records management system, look over the attached bibliography - it only hints at what is available - finally, visit your nearest archives! Don't try to talk to the denizens there about cataloging or AACR-2 though - they are probably hip deep in deteriorating paper, fading photographs and research inquiries from Australia (or their local library) and will have trouble communicating on that level (and may not even know what you are talking about). But they will still be glad to see you, as I am, for in the future automation, conservation, budget and other problems involved in information management may be best worked out and funds most efficiently used in common projects. Yes, Libraries and Archives may find there are many mutual benefits in intimate cooperation in this critical period and neither need absorb the other.

#### Bibliographic Essay

The book Modern Archives Principles and Techniques (T.R. Schellenberg) is the archivists "Bible." It approaches the subject in a quasi-theoretical manner so that a reading of this will give you a basic "course" in the subject of archives management. The National Archives publishes a series of handbooks covering the basic subjects of indexing, appraisal, disposition etc. These should be pursued; your "local archivist" should have them ready-to-land. If unsure of your nearest archives, check the Directory of Archives and Manuscript Repositories.

The Northeast Document Conservation Center and the Library of Congress also publish pamphlets on library and archival conservation. The American Archivist - a quarterly - contains information ranging from the theoretical to the practical including articles on information retrieval from repositories. The National Archives offers a two-week course twice yearly for those new to the field - a "must" would be to get one, at least, of your people to it immediately if you intend to start an archives. (Reservations are hard to come by: Ms Maggene Daniels at 202-523-3073 (D.C.) is the current coordinator for the course). It is usually given in June and December. A nearby college may also give courses in archives and archival management.

Archivists and librarians with photographic materials should subscribe to the Rochester Insititute of Technology publication Photographic Conservation (SIC). The Society of American Archivists and other groups sponsor meetings and workshops year-round. There is no lack of guidance - but there is a paucity of people trained and available to do the work; keep that in mind too when you decide whether to start (or keep) an archives within your organization.

Dr. Ed Cass  
Chief Archivist  
United States Military Academy  
West Point, NY 10996  
Autovon 688-2017

THE LIBRARY COMMITTEE WANTS YOU: AN ESSAY ON  
THE POTENTIAL OF A LIBRARY-FACULTY LIAISON

BY: TERRY L. DIDOMENICO

## THE LIBRARY COMMITTEE WANTS YOU

The library committee has drawn its fair share of darts and in some cases deservedly so. Complaints can be accurately leveled at both sides - librarians felt faculty had too much control of the budget process while faculty members have felt librarians were being obstructive. In some instances both sides felt the other was ignorant or indifferent. We are not here to rehash the past of the library committee, but to re-examine its potential role in the future.

I doubt very much if any of us needs the budgetary problems of the academic library explained. Suffice it to say that budgets are being cut while prices for serials and monographs continue to rise. What we need are solutions; practical solutions that can be effectively practiced by those of us in the trenches.

The first point is good public relations. The administration and faculty must be made aware of services, holdings, and staff members of the library. Efforts must be made to alert them to items of particular interest in their areas of expertise. Educate the academic community to think of the library as the focal point of the college or university. This can be accomplished by being visible. Get invited to department meetings and present a brief talk on the services and materials of interest to them. Listen to their reactions, suggestions, complaints. Be open minded; they have their viewpoints, too. Get the library staff involved in happenings on campus. Attend faculty meetings - social events as well as formal functions. Become a familiar face. Eventually there will exist a rapport between members of the library staff and the faculty. Not everyone will love the library.

It is also extremely important to have an active role in the determination of the library's share of the budget. Who better to represent the library's interest than the librarian? A factual presentation in clear language as to what services and materials can be bought, and their benefits, can result in more dollars being funnelled into library budget. Emphasis can be placed on the educational goals and mission of the institution; show how library expenditures meet these goals and enhance the overall mission. After all where else is there a wealth of information on most, if not all, subjects taught at the institution? Who else can make that claim? Use accreditation standards to support your efforts. Libraries are used in evaluating institutions - make the most of it.

Tap the faculty as the valuable resource they are. Help them to help you. Provide pertinent lists and reviews for their perusal and recommendations. Solicit their help in evaluating present collections, determining needs for the future, and in selecting the best purchase for the expenditure. Recognize their subject expertise and use it to both your advantages. The committee need not be a rigid, formal entity but some structure is recommended. Perhaps a representative from each department who would act as a liaison between the other members of the department and the library would be a viable possibility. Alternately, members of the library staff could be regular attendees to departmental meetings, soliciting help and strengthening the faculty-library bond.

With this kind of active participation, the real needs of the library can be made known and positive steps taken to balance resources against those needs. Ideally, informed faculty will place the greater needs of the institution above personal interests. At the least, the library staff will have valuable advice from all areas, and can use this information to establish priority lists, and make knowledgeable acquisition decisions. In either case, the whole institution benefits, and the library becomes a reflection of their interests and concerns.

The ultimate goal of such extensive cooperation is more funds channelled to the library, with department chairperson's voices joined with that of the librarian stressing services, advantages, and potential in terms administrators understand. The generating of interest among faculty and administrators in their subject specialities may have the added bonus of being transmitted to students. Students who are inspired about their subjects and taught to be library users can go on to remain important library supporters of the future.

To be a viable proposition the library must make the commitment to be a visible and an active member of the academic community. It involves hard work, planning, and a determination to succeed. The faculty must be presented with a librarian who can earn and keep their respect by demonstrating a knowledge of something other than card catalogs. Once a fellow comrade, the results are worth the effort. While each institution needs to determine the size and role of their library committee, this writer has tried to show the potential of a library-faculty partnership and the goals it can accomplish.

Ms Terry L. DiDomenico  
Selection Librarian  
US Army War College Library



Related Readings of Interest:

1. Davis, Jinnie Y. and Stella Bentley, "Factors Affecting Faculty Perceptions of Academic Libraries," College and Research Libraries, 40:6, pp. 527-532.
2. Eggleton, Richard, "Academic Libraries, Participative Management and Risky Shift," Journal of Academic Librarianship, 5:5, pp. 270-273.
3. Evans, G. Edward, "Book Selection and Book Collection Usage in Academic Libraries," Library Quarterly, 40:3, pp. 297-308.
4. Michel, George J., "The Library Committee - Its Role in Library and University Governance," Catholic Library World, September 1977, pp. 54-57.
5. White, Herbert S., Library Materials Prices and Academic Library Practices: Between Scylla and Charybdis," Journal of Academic Librarianship, 5:1, pp. 20-23.
6. and various chapters in New Horizons for Academic Libraries, Sauer, 1979.

POTPOURRI OF APPLICATIONS

by

Mr Bohdan I Kohut iak

## US ARMY RUSSIAN INSTITUTE

1. ORIENTATIONS - The formal annual library orientation is a traditional part of the flood of orientations given to all incoming students. Assuming that the students are drowning in information and that a detailed description of library resources is not of immediate interest, I keep my presentation short and simple. The orientation consists of a quick recitation of types of materials and services available, an explanation of the very simple borrowing procedures, and a quick walk through the library during which I point out the locations of major resources (e.g., reference books, periodicals, microform room, etc.). During the orientation talk and again during the tour, I extend an invitation to each student for a personal orientation at a later date. That the library staff is there to assist with any questions is emphasized. The one-to-one orientations usually take place with the first research paper assignments, and they take the form of a "search strategy" in which a variety of relevant research aids are identified, and a priority for use of various in-library resources is recommended. I have found that students are more receptive to a one-to-one orientation, and when there is a definite need to know. I am fortunate to be able to provide individual service since the student body is small (60). While not all students avail themselves of the offered one-to-one orientation at first, I also find that those students who do avail themselves of the service will pass the word on to the others, who in turn are then encouraged to ask the librarian for assistance.
2. FACULTY STATUS - USARI is the process of reorganization, to include a look at faculty make-up and status.
3. PUBLIC RELATIONS - One of my goals has been to publicize USARI and especially its library resources. I am doing this through a continuous and intensive program of correspondence with a variety of other libraries, governmental and private agencies and individuals; through ILL transactions; attendance at various professional meetings; visits to other libraries and special agencies; encouraging visits to USARI; and by distributing USARI publications. While none of my PR efforts are unique, I admit, they are effective if only because they had not been carried out before.
4. ACADEMIC LIBRARY RESOURCE SHARING - I have managed to establish a working relationship with the University of Illinois, which serves as a clearing house for Slavic Studies materials and information. I have used its services a few times, to include direct ILLs or referrals to other libraries. Most requests, however, for ILLs and/or information not available at this library are satisfied by local libraries in Germany, including the libraries of: the USAREUR, MSA system, the USAFE libraries, the Radio free Europe/Radio Library, Amerika Haus and the US Embassy in Bonn. An excellent working relationship has been established between these libraries and USARI Library, and includes reciprocal

and informal ILLs, informal exchanges of information, free photo copies of needed periodical articles, exchange of new books and periodical holdings lists, sharing surplus publications.

I hope to establish similar working relationships with other special and academic libraries in Europe, especially in Germany. To this end I have already begun informal correspondence with some of the target libraries.

A rather significant cooperative effort presently underway is this Library's input into the USAREUR Union List of Serials. In addition to being an important resource sharing tool, this Union List will further publicize and make more readily available and accessible the unique resources of USARI Library.



BOHDAN I. ROHUTIAK  
Library Director

LIBRARY ORIENTATION/INSTRUCTION:

BACKGROUND & APPLICATIONS

BY

Marijean Murray

## LIBRARY ORIENTATION/INSTRUCTION: BACKGROUND & APPLICATIONS

Marijean Murray

Confronted by the shift from a materials-centered to a client-centered focus in libraries, librarians have increasingly questioned the adequacy of traditional orientation and library instruction methods. In a world of proliferating information sources, bibliographic access routes and new technologies, Galvin sees the client-centered library evaluating its accomplishments not in terms of holdings or statistics but in the "... more subtle and far more significant measures of document delivery capability and capacity to facilitate the information transfer process".<sup>1</sup> The client-centered librarian, and particularly the academic librarian, seeks to provide access to a multitude of resources, but too often sees the critical delivery and transfer process falter when library clientele cannot effectively use the library. Of additional significance for the academic librarian is modern education's move toward independent study with its "... assumption that the learner is capable of searching out significant knowledge," both in the academic setting and through lifelong learning.<sup>2</sup>

In defining and differentiating what is meant by orientation and by instruction, Lee sees "... no harm in using "library orientation", "library instruction", "library orientation and instruction", or any other terminology so long as programs are being systematically pursued".<sup>3</sup> Though today definitions found in the literature differ with the writer, most, like Melum<sup>4</sup> restrict "orientation" to mean some demonstration of the location of sources and materials and consider "instruction" as centering around use of specific library resources. Koppelman<sup>5</sup> distinguishes orientation (a walking tour, lecture, audiovisual, audio-taped or printed program emphasizing location of materials with simplified introduction to basic tools) from instruction (a for-credit course). According to Veit, the two terms "... are sometimes used synonymously to include all efforts to acquaint a student with the library, its resources, and their utilization."<sup>6</sup> A clear distinction is made by Fjällbrant, who sees the two activities as different aspects of user instruction, with orientation "... concerned with enabling the student to become aware of the existence of the academic library and the service available there."<sup>7</sup> Instruction is "... concerned with problems of information retrieval."<sup>8</sup>

A brief overview of where user education is today and of its probable future form and direction is possible through the resources of Project LOEX (Library Orientation/Instruction Exchange), "...a central clearinghouse agency [ that collects and loans ]....both sample materials and the data from program methods."<sup>9</sup> Located at Eastern Michigan University, the exchange boasts a wealth of material and an impressive database of facts and figures. From her LOEX vantage point, Kirkendall reports that sample printed handouts, programs and lecture contents are becoming more succinct with the discovery by librarians that too much and too complex are not necessarily better. Earlier requests for the latest novel or unique ideas in instruction have abated "... as practitioners realize that the best instruction need not be perpetually inventive".<sup>10</sup> While there seem to be fewer new ventures into programs using sound-slide or video or in conducted tours, interest in computer-assisted instruction and self-paced/

programmed workbook exercises is evident. Unified informational graphic systems are recognized as a need for most libraries, and pretesting to assess student library skills is on the increase. Instructional programs in audio-visual format "... are being installed at the point of use, with the most effective programs lasting ten minutes or less."<sup>11</sup>

In examining user education it must be noted that the aims and objectives of programs in various library settings differ and so effect the methods of orientation and instruction chosen. Following are brief descriptions of several orientation/instruction formats and specific library programs.

#### Audiovisual Methods

The bright, appealing media of videotapes, sound-slide presentations and audiotape recordings increasingly provide the means by which students are instructed to use today's academic libraries. Baldwin and Rudolph cite their practical advantages, noting that "They are convenient. They help avoid disruption in the library, eliminate scheduling problems for the library staff responsible for bibliographic instruction, and reduce the amount of staff time involved in preparing and giving lecture tours."<sup>12</sup> Anspaugh notes an additional advantage, that people learn at different rates and in different ways and sees an effective orientation possible and individually paced instruction a reality through a mix of media with nonmedia.<sup>13</sup> Use of a familiar format with today's television and film-wise generation can also serve to establish a favorable attitude toward the library.<sup>14</sup>

Fjällbrant raises several points in considering choice of media, including production cost, ease of display and updating, and control over speed of presentation, and concludes that for those reasons, sound-slide programs are a highly suitable medium for library education.<sup>15</sup> Other instances where the effectiveness of the various formats has been examined include Baldwin and Rudolph's study comparing the traditional library tour with a twenty-minute sound-slide presentation. Results produced showed, surprisingly, the sound-slide program did not convey information for immediate recall as well as did the tour. They concluded with a call for further research in this area.<sup>16</sup> Later, Nagy and Thomas' experiment featured study of the effectiveness of two instructional videotapes and found significant improvement in student library utilization skills as a result of their use.<sup>17</sup>

#### Library Use of Audiovisual Formats Within a Multi-Media Package

The Rowland Medical Library at the University of Mississippi Medical Center found itself faced with increased enrollments plus a dramatic curriculum change that required teaching 300 lower division medical students a three-credit course in library use within an accelerated ten-week quarter.<sup>18</sup> The previous patron-librarian rapport achieved through use of small groups was clearly no longer possible, though the objectives of course instruction continued to include student introduction to and ability to use the library, its services and important tools. In addition, students needed to be introduced to the resources of an important medical information network that could meet their future research requirements when they no longer were located in a medical center environment. With the help of an educational technology specialist, a multi-media self-

instructional approach to orientation and instruction was developed that included: a twenty-minute audiotaped self-guided tour of the library; a ten-minute videotape that served the delightful function of first, introducing the reference and circulation staffs and second, of describing the network mechanisms for obtaining medical information through any basic unit library regardless of future geographical location; and a self-instructional booklet that reinforced and expanded on the audiotour, presenting information on reference tools, indexes, abstracts and computer databases. Two self-teaching quizzes for review were also part of the package. Students responded to the package favorably and staff rated it effective in fulfilling the course requirements. Allen concluded that "Except for the answering of occasional questions and conducting computer-assisted literature searches, a minimal amount of librarian time was required for the actual delivery of instruction."<sup>19</sup> She expressed confidence that the course would remain in its present form as an important part of the curriculum.

### Computer-Assisted Instruction

In computer-assisted instruction (CAI), the student participates in individual sessions at a computer terminal and responds to information or questions presented by the system. Dence makes the point that CAI is not used as extensively or effectively as it might be because relatively few individuals in the education field are aware of its applications or that its advantages of individualization and prompt feedback result in higher pretest/posttest gains.<sup>20</sup> In CAI "...feedback is contingent upon student response, whereas other types of programmed instruction often permit students to see correct responses before formulating their own."<sup>21</sup> The fact that feedback is immediate has also been shown to strengthen student recall.

### Computer-Assisted Instruction in Library Orientation

Specific library instruction programs using CAI are feasible in academic settings with access to computer hardware and applicable systems. One such program at the College of Veterinary Medicine of the University of Illinois (Urbana) takes advantage of a number of PLATO (Programmed Logic for Automatic Teaching Operation) consoles located adjacent to the library.<sup>22</sup> Out of almost seventy CAI programs of study developed for the veterinary medical students, one program, written by the librarian with the help of regular programmer, deals with the library and its resources.

From the program's title page, the operator may select from a number of choices within the program, calling up either a schematic of the physical arrangement of the library, with explanation of each section, a list of recent acquisitions, current faculty publications, changes in library hours, or news from the subject field. Also available for call up are descriptions of twelve library resources of special interest such as the card catalog, with a self-test on its arrangement, index sources such as Index Medicus, a listing of journals in the library, data on the MEDLINE network, etc. Each of the twelve descriptions may be continued in detail, or the user may change to another topic at any time. The obvious advantage of this program is its flexibility, allowing "...different types of users...[to]...go immediately to those parts of the program which are of interest to them".<sup>23</sup> The number of terminals dictates



how many persons may use the program simultaneously, and though library clientele are usually introduced individually to the program, it has also been used to orient as many as eighty students to the library in lieu of part of the usual orientation lecture.

### Orientation Tours

Bad press plagues the library tour, but Lynch zeroes in on a possible cause, the recurring notion that a tour "... ought to do more than familiarize the library user with locations..."<sup>24</sup>. She points out that "Too often, librarians have acted as if users could learn all about a library in a brief tour and, therefore, have tried to cram into users' heads all kinds of information about using the card catalog, the periodical indexes, the reference collection while...on a walk through the building. Very little of this is comprehended or remembered..."<sup>25</sup>. As part of a realistic reassessment she urges that tours be viewed simply as a means of introducing students to a complex facility containing a collection of material organized for their use and staffed with helpful personnel, trained and ready to assist them. She recognizes that as buildings and collections have grown more complicated, new expedients have developed, such as the self-guided tour using printed guidebook and the audiotaped tour. Suggestions from librarians in the field surveyed on developing a printed guide include the admonitions to "...keep the tone warm and cheerful to avoid any feeling...that this is a complete replacement for living human beings as guides. It is good to have it [the guide] displayed someplace where a person can hand it to the students with some welcoming comment..."<sup>26</sup>. On producing cassette tours, such considerations as time limits (20 minutes of recorded time/40 minutes of walking time) for optimum memory retention and the importance of a professional-quality product are among suggestions received.

### Individual Orientation Tours

A combination of circumstances enables the staff of the Learning Resources Center (LRC) of the US Army Sergeants Major Academy to orient incoming students to the facility on an individual basis. Relatively small numbers of students assigned to each six-month-long class, a facility on one level with public service points spaced throughout, and a staff skilled at tailoring their fifteen to twenty-minute presentations to each individual are a few of the important reasons that such tours are possible. In describing this program, Stevens noted that "The majority of the hand-picked senior noncommissioned officers assigned to the Academy, though experienced and successful leaders and managers, may not have enjoyed a love affair with a library in many years, let alone a research experience."<sup>27</sup> A phenomenon we encounter and that may characterize other military academic student populations as well is the out-of-school adult returning to an academic environment, often after many years. Word of intensive classwork, writing, speaking and research requirements has no doubt been relayed to the new arrival, so apprehension exists in good measure upon the initial visit to the LRC. Add to this the fact that "Libraries," as Lynch quoted Kathleen Molz on work with out-of-school adults, "can be intimidating"<sup>28</sup> and we see good reason for a highly individualized orientation program.

Our approach within each individual tour matches that prescribed by Melum,<sup>29</sup> although she had a more homogenous student group in mind. We welcome the student

to the LRC and introduce key resources and available equipment and services. Throughout the orientation tour, as staff members are introduced, special emphasis is placed on the fact that the LRC workforce is able and willing to assist the student when he or she returns to begin class assignments and research endeavors. Because of time constraints within the curriculum, there is no formal course in library use. Instead, staff works closely with the students, instructing and guiding them on an individual basis as they utilize the LRC collection.

Stevens recognized that such personal orientations constitute "...a tremendously expensive investment of time and staff...", but concluded, and rightly so, that it is "...one which pays off handsomely during the student's time here and hopefully continues to enhance subsequent library experiences."<sup>30</sup>

### Conclusion

A wealth of instructional methods and formats exist, each capable of delivering library orientation and education, each with inherent advantages and disadvantages as teaching media. Although only a few have been presented here, many more exist and should be considered and evaluated by interested academic librarians. Only through continued study of instructional methods can librarians acquire the expertise necessary to weigh their organizations' goals and realities against library instruction needs and then develop, from among many possibilities, successful user education programs.

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NDU LIBRARY TRAINING TRIP

23-26 March 1981

by

Mr J Thomas Russell



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON D.C. 20319

23 April 1981

SUBJECT: NDU Library Training Trip, 23-26 March 1981

1. Attached is a set of six tabbed documents/document sets tracing the NDU Library trip from its proposal and justification in September 1980 to the "after-action" report dated 14 April 1981. The tabs include:

- a. Proposal and justification paper.
- b. Request for travel orders, roster of participants, and approved DD 1610 (Authorization for TDY Travel of DOD Personnel).
- c. DA 3953 (Purchase Request and Commitment) to hire charter bus company, itinerary and approved DD 1155 (Purchase Order).
- d. Detailed itinerary and actual expense sheet furnished each NDU participant.
- e. Letters confirming informal arrangements, Command request, informal approval, Command approval, and thanks.
- f. "After action" report incorporating ideas from reports written by each Library supervisor and participant.

2. Funds were programmed as "contract" (transportation, baggage handling, and lodging) and "training" (TDY). Upon return to the duty station, training forms (DD 1556) were filled out and staffed through CPO channels in an identical manner as are those for formal education/training courses.

3. Note that the roster of participants included with the Tab b documents has, for this ALI purpose, had the names and SSN's masked. Two copies of this document were required: One, for attachment to the travel order, and two, annotated with job titles, for the information of the Director of the Library visited in order arrange for counterpart meetings.

*J. Thomas Russell*  
J. THOMAS RUSSELL  
Library Director

TAB A

SUBJECT: NDU Library Staff Trip



DEPARTMENT OF DEFENSE

NATIONAL DEFENSE UNIVERSITY  
WASHINGTON, D.C. 20315

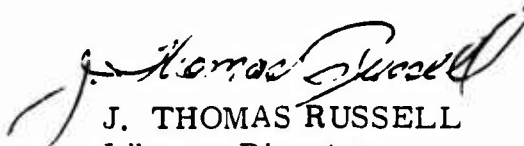
RMD-LD

4 September 1980

MEMORANDUM FOR: Colonel B. T. Meadows  
Director, Resources Management Directorate

SUBJECT: NDU Library Staff Trip

1. Having approached maximum consolidation of collections within the physical plant presently available, the staff of the NDU Library is beginning to assemble and develop special format collections. These collections are: classified documents, government documents, microforms, non-print media (A/V), periodicals, and reference including automated retrieval services.
2. Having had special format assignments since fall of 1979, the librarians and technicians have "cut their teeth" on the basics by reading professional literature, attending training sessions, and doing basics here at the University. With this foundation the staff is ready to look at specialized format collections, services, and products at other similar libraries and to meet their counterparts with whom they have been in contact.
3. It is recommended, therefore, that 20 NDU library staff members visit the libraries of the Army War College, the US Military Academy, and the Naval War College, 22-25 September. A chartered bus is the proposed means of travel, and lodging would be arranged for in the vicinities of West Point, N. Y., and Newport, R. I. The trip cost would not exceed \$5,000 which amount is available in the Library travel budget.

  
J. THOMAS RUSSELL  
Library Director



TAB B  
TDY Orders

# DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is The Adjutant General's Office.

REFERENCE OR OFFICE SYMBOL NDU <u>RMD-LD</u> ICAF _____ NWC _____	SUBJECT Request for: <u>X</u> Temporary Duty Travel Orders _____ Invitational Travel Orders _____ Amendment _____ Revocation
--	---

TO RMD-CD FROM RMD-LD DATE 12 Feb 81 CMT 1  
Phone 38437

1. \_\_\_\_\_
2. NDU/BD
3. NDU-ABAP/Admin Svcs Br

1. Request travel orders be issued for the following named individual(s):  
NAME \_\_\_\_\_ RANK/BR OF SERVICE \_\_\_\_\_ SOCIAL SECURITY NUMBER \_\_\_\_\_ SCTY CLEARANCE \_\_\_\_\_

See attached Field Trip Travel Participants' Sheet

- a. Date of Departure: 23 Mar 81 Date of Return: 26 Mar 81 Total days: 4 days
- b. Date and time required at destination: 23 Mar 81 - 0900 24 Mar 81
- c. TDY Point(s): Naval War College, Newport, R. I. and West Point Military Academy, West Point, N.Y. (Itinerary attached)
- d. Variations in itinerary: \_\_\_\_\_ Yes: \_\_\_\_\_ No: \_\_\_\_\_
- e. Mode of transportation: Chartered Bus
- f. Transportation request required: X Yes: \_\_\_\_\_ No: (if yes, attach flight itinerary)
- g. Lodging requirements: Government \_\_\_\_\_ Commercial X Other \_\_\_\_\_
- h. Purpose of TDY: To visit the Libraries in Newport and West Point.
2. Special authorizations required: No Special Conveyance: No Conference or registration fee (identify conference by name and date of conference)  
a. Conference identification: N/A
- b. Amount of conference fee: N/A
- c. Conference fee paid by NDU purchase order: \_\_\_\_\_ Yes: X No: (if yes, do not submit conference payment with this form. Submit to NDU-ABLD).
- d. Does conference fee include cost of meals: \_\_\_\_\_ Yes: X No: (if yes, how many \_\_\_\_\_)
3. Delay enroute: \_\_\_\_\_ Yes: No No: total days \_\_\_\_\_ Dates \_\_\_\_\_  
Advance travel pay request: X Yes: \_\_\_\_\_ No. Amount: \$16.50 per person per day
4. TDY point of contact (include address and telephone number if possible) Naval War College Library - Dr. Schwass - (8) 948-2641, West Point - Mr. Weiss (8) 688-2209
5. Remarks: Orientations, Tours and Technical Briefings will be conducted while visiting these libraries.

(1) J. THOMAS RUSSELL  
signature of requestor

(2) \_\_\_\_\_  
signature of supv/rating official

(3) \_\_\_\_\_  
signature of approving authority  
(ref NDU Reg 55-1, Para 3)

## FOR BUDGET USE ONLY: ESTIMATE OF COST AND CERTIFICATION OF FUND AVAILABILITY

per diem: \_\_\_\_\_ travel: \_\_\_\_\_ other: \_\_\_\_\_ total: \_\_\_\_\_

FUND CITATION:

\_\_\_\_\_  
signature of Budget Officer

DA FORM 2496

REPLACES DD FORM 24, EXISTING SUPPLIES OF WHICH WILL BE ISSUED AND USED UNTIL 1 FEB 83 UNLESS SOONER EXHAUSTED.  
(Overprint 1 Oct 77; Revised 1 Jun 79. Previous editions obsolete)

GPO 1980 O - 285-485

# Field Trip Travel Participants

☐ IC

## National Defense University

☐ NDU

☐ NI

 FIELD STUDY GROUP NO. \_\_\_\_\_ TRIP SUPERVISOR J. Thomas Russell PHONE X384

 COUNTRIES Newport, R. I. and West Point, N.Y.

GIFT OFF \_\_\_\_\_ EXCESS BAGGAGE \_\_\_\_\_ NO. POUNDS \_\_\_\_\_

CLASS "A" AGENT \_\_\_\_\_ WORKING GROUP CASHIER \_\_\_\_\_

 ALTERNATE (CIVILIAN ONLY) Yvonne W. Blackwell ALTERNATE (MILITARY ONLY) \_\_\_\_\_

NAME	GRADE/ RANK	BRANCH OF SERVICE	SSAN	POUNDS EXCESS BA
	GS-14	Civilian	1410	Director
	1 GS-7	Civilian	1303	Admin Asst.
	GS-11	Civilian	1410	Chief, Classified I.L.
	GS-5	Civilian	1411	Classified Lib. Tech.
	GS-12	Civilian	1410	Chief, Cataloging &
	GS-7	Civilian	1411	Periodicals/Ser. Tech.
	GS-7	Civilian	1411	Order Techn.
	GS-12	Civilian	1410	Chief, Cataloging &
	GS-9	Civilian	1412	Serials Cataloger
	GS-7	Civilian	1411	Cataloging Tech. (book)
	GS-6	Civilian	1411	Cataloging Tech. (type use)
	GS-13	Civilian	1410	Course Support Division
	GS-5	Civilian	1411	Co-ordinator Tech.
	GS-7	Civilian	1411	ILL Tech.
	1 GS-11	Civilian	1410	Ref Libr / Serials
	GS-11	Civilian	1410	Ref Libr / Ref Collection
	GS-7	Civilian	1411	ILL Tech.
	GS-9	Civilian	1411	Tech. supervisor
	GS-5	Civilian	1411	Periodicals/Ser. Tech.
	GS-11	Civilian	1410	Ref Libr / Serials

NAMES OF NDU  
 STAFF PARTICIPATING  
 IN THIS TRAINING  
 TRIP HAVE  
 BEEN MARKED

□ICA

NDU

☐ NWK

COUNTRIES, West Point, N. Y. ONLY

GIFT OFF \_\_\_\_\_ EXCESS BAGGAGE NO. POUNDS \_\_\_\_\_

CLASS "A" AGENT \_\_\_\_\_ WORKING GROUP CASHIER \_\_\_\_\_  
 ALTERNATE \_\_\_\_\_ ALTERNATE \_\_\_\_\_  
 (CIVILIAN ONLY) Yvonne W. Blackwell (MILITARY ONLY) \_\_\_\_\_

NAME	GRADE/ RANK	BRANCH OF SERVICE	SSAN	POUNDS EXCESS 500 GA
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[illegible]

# NDU WORK SHEET

REQUEST AND AUTHORIZATION FOR TDY TRAVEL OF DOD PERSONNEL (Reference: Joint Travel Regulations) Travel Authorized as Indicated in Items 2 through 21						DATE OF REQUEST 20 FEB 81																						
<b>REQUEST FOR OFFICIAL TRAVEL</b>																												
2. NAME (Last, First, Middle Initial) <b>RUSSELL, J. THOMAS</b>				3. POSITION TITLE AND GRADE OR RATING GS-14 (SEE REVERSE)																								
4. OFFICIAL STATION National Defense University Ft L J-Mc Nair, Washington, DC 20319				5. ORGANIZATIONAL ELEMENT NATIONAL DEFENSE UNIVERSITY RMD-LD W37WAA		6. PHONE NO 693-8437																						
7. TYPE OF ORDERS GROUP-TDY		8. SECURITY CLEARANCE TS		9. PURPOSE OF TDY TO ATTEND ORIENTATIONS AND TECHNICAL BRI																								
10a. APPROX NO. OF DAYS OF TDY (Including travel time) 4		b. PROCEED O/A (Date) 23 MARCH 81																										
11. ITINERARY  FROM FT MCNAIR, WASHINGTON D.C. TO NAVAL WAR COLLEGE , NEWPORT R.I. AND U.S. MILITARY ACADAMY, WEST POINT, N.Y. AND RETURN				<input type="checkbox"/> VARIATION AUTHORIZED																								
<b>12. MODE OF TRANSPORTATION</b>																												
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COMMERCIAL				GOVERNMENT																								
RAIL	AIR	BUS	SHIP	AIR	VEHICLE	SHIP																						
		XXXX																										
<input type="checkbox"/> AS DETERMINED BY APPROPRIATE TRANSPORTATION OFFICER (Overseas Travel only)																												
13. <input checked="" type="checkbox"/> PER DIEM AUTHORIZED IN ACCORDANCE WITH JTR. VOL II <input type="checkbox"/> OTHER RATE OF PER DIEM (Specify)																												
<b>14. ESTIMATED COST</b>																												
PER DIEM \$ 1,932.00		TRAVEL \$ 1,740.00		OTHER \$ -0-		TOTAL \$ 3,672.00																						
						15. ADVANCE AUTHORIZED \$55.00 each																						
16. REMARKS (Use this space for special requirements, leave, superior or 1st-class accommodations, excess baggage, registration fees, etc.) You are required to submit a travel voucher within five duty days upon completion of your mission.																												
17. REQUESTING OFFICIAL (Title and signature) JOSEPH A. BAKER, SSGT USAF Disbursing and Voucher Clerk				18. APPROVING OFFICIAL (Title and signature) GUGY A. IRVING JR, CAPT USAF Chief, Administrative and Personnel Svcs Div																								
<b>AUTHORIZATION</b>																												
19. ACCOUNTING CITATION 2112020 28-6000 P814751.41000 2119 S49092 AB60 \$1,932.00 2112020 28-6000 P814751.41000 2199 S49092 AB60 \$1,740.00																												
20. ORDER AUTHORIZING OFFICIAL (Title and signature) OR AUTHENTICATION HELEN P. MAZZELLO Comptroller, National Defense University Ft L J Mc Nair, Washington, D C 20319						21. DATE ISSUED 23 February 1981																						
						22. TRAVEL ORDER NUMBER 02-070																						

TAB C

Purchase Request and Itinerary

PURCHASE REQUEST AND COMMITMENT				PURCHASE INSTRUMENT NO.		REQUISITION NO.		DATE		PAGE	
For use of this form, see AR 37-108; the proponent agency is OCA.								5 Feb 81			
Purchasing and Contracting Officer				THRU: <b>DPHC 32-81-M-0640</b>		FROM: <b>RMD-LD</b>					
PURCHASED FOR				It is requested that the supplies and services enumerated below or on attached list be:		DELIVERED TO		NOT LATER THAN (Date)			
Library				Ft McNair, Bldg 61, Mrs. Blackwell/Rm 12		20 February 8					
The supplies and services listed below cannot be secured through normal supply channels or other Army supply sources in the immediate vicinity, and their procurement will not violate existing regulations pertaining to local purchases for stock, therefore, local procurement is necessary for the following reason: (Check appropriate box and complete item.)											
LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY FOR THE FORE-				REQUISITIONING DISCLOSES NONAVAIL-		ABILITY OF ITEMS AND LOCAL PURCHASE		IS AUTHORIZED BY			
X AR 710-2 & 735-17											
EMERGENCY SITUATION PRECLUDES USE OF REQUISITION CHANNELS FOR SECURING ITEM				ESTIMATED		Total Cost					
DESCRIPTION OF SUPPLY OR SERVICES				QUANTITY		UNIT PRICE		DATE		TYPED NAME AND TITLE OF CERTIFYING OFFICER	
Request Chartered Bus from CARTER TOURS be obtain to carry 20 Library personnel to the attached destination (Newport, R. I. & New York). Must be 46 passenger bus with hotel accommodations included in package deal for 23-26 March (4 days) at \$198.50 per person. (See attached itinerary and pertinent information)				20		ea 198.50 each person for 4 days		LD 2572 AB60			
SOURCE: Carter Tours (Mrs. Sherman) TOTAL						3,970.00					
P. O. Box 146 Garrett Park, Md 20756											
THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE											
DATE				TYPED NAME AND GRADE OF INITIATING OFFICER		SIGNATURE		DATE		TYPED NAME AND GRADE OF COMMANDING OFFICER OR DESIGNEE	
5 Feb 81				J. THOMAS RUSSELL		<i>J. Thomas Russell</i>					
DATE				TYPED NAME AND GRADE OF SUPPLY OFFICER		SIGNATURE		DATE		TYPED NAME AND GRADE OF SUPPLY OFFICER	
DA FORM 3953				1 AUG 78		PREVIOUS EDITIONS OF THIS FORM WILL BE USED UNTIL EXHAUSTED					

NDU LIBRARY TRIP

23-26 March 1981

4 Days

20 PEOPLE FROM THE LIBRARY

TENTATIVE ITINERARY

23 Mar - Mon Depart from NDU, Ft McNair @ 0700 hours  
23 Mar - Mon Arrive @ Newport - P.M.  
24 Mar - Tues Tour/Technical Briefing @ Newport - A.M. & P.M.  
25 Mar - Wed Depart from Newport to West Point - A.M.  
25 Mar - Wed Arrive @ West Point - Orientation - P.M.  
26 Mar - Thur Tour/Technical Briefing @ West Point - A.M.  
26 Mar - Thur Depart from West Point - P.M.  
26 Mar - Thur Arrive at NDU, Ft McNair @ 1600 hours

---

PLEASE NOTE

RECOMMEND THE VIKING HOTEL IN NEWPORT, R. I. AND THE RAMADA INN  
IN WEST POINT, N. Y.

---

TRANSPORTATION

Bus Transportation Includes: Deluxe Bus Transportation  
Baggage Handling  
Hotel Accommodations

Bus Transportation - \$198.50 per person (20 people) \$3,970  
Per Diem - \$16.50 per person (20 people) - 3 1/2 days 1,150  
TOTAL TRIP \$5,120





TAB D  
Itinerary

NDU LIBRARY TRIP

23-26 March 1981

4 days

NEWPORT, R. I. & WESTPOINT, N.Y.

LIBRARY STAFF

TRIP INCLUDES: Deluxe Round Trip Motor Coach Transportation  
Hotel Accommodations for 4 days and 3 nights  
Baggage and Handling  
Tax & Gratuity for Hotel Only

ITINERARY

Mon 23 Mar 0700 hrs Depart from NDU to Newport, R. I. Bus will be located in front of Roosevelt Hall.

Mon 23 Mar 1130 hrs LUNCH STOP (On your own) - 45 minutes

Mon 23 Mar 1215 hrs Continue on to Newport

Mon 23 Mar 1700 hrs Arrive @ the Treadway Inn Motel  
Telephone No. (401) 847-9000

Mon 23 Mar Evening FREE

Tues 24 Mar 0815 hrs Depart for the Naval War College Library

Tues 24 Mar 0900 hrs Arrive for NWC History, Curriculum, and Library's Role in Curriculum support.

Tues 24 Mar 1030 hrs TOUR of the Naval War College Library

Tues 24 Mar 1130 hrs LUNCH at the Naval War College Officers' Club

Tues 24 Mar 1330 hrs STAFF Counterpart Meetings

Tues 24 Mar 1600 hrs Depart from the Naval War College

Tues 24 Mar 1615 hrs Tour of Newport

Tues 24 Mar 1800 hrs Return to Treadway Inn Motel

Wed 25 Mar 0700 hrs Depart for Westpoint, N.Y.

Wed 25 Mar 1130 hrs Arrive at the Ramada Inn in Newburgh, N.Y.  
Telephone No. (914) 564-4500

Wed 25 Mar 1300 hrs Depart for Westpoint Library

Wed 25 Mar 1330 hrs Arrive for A/V Briefing (USMA Admissions/  
 History, Curriculum, and Library's role in curriculum  
 support)  
 Wed 25 Mar 1500 hrs Tour of the Westpoint Library  
 Wed 25 Mar 1600 hrs Return to the Ramada Inn  
 Wed 25 Mar 1830 hrs Depart for Westpoint  
 Wed 25 Mar 1900 hrs DINNER at the Westpoint Officers' Club  
 Wed 25 Mar 2230 hrs Return to the Ramada Inn  
 Thurs 26 Mar 0815 hrs Depart for Westpoint Library  
 Thurs 26 Mar 0900 hrs Arrive for Staff Counterpart meetings  
 Thurs 26 Mar 1130 hrs LUNCH at the Westpoint Officers' Club  
 Thurs 26 Mar 1300 hrs Depart from Westpoint to NDU  
 Thurs 26 Mar REST STOP, if necessary  
 Thurs 26 Mar 1830 hrs Arrive at NDU

PLEASE NOTE: All meals are at your expense.  
 Don't forget your NDU name tags  
 Treadway Inn Motel - (401) 847-9000  
 Ramada Inn - (914) 564-4500  
 Keep track of your expense (copy attached)  
 Provost Marshal has been notified that our  
 cars will be left on the parking lot for  
 4 days



TAB E

Ltr to Egon Weiss, Librarian, West Point

and

Ltr to Prof Schwass, Director, USMA



DEPARTMENT OF DEFENSE

NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319

18 February 1980

NDU-RMD-LD

Mr. Egon Weiss, Librarian  
U. S. Military Academy  
West Point,  
New York 10996

Dear Egon,

It was good to talk with you last week and to receive your "green light" on the proposed visit of NDU Library staff members to tour your shop and meet with your staff. To confirm our plans we would like to visit USMA on Wednesday 25 March in the afternoon and on Thursday 26 March in the morning. Unless conflicts arise and I hear otherwise from you we shall plan on:

	Wednesday 25 March		Thursday 26 March
1330	A/V Rm briefing USMA-Admissions/History Curriculum Library's role in curriculum support	0900	Staff counterpart meetings
		1130	Lunch at Club
1500	Tour of Library		

We shall have a bus at our disposal; so, the times of briefings and visits, of course, are at your pleasure.

Your offer to arrange for dinner at the Officers' Club Wednesday evening and for lunch there on Thursday was indeed thoughtful and greatly appreciated. We shall look forward to dining there.

Enclosed are: 1) Itinerary, 2) Roster of NDU Library visitors, 3) copy of Command letter.

Thanks again for your support. I look forward to seeing you and to the opportunity for the NDU Library staff to "experience" West Point!

Sincerely,

J. THOMAS RUSSELL  
Library Director



DEPARTMENT OF DEFENSE

NATIONAL DEFENSE UNIVERSITY  
WASHINGTON, D.C. 20319

REPLY TO  
ATTENTION OF

NDU-RMD-LD

17 February 1981

General Andrew J. Goodpaster  
Superintendent  
United States Military Academy  
West Point, New York 10996

Dear General Goodpaster:

In support of my continuing effort to improve NDU Library services and resources, I would appreciate very much your allowing about 20 of our staff the opportunity to visit your ~~new~~ Library.

A good time for us would be the week of 23 March, for the students will be away then. Would it be possible to arrange for a curriculum briefing, a tour of the facility, and time for staff members to meet their counterparts? Specific details would be worked out by our Library Directors.

I do hope this proposed visit will not impose too great a burden on your people, and that you will be able to accommodate us.

With warm personal regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. G. Gard, Jr.".

R. G. GARD, JR.  
Lieutenant General, USA  
President





DEPARTMENT OF THE ARMY  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

MALI

26 February 1981

Mr. J. Thomas Russell  
Director  
National Defense University Library  
Fort Leslie J. McNair  
Washington, D.C. 20319

Dear Tom:

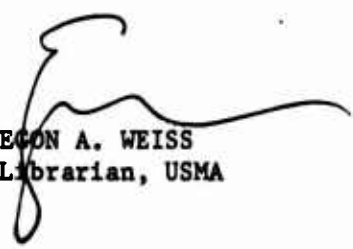
Pursuant to General Gard's official communication of 17 February and your letter of 18 February, I have arranged the details for your forthcoming visit.

The Admissions Division, the Dean's Office and I are going to do our part of orientations on admissions, the curriculum and the Library and the rest of the time, our librarians can co-mingle and consult to their hearts' content. I think only good can come of this type of exchange. The Club is prepared to feed you on Wednesday evening and Thursday noon. One additional detail - please have the bus stop at the Visitors Information Center which, as you remember, is at the left of Thayer Gate, Bldg 622, and pick up a bus parking pass from Ms. Sharon Lodge or whoever hands them out that day. The recommended parking area is in the vicinity of Clinton Field on the road that loops around Kosciusko Monument.

I will be in Florida on leave between 3-11 March. If there are any questions, please don't hesitate to call Don Koslow. Official notification is in the mail.

All the best to you and our illustrious alumnae.

Sincerely,

  
EGON A. WEISS  
Librarian, USMA



OFFICE OF THE SUPERINTENDENT  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

MADN

5 March 1981

*B-6*

Dear General Gard:

Many thanks for your letter of 17 February 1981 in which you inquire about visiting our library. We are looking forward to hosting your contingent. I understand that coordination has been effected by our respective library directors for visits on the afternoon of the 25th and the morning of the 26th of March. Members of the Admissions staff, the Dean's Office, and the Library will assist in orientations and on-site discussions. It is hoped that this visit will prove to be of mutual benefit.

With best wishes from West Point,

Sincerely,

A. J. GOODPASTER  
Lt. General, U.S. Army  
Superintendent

Lieutenant General R. G. Gard, Jr.  
President  
National Defense University  
Washington, D.C. 20319



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON D C 20317

30 March 1981

NDU-RMD-LD

Mr. Egon Weiss, Librarian  
US Military Academy  
West Point,  
New York 10996

Dear Egon,

The value of our visit to your Library is yet to be fully realized. The staff is full of new ideas, suggestions, and proposals to graft ideas and procedures from there to here. Nearly everyone spoke of the short time we had together and their wish that it could have been longer. The judgements are unanimous that the on-site contacts were-and will continue to prove-invaluable.

Please accept again my personal thanks of your hospitality and thoughtfulness on our behalf.

With warm regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. Thomas Russell".

J. THOMAS RUSSELL  
Library Director



DEPARTMENT OF DEFENSE

NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319

NDU-RMD-LD

18 February 1981

Professor Earl R. Schwass, Director  
U. S. Naval War College Library  
Newport,  
Rhode Island 02840

Dear Earl,

It was good to talk with you and to receive your "green light" on the proposed visit of NDU Library staff members to tour your shop and meet with your staff. To confirm our plans, we would like to visit the Library on Tuesday 24 March. Unless conflicts arise and I hear otherwise from you we shall plan on:

Tuesday 24 March

0900 Briefing  
NWC History  
Curriculum  
Library's role in  
curriculum support

1030 Tour of Library  
  
Lunch

1330 Staff counterpart meetings


We shall have a bus at our disposal; so, the times of briefings and visits, of course, are at your pleasure.

Your offer to arrange for lunch at the Officers' Club on Tuesday was indeed thoughtful and greatly appreciated. We look forward to dining there.

Enclosed are: 1) Itinerary, 2) Roster of NDU Library visitors, 3) copy of Command letter.

Thanks again for your support. I look forward to seeing you and to the opportunity for the NDU Library staff to "experience" Newport!

Sincerely,

  
J. THOMAS RUSSELL  
Library Director



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON, DC 20310

REPLY TO  
ATTENTION OF

NDU-RMD-LD

17 February 1981

Rear Admiral Edward F. Welch, Jr.  
President  
Naval War College  
Newport, Rhode Island 02840

Dear Eddie:

In support of my continuing effort to improve NDU Library services and resources, I would appreciate very much your allowing about 20 of our staff the opportunity to visit your new Library.

A good time for us would be the week of 23 March, for the students will be away then. Would it be possible to arrange for a curriculum briefing, a tour of the facility, and time for staff members to meet their counterparts? Specific details would be worked out by our Library Directors.

I do hope this proposed visit will not impose too great a burden on your people, and that you will be able to accommodate us.

With warm personal regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. G. Gard, Jr.".

R. G. GARD, JR.  
Lieutenant General, USA  
President

*Tom:  
note  
col M*



*DRM*

23 FEB 1991

Dear Bob,

We will be delighted to receive your library staff here during the week of 23 March and will try to make their visit a profitable one. My Library Director, Professor Earl R. Schwass, (Autovon 948-2641) may be contacted for detailed arrangements.

I am certain that our people will welcome the opportunity to meet your library staff members and will benefit from exchanging ideas with them.

Sincerely,

*Eddie*

EDWARD F. WELCH, JR.  
Rear Admiral, U.S. Navy

Lieutenant General R.G. Gard, Jr., USA  
President, National Defense University  
Washington, DC 20319

TAB F

SUBJECT: NDU Library Staff Trip

14 April 1981

NDU-RMD-LD

MEMORANDUM FOR: COL Benjamin T. Meadows, Director  
Resources Management Directorate

SUBJECT: Library Staff Training Trip

1. Eighteen of the 35 members of the NDU Library staff visited the Naval War College (NWC, Newport) and U. S. Military Academy (USMA) Libraries during the week of the 23rd of March. The trip was accomplished by contract with a charter bus firm which arranged for all transportation, baggage handling, and lodging. An advance of \$55.00 was issued to each staff member to cover part of the cost of meals and incidentals. Total funding for the four days is expected to be about \$6000.00.
2. The trip was even more successful than had been anticipated, for the benefits in specific information exchange (such as procedural details), in contacts made, and in ideas generated for possible local improvement accrued not only to NDU but to the staffs of the two institutions visited. The directors of each Library mentioned this fact during the course of our visits.
3. Observations and comments resulting from the trip fall into five categories.
  - a. Organization. In both instances the Libraries stand as equals to academic departments, the Director reporting to the official responsible for overall curricular affairs. At NDU the situation would be parallel if the Library were raised to the Directorate level with the Librarian reporting to the Vice President of the University. Internally, both Libraries are structured with two main divisions, one public services and the other technical services. At NWC, Newport, the Special Collections chief is also responsible for collection development; at USMA, collection development is a separate staff assignment.



b. Operating procedures and services

-Classified materials are separated at NWC, Newport by classification level: the Library handles materials through secret, and an "AG" section handles higher graded materials at a separate location. Cards for the catalog to classified holdings are printed by a word processing section and arrive with completed headings typed in. The "Document Library Notes" is generated from selected copies of these cards. Mail room personnel assume responsibility for all logs and receipting. Destruction is accomplished by a disintegrator. Selection occurs by the initiative of the classified library staff and the faculty. USMA has no classified Library section.

-Cataloging at NWC, Newport, is consolidated, that is, both open and closed literature is handled by the one section which is in a huge vault. Internal operation and work flow are far clearer and more efficient than at NDU because of the space allocated to the cataloging section. Both institutions use OCLC for cataloging purposes. USMA has provided NDU with the Military Academy ID code so we can search serials in-put at West Point; NDU is reciprocating and, in addition, is sending along a copy of a local serials on-line index to OCLC titles.

-Acquisitions at NWC, Newport, functions primarily in the areas of selection, procurement, and reviewing; collection development activities are assigned to the Special Collections librarian. All materials received-whether ordered or not-are first processed in Acquisitions. The acquisitions policy determines the collection to be a fixed subject resource which does not make shifts necessitating new purchasing programs in subject areas of current interest with minor exceptions for faculty/reader services staff requests. This is true, also, at USMA where the Collection Development & Selection librarian does the majority of book selection. Textbooks are carefully eliminated from each Library, also. At NWC, all course support work is handled by faculty directly with publishers and local printing plant. The University of Rhode Island has established a branch bookstore in the same building which houses the Library to the delight of all concerned including the University of Rhode Island.

-Reader Services operates in essentially the same manner in both Libraries. NWC, Newport, has an exciting program of "Library Tutorials" for elective courses where reference librarians conduct classes on information resources available for specific subject support. All microforms are concentrated in one physical area regardless of original format; this is true at both institutions. NWC issues ID cards to everyone attached to the institution, and the Library uses the ID card for chargeout purposes. Books and periodicals are processed with a hidden magnetic tape which becomes part of the NWC, Newport, security system to reduce book losses. Each institution has a separate area to house and service Government documents. At NWC, each student has a two-drawer security container for personal use at his own desk. One NDU visitor remarked, "The student study rooms were certainly the most comfortable looking, and the atmosphere was just the thing to make one want to get a higher education at the NWC."

-Special Collections, extensive at USMA and more modest at NWC, Newport, respond to the "needs" of both the permanent collections and the clientele. Conservation description, and utilization are common to both. NDU's holdings differ significantly from either institution's.

c. Physical layout and Plant. The technical services, both acquisitions and cataloging, have adequate working space allocated to them. To NDU visitors, this amount of work space was seen as vast and astonishing. Each supervisor, at both institutions, has a private office. In neither case was it possible to locate technical services on the same floor as the general reference collection. Microforms are grouped together as are Special Collections, government documents and non-print media. A freight elevator is available at NWC, Newport, but unfortunately not at USMA. Stable temperature and humidity levels, at 70 F and 50% relative humidity, are acceptable at each institution but difficult to maintain. Each buildings has problems with water leaks, and both have wet stand pipe fire systems without automatic overhead sprinklers. The vault at USMA is reserved for Special Collections only. Staff facilities are modern and include lounge and locker rooms/showers.

4. No specific recommendations accompany this paper. Implementation of ideas will be discussed by the Library staff, listed and prioritized. A listing will follow with specific recommendations for approval and orderly action as it becomes possible.

5. On behalf of the NDU Library staff it is my pleasure to extend thanks to the Director of the Resources Management Directorate and to the President of the University for their support of this endeavor. Long-term benefits will accrue because of this initiative.

  
J. THOAMS RUSSELL  
Library Director

SPECIAL

Mr Joe Barth  
Asst Librarian for  
Collection Development  
US Military Academy  
West Point, New York 10996  
AUTOVON 688-4560

Mr Ed Burgess  
Chief, Reference Service  
US Army Command & General Staff  
College  
Combined Arms Research Library  
Fort Leavenworth, Kansas 66027  
AUTOVON 552-3098

Dr Ed Cass  
Chief, USMA Archives  
US Military Academy  
West Point, New York 10996  
AUTOVON 688-2017

Mrs Terry L DiDomenico  
Librarian, Resources Branch  
US Army War College Library  
Carlisle Barracks, Pennsylvania 17013  
AUTOVON 242-4318

Mr Bohdan I Kohutiak  
Director of Library  
US Army Russian Institute  
APO New York 09053

Ms Marijean Murray  
Chief Librarian  
US Army Sergeants Major Academy  
Fort Bliss, Texas 79918  
AUTOVON 978-8176

Mr J Thomas Russell  
Director of Library  
National Defense University  
Fort McNair, Washington DC 20319  
AUTOVON 223-8437

Ms Barbara E Stevens  
Director of Library  
US Army War College Library  
Carlisle Barracks, Pennsylvania 17013  
AUTOVON 242-4319

APPENDIX Q  
MEDICAL LIBRARY



### OBJECTIVES OF MILITARY HEALTH SERVICE SYSTEM

- O MAINTAIN PHYSICALLY AND MENTALLY FIT, COMBAT AND OPERATIONALLY READY MILITARY FORCE.
  - OO PROVIDE COMPREHENSIVE AND HIGH QUALITY HEALTH SERVICE TO ACTIVE DUTY PERSONNEL.
  - OO DEVELOP HEALTH STANDARDS FOR SELECTION, UTILIZATION, ELIMINATION OF MILITARY PERSONNEL.
  - OO PERFORM R&D AND EVALUATION REQUIRED TO SUPPORT MILITARY MISSIONS AND FORCES.
- O ENSURE TIMELY AVAILABILITY OF TRAINED MANPOWER AND OTHER HEALTH RESOURCES TO MEET CONTINGENCY PLANS.
- O PROVIDE HEALTH SERVICES TO ELIGIBLE BENEFICIARIES AS CURRENTLY AUTHORIZED BY LAW AND PRACTICE.
  - OO HELP CREATE AND MAINTAIN MORALE - ACTIVE DUTY, DEPENDENTS, SURVIVORS.
  - OO ENCOURAGE CAREER COMMITMENT - RETIREES, DEPENDENTS, SURVIVORS.

- O MAINTAIN PROFESSIONALLY VIABLE AND EFFECTIVE HEALTH CARE SYSTEM AS INCENTIVE FOR RECRUITING AND RETAINING HIGH QUALITY HEALTH PROFESSIONALS.
  - OO PROVIDE FULL SPECTRUM OF MEDICAL PROBLEMS FOR PROFESSIONAL DEVELOPMENT.
  - OO CONDUCT CLINICAL INVESTIGATION ESSENTIAL FOR MEDICAL QUALIFICATION.
- O MAINTAIN SYSTEM OF HEALTH SERVICES THAT IS AS EFFECTIVE AND EFFICIENT AS POSSIBLE.

SOURCE: MCHC, TITLE 10



## FUNCTIONS OF THE SURGEON GENERAL

### Overall Responsibilities and Relationships -

- Development, policy direction, organization, and management of an integrated Army-wide Health Services System.
- On health and medical matters - direct access to the Secretary of the Army and Chief of Staff.
- Equitable consideration is given to the Active Army, National Guard, and Army Reserve.

## FUNCTIONS OF THE SURGEON GENERAL

### Army Staff Responsibility For -

- Planning, developing, programing, directing, and supervising health services for the Army.
- Establishing health standards.
- Health professional education/training.
- Medical research, development, test, and evaluation.
- Information systems in support of health services.
- Direction, coordination, and evaluation of medical materiel and maintenance programs.
- Technical review and evaluation of non-medical materiel-determine health hazards.
- Formulating policies and regulations - health aspects of Army environmental programs.
- Direction, coordination, and evaluation of world-wide programs - enhance health-prevent disease.

The organizational chart of the Department of the Army is structured as follows:

- SECRETARY OF THE ARMY**
  - ADMINISTRATIVE ASSISTANT**
  - GENERAL COUNSEL**
  - UNDER SECRETARY OF THE ARMY**
    - CHIEF OF PUBLIC AFFAIRS**
    - CHIEF OF SECURITIZATION**
- ASSISTANT SECRETARY - CIVIL AFFAIRS**
- ASSISTANT SECRETARY - INSTALLATIONS, LOGISTICS & FINANCIAL MANAGEMENT**
- ASSISTANT SECRETARY - MANPOWER & RESERVE AFFAIRS**
- ASSISTANT SECRETARY - RESEARCH, DEVELOPMENT & ACQUISITION**
- CHIEF OF STAFF**
  - VICE CHIEF OF STAFF**
    - DIRECTOR OF THE ARMY STAFF**
      - ARMY RESERVE FORCES POLICY COMMITTEE**
    - THE INSPECTOR GENERAL**
    - THE AUDITOR GENERAL**
  - DEPUTY CHIEF OF STAFF OPERATIONS AND PLANS**
  - DEPUTY CHIEF OF STAFF PERSONNEL**
  - DEPUTY CHIEF OF STAFF LOGISTICS**
  - DEPUTY CHIEF OF STAFF RESEARCH, DEVELOPMENT AND ACQUISITION**
  - COMPTROLLER OF THE ARMY**
  - ASSISTANT CHIEF OF STAFF OF INTELLIGENCE**
- THE ADJUTANT GENERAL**
- CHIEF OF ENGINEERS**
- THE SURGEON GENERAL**
- CHIEF OF CHAPLAINS**
- THE JUDGE ADVOCATE GENERAL**
- CHIEF ARMY RESERVE**

- U.S. ARMY EUROPE**
- U.S. ARMY INTELLIGENCE AND SECURITY COMMAND**
- U.S. ARMY COMMUNICATIONS COMMAND**
- MILITARY TRAFFIC MANAGEMENT COMMAND**
- U.S. ARMY MILITARY DISTRICT OF WASHINGTON**
- U.S. ARMY CRIMINAL INVESTIGATION COMMAND**
- U.S. ARMY FORCES COMMAND**
- U.S. ARMY TRAINING & DOCTRINE COMMAND**
- U.S. ARMY HEALTH SERVICES COMMAND**
- EIGHTH U.S. ARMY**
- U.S. ARMY**

- 1 CHIEF OF LEGISLATIVE COUNCIL AND THE CHIEF OF PUBLIC AFFAIRS, REPORT DIRECTLY TO THE SECRETARY OF THE ARMY AND ARE RESPONSIVE TO THE CHIEF OF STAFF
- 2 THE INSPECTOR GENERAL SERVES AS "THE CONFIDENTIAL REPRESENTATIVE OF AND REPORTS DIRECTLY TO THE SECRETARY OF THE ARMY AND TO THE CHIEF OF STAFF UPON THE MORALE DISCIPLINE EFFICIENCY AND ECONOMY OF THE ARMY"
- 3 THE COMPTROLLER OF THE ARMY IS UNDER THE DIRECTION AND SUPERVISION OF AND IS DIRECTLY RESPONSIBLE TO THE ASSISTANT SECRETARY OF THE ARMY 16.6 FM WITH CONCURRENT RESPONSIBILITY TO THE CHIEF OF STAFF
- 4 THE CHIEF OF THE ARMY'S NEEDS REPORTS THROUGH THE ASSISTANT SECRETARY OF THE ARMY CIVIL WORKS TO THE SECRETARY OF THE ARMY ON CIVIL WORKS MATTERS.
- 5 THE COMMANDER U.S. ARMY CRIMINAL INVESTIGATION COMMAND REPORTS DIRECTLY AND CONCURRENTLY TO THE SECRETARY OF THE ARMY AND THE CHIEF OF STAFF ON CRIMINAL INVESTIGATION MATTERS
- 6 THE AUDITOR GENERAL REPORTS DIRECTLY TO THE CHIEF OF STAFF WITH CONCURRENT RESPONSIBILITY TO THE SECRETARY OF THE ARMY

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## FUNCTIONS OF THE SURGEON GENERAL

### UNDER SUPERVISION OF OTHER STAFF ELEMENTS

#### DCS OPERATIONS & PLANS

- PREPARES MEDICAL PORTION OF CONTINGENCY PLANS.
- EVALUATES TRAINING AND READINESS OF MED DEPT.
- DEVELOPS MEDICAL SUPPORT ELEMENTS OF ARMY FORCES.
- DEVELOPS HEALTH SERVICES DOCTRINE, CONCEPTS, AND SYSTEMS FOR INTEGRATION INTO THE ARMY IN THE FIELD.
- DEVELOPS MANPOWER REQUIREMENTS/ALLOCATIONS FOR MED DEPT UNITS.
- REVIEWS AND ANALYZES BASIS OF ISSUE PLANS FOR MEDICAL AND OTHER ITEMS RELATED TO HEALTH.
- REVIEWS AND EVALUATES AUTHORIZATION DOCUMENTS PERTAINING TO MEDICAL PERSONNEL AND EQUIPMENT.
- PARTICIPATES IN FORCE DEVELOPMENT TESTS AND EVALUATION PROGRAMS.
- REVIEWS ARMY MEDICAL MATERIEL REQUIREMENTS DOCUMENTS FOR VALIDITY AND VIABILITY.

#### COMPTROLLER

- FORMULATION, JUSTIFICATION, SUPERVISION, AND EXECUTION OF ARMY BUDGETS FOR HEALTH SERVICES.

#### ACS INTELLIGENCE

- PRODUCTION OF DOD GENERAL, SCIENTIFIC, AND TECHNICAL INTELLIGENCE ON MEDICAL MATTERS.

### DCS PERSONNEL

- EXERCISES CAREER MANAGEMENT AUTHORITY OVER AMEDD OFFICERS (EXCEPT GENERAL OFFICERS).
- DEVELOPS AMEDD OFFICER CORPS AUTHORIZATIONS.

### DCS LOGISTICS

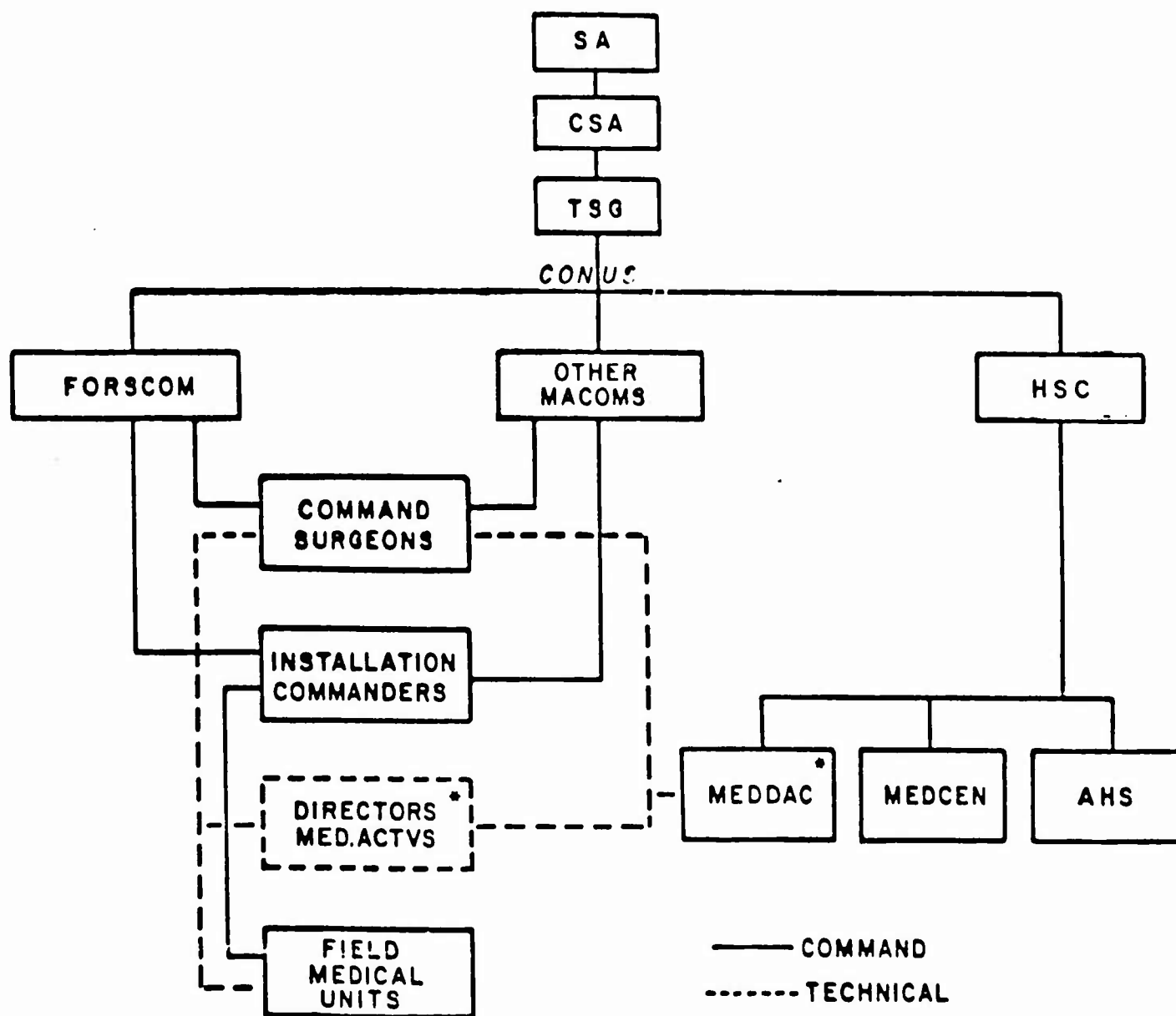
- MANAGES MEDICAL MATERIEL INCLUDING OVERSEA REQUIREMENTS.
- DETERMINES PROPER TYPES OF MEDICAL AND OTHER ITEMS AND QUANTITIES OF EQUIPMENT FOR HEALTH PROTECTION AND SANITATION.

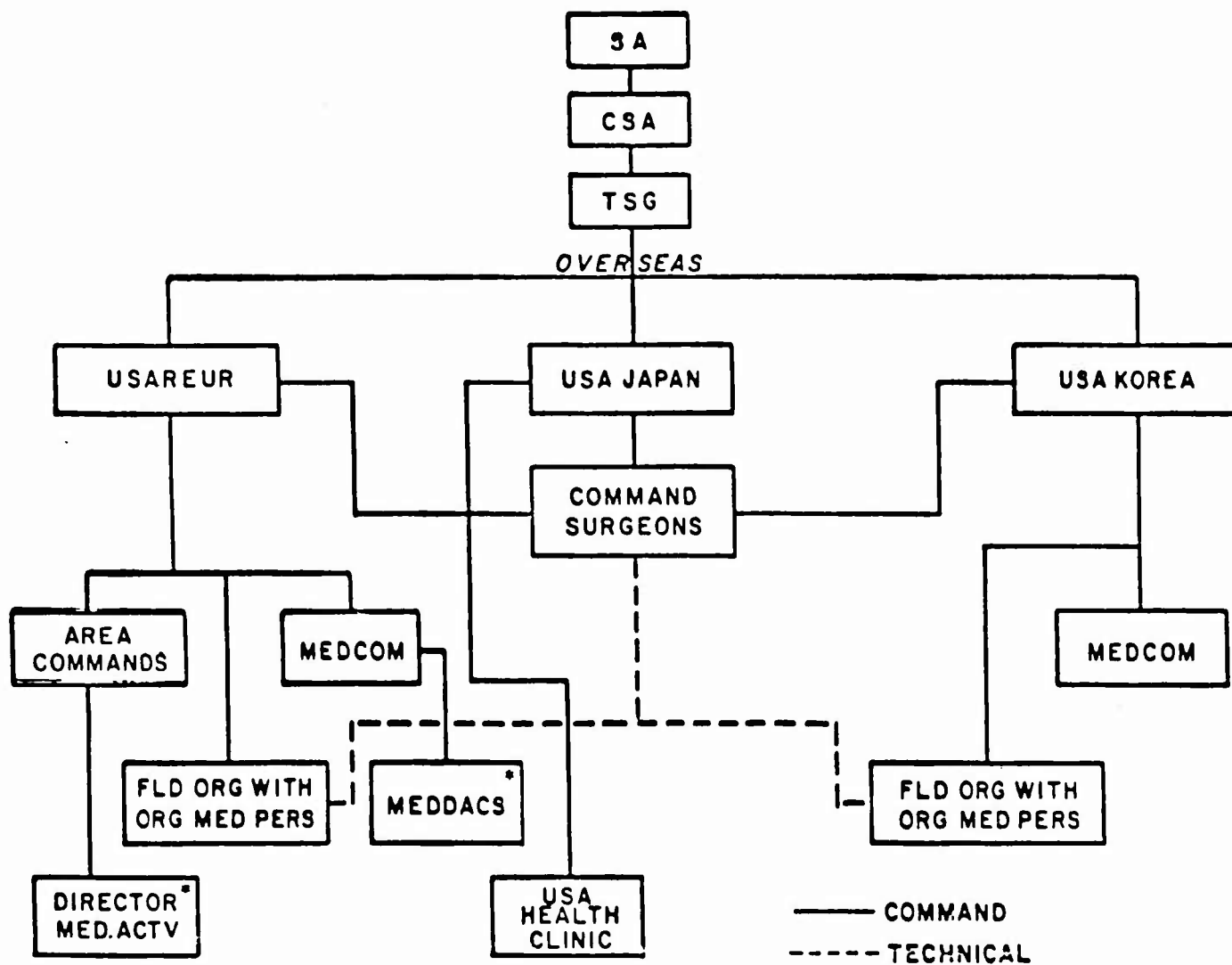
### DCS RESEARCH, DEVELOPMENT & ACQUISITION

- FORMULATES, JUSTIFIES, AND EXECUTES REQUIREMENTS FOR MEDICAL RESEARCH, DEVELOPMENT, TEST AND EVALUATION.
- PARTICIPATES IN INTERNATIONAL MILITARY STANDARDIZATION.

### CHIEF OF ENGINEERS

- PLANS, PROGRAMS, AND BUDGETS - HEALTH FACILITIES CONSTRUCTION.
- PROVIDES TECHNICAL ASSISTANCE AND GUIDANCE - HEALTH ASPECTS OF ENVIRONMENTAL POLLUTION.





# **US ARMY MEDICAL RESEARCH & DEVELOPMENT COMMAND**



## **INFORMATION BOOKLET**

- Draft
- Partial Handout



UNITED STATES ARMY  
MEDICAL RESEARCH AND DEVELOPMENT COMMAND

INTRODUCTION

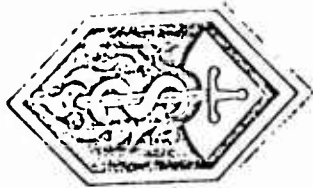
The United States Army Medical Research and Development Command (USAMRDC) is dedicated to the proposition that the Army has unique medical problems that must be solved by the Army. It conducts a vital, mission-oriented, medical research and development program to support the soldier in the field and meet other Army health research needs.

This complex and diverse program is directed toward increasing efficiency of manpower utilization through development of new medical techniques, knowledge, and equipment for improving health maintenance, reducing losses from infectious diseases, increasing the probabilities for survival and recovery from combat wounds and other trauma, improving protection from hazardous environments, and enhancing military performance.

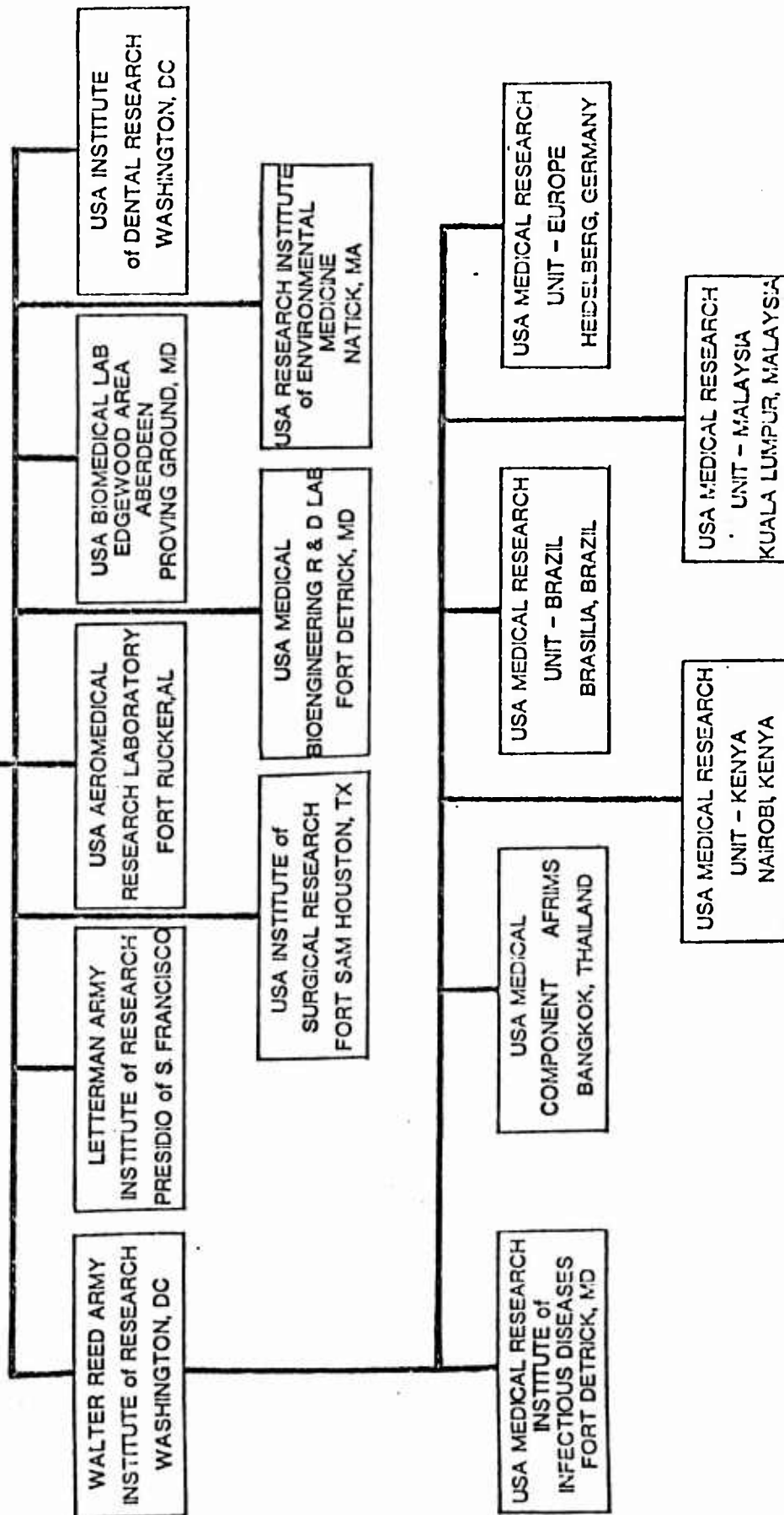
The widespread activities of the Command place its personnel in contact with military and civilian medical practitioners and research workers in most of the nations of the free world.

More than 2800 personnel located at nine major research installations throughout the Continental United States, and five units in Europe, Southeast Asia, Africa, and South America comprise the Command.

The in-house research is complemented by over 275 active contracts and grants with universities, non-profit research organizations, and industry. These investigations are specifically designed to solve problems in Army field medicine.



HEADQUARTERS, US ARMY MEDICAL  
RESEARCH and DEVELOPMENT COMMAND  
FORT DETRICK  
FREDERICK, MARYLAND





## US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND

The USAMRDC headquartered at Fort Detrick, Frederick, MD 21701, is responsible for administration and coordination of the RDTE Programs of the AMEDD. To execute this program the USAMRDC receives guidance and resources from both the Surgeon General and Deputy Chief of Staff for Research, Development, and Acquisition, Department of the Army. The medical research program is limited to those problems which are unique to the military, and is conducted in the United States as well as other countries. Medical research and development activities are performed in military institutes by military and civilian investigators and through contracts with universities and industry. Some research is conducted in government laboratories such as those of the Department of Agriculture.

### HISTORY

A. The USAMRDC grew out of the Medical Department Technical Committee (established by Office Order 376, War Department, Army Service Forces, OTSG, 11 June 1943) of World War II which was replaced by the Army Medical Research and Development Board was set up by Office Order 194, Army Service Forces, OTSG, 17 August 1945 with two divisions: Research Division and Development Division. Also, the Army Epidemiological Board was brought under the general supervision of the Board at this time.

The Army Medical Research and Development Board was redesignated the Research and Development Division by the TSG Office memo of 16 October 1953. The Division consisted of: Office of the Chief, Technical Director of Research, Administration Office, Budget and Fiscal Office, Dental Research Branch, Human Resources Research Branch, Medical Research Branch, Preventive Medicine Research Branch, Special Projects Branch, and Surgical Research Branch.

This Division became the US Army Medical Research and Development Command as a Class II activity under The Surgeon General on 20 August 1958 pursuant to DA General Order 31 dated 25 August 1958 and was located in the Navy Building on Constitution Avenue, Washington, DC.

B. 29 September 1958-GO 9, OTSG, assigned the following units to the Command effective 3 October 1958:

1. Walter Reed Army Institute of Research, Washington, DC.
2. US Army Medical Equipment Development Laboratory (USAMERDL), Fort Totten, NY.
3. US Army Prosthetics Research Laboratory, Washington, DC.
4. US Army Medical Research Unit (USAMRU), Malaya.
5. US Army Medical Unit, Fort Detrick, Frederick, MD.
6. US Army Tropical Research Medical Laboratory, Fort Brooke, Puerto Rico.

US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND (Cont)

7. US Army Medical Research Laboratory (USAMRL), Fort Knox, KY.
8. US Army Surgical Research Unit, Fort Sam Houston, TX.
9. US Army Medical Research and Nutrition Laboratory (USAMRNL), Denver, CO.
10. 1 October 1958-GO 10, OTSG, established the USAMRU, Germany under the USAMRDC.

C. Major organizational, mission, and location changes in the Command follow:

1959

- o USAMRU, Panama, established.

1961

- o US Army Research Institute of Environmental Medicine established.
- o USAMRU, Bangkok established.
- o USAMRU, Congo established.

1962

- o US Army Institute of Dental Research established.
- o US Army Aeromedical Research Unit established.

1963

- o USAMRU, Germany discontinued.
- o USAMRU, Congo discontinued.
- o USAMRU, Uganda established.
- o US Army Prosthetic Laboratory redesignated US Army Medical Biomechanical Research Laboratory (USAMBRL).

1964

- o US Army Tropical Research Medical Laboratory, Puerto Rico discontinued.

US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND (Cont)

1965

- o USAMRU, Vietnam established.

1966

- o USAMRU, San Francisco established.

1967

- o Arctic Medical Research Laboratory, Fort Wainwright, Alaska established as a subunit of USARIEM.

1968

- o USAMRU, Malaya changed to USAMRU, Malaysia

1969

- o USAMRU, Uganda discontinued.
- o USAMRU, San Francisco changed to Letterman Army Institute of Research.
- o US Army Medical Unit, Fort Detrick changed to US Army Medical Research Institute of Infectious Diseases.
- o US Army Surgical Research Unit changed to Institute of Surgical Research.
- o US Army Aeromedical Research Unit changed to the US Army Aeromedical Research Laboratory.
- o USAMRDC moved from the Navy Building to the Forrestal Building, Washington, DC.

1972

- o US Army Medical Equipment Development Laboratory moved from Ft. Totten to Ft. Detrick and name changed to US Army Bioengineering Research and Development Laboratory.
- o US Army Biomechanical Research Laboratory moved and consolidated with USAMTRDL at Ft. Detrick.
- o US Army Medical Environmental Engineering Research Unit (USAMEERU), Edgewood Arsenal established.
- o US Army Garrison (USAG), Fort Detrick assigned to USAMRDC.

1973

- o USAG, Fort Detrick was transferred to the Health Services Command.

US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND (Cont)

- o USAMRU, Malaysia, USAMRU, Panama and Army component of SEATO Lab, Bangkok were reorganized into the WRAIR Special Foreign Activity (SFA).
- o USAMRU, Brasilia, Brazil established.
- o USAMRU, Namoibi, Kenya established.
- o USAMRNL, Denver discontinued and consolidated with LAIR.
- o USAMEERU, Edgewood discontinued and consolidated with USAMBRHL.
- o USAMRU, Vietnam discontinued.

1974

- o Prosthetic mission transferred to Veterans Administration.
- o USAMRL, Fort Knox discontinued and consolidated with LAIR.
- o USAMRU, Belem, Brazil established.

1975

- o Arctic Medical Research Laboratory, Alaska discontinued.

1976

- o USAMRU, Panama discontinued.

1977

- o USAMRU, Europe established.

1978

- o USAMRDC moved from Forrestal Building, Washington, DC to Fort Detrick.
- o USAMRU, Belem, Brazil discontinued.
- o US Army Component SEATO Lab, Bangkok changed to Armed Forces Research Institute of Medical Sciences (AFRIMS).

1979

- o Chemical defense research mission assigned to USAMRLC.
- o US Army Biomedical Laboratory transferred from Chemical Systems Laboratory, DARCOM to USAMRDC.

1980

- o Nutrition research mission transferred to US Department of Agriculture.
- o USAMRIID established as a subunit of WRAIR.

## US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND (Cont)

### D. Commanders of the US Army Medical Research and Development Command

Robert L. Hullinghorst, Colonel, MC, Aug-Oct 1958.  
Joseph H. McNinch, Brigadier General, MC, 1958-60  
James H. Foresee, Brigadier General, MC, 1960-62  
Robert E. Blount, Brigadier General, MC, 1962-65  
Colin F. Vorder Bruegge, Brigadier General, MC, 1965-67  
Joe M. Blumberg, Major General, MC, 1967-69  
Irvin C. Plough, Colonel, MC, 1969-70  
Richard R. Taylor, Major General, MC, 1970-73  
Robert Bernstein, Brigadier General, MC, 1 Mar - 31 May 1973  
Kenneth R. Dirks, Brigadier General, MC, 1973-76  
William S. Angerson, Major General, MC, 1976-28 Feb 79  
LeeRoy G. Jones, Colonel, MC, 1 March - 24 June 1979  
Garrison Rapmund, Brigadier General, MC, 25 June 79 - Present

### MISSION

A. The Commander and staff of the Headquarters, USAMRDC, plan, coordinate, direct, execute, supervise, and review the United States Army Medical Department Research, Development, Test and Evaluation (AMEDD RDTE) Program, which is designed to meet the health needs of the Army; serves as the Materiel Developer for The Surgeon General and perform research, development, test and evaluation staff functions for The Surgeon General.

B. The Commander, USAMRDC, commands the designated USAMRDC units and directs and manages their research and development efforts in carrying out the assigned AMEDD RDTE Programs.

1. Walter Reed Army Institute of Research, Washington, DC 20012.
2. US Army Institute of Dental Research, Washington, DC 20012.
3. US Army Medical Bioengineering Research and Development Laboratory, Fort Detrick, MD 21701.
4. US Army Institute of Surgical Research, Fort Sam Houston, TX 78234.
5. US Army Institute of Environmental Medicine, Natick, MA 01760.
6. US Army Aeromedical Research Laboratory, Fort Rucker, AL 36362.
7. Letterman Army Institute of Research, Presidio of San Francisco, CA 94129.
8. US Army Biomedical Laboratory, Aberdeen Proving Ground, MD 21010.



US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND (Cont)

<u>AUTHORIZED MANPOWER</u>	<u>FY 81</u>	<u>MILITARY</u>	<u>CIVILIAN</u>	<u>TOTAL</u>
		1500	1340	2840

POINTS OF CONTACT:

ADDRESS: Headquarters  
US Army Medical Research and Development Command  
Fort Detrick  
Frederick, MD 21701

TELEPHONE: (301) 663- + ext  
AUTOVON: 343- + ext

<u>POSITION</u>	<u>INCUMBENT</u>	<u>EXT</u>
Commander	BG Garrison Raymond, MC	7613
Deputy Commander	COL Harry G. Dangerfield, MC	7377
Executive Officer	COL Thomas L. Trudeau, MSC	7377
Aide	1LT Maureen Coleman, MSC	7613
Adjutant	CPT Danny E. Lacy, MSC	2121
Chief Medical NCO	SGM Robert A. Falconi	7377

PENTAGON OFFICE

TEL: (202) 697-1120  
AUTOVON: 227-1120

**HEADQUARTERS**

**US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND**

**KEY PERSONNEL**

**Commander**

BG Garrison Rapmund, MC

**Deputy Commander**

COL Harry G. Dangerfield, MC

**Executive Officer**

COL Thomas L. Trudeau

**Adjutant**

CPT(P) Danny E. Lacy, MSC

**Chief Medical NCO**

SGM Robert A. Falconi

**Director, Research Operations**

LTC Bernard A. Schiefer, MSC

**Director, Research Plans**

COL Harry G. Dangerfield, MC

**Director, Resources Management**

COL John R. Cobbs, MSC

**Director, Research Programs**

COL Philip F. Sobocinski, MSC

**Research Area Manager I**

COL David L. Huxsoll, VC

**Research Area Manager II**

COL Thomas F. Camp, Jr., MC

**Research Area Manager III**

LTC John D. LaMothe, MSC

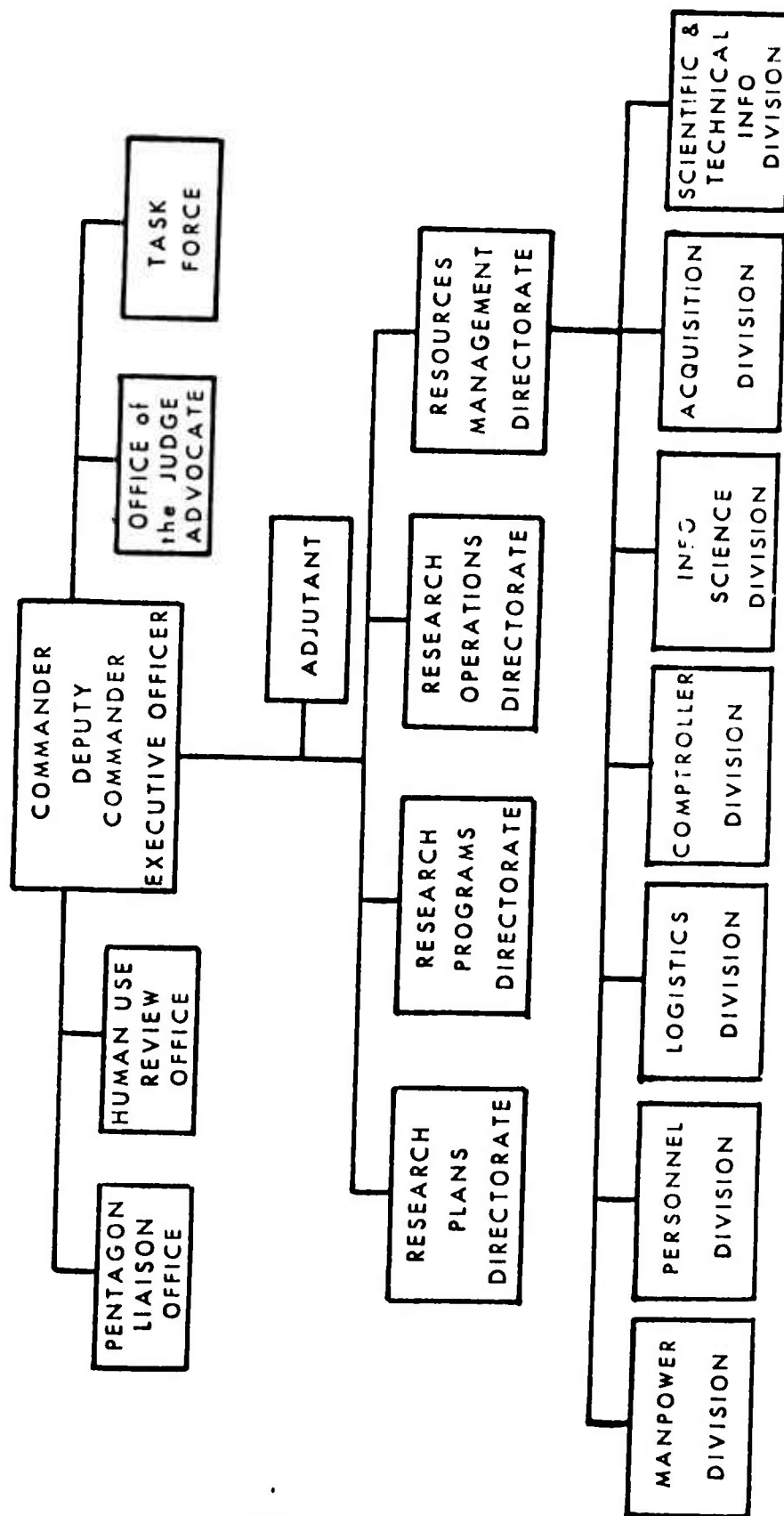
**Research Area Manager IV**

COL Thomas P. Sweeney, DC

**Research Area Manager V**

COL Duane E. Hilmas, VC

**DEPARTMENT OF THE ARMY**  
**U.S. ARMY MEDICAL RESEARCH and DEVELOPMENT COMMAND**  
**FORT DETRICK, FREDERICK, MARYLAND 21701**



Prepared by: SGRD-RM

Date: 24 Mar 1981

APPROVED BY:

GARRISON RAPMUND  
 BRIGADIER GENERAL, MC  
 COMMANDING

# US ARMY MEDICAL RESEARCH AND DEVELOPMENT COMMAND

## AREAS OF RESEARCH

### RESEARCH AREA I - MILITARY DISEASE HAZARDS

- o Military preventive medicine
- o Malaria
- o Arthropod-borne virus diseases
- o Acute respiratory diseases
- o Tropical diseases of military significance
- o Bacterial and mycotic diseases
- o Hepatitis
- o Diarrheal disorders
- o Medical defense against biological agents
- o Zoonoses
- o Drug development

### RESEARCH AREA II - COMBAT CASUALTY CARE

- o Trauma
- o Blood transfusion
- o Military burn technology
- o Bioengineering
- o Combat medical materiel development
- o Medical management in toxic environment
- o Combat surgery
- o Forward resuscitation

### RESEARCH AREA III - HEALTH HAZARDS OF MILITARY SYSTEMS

- o Environmental (climatic) medicine: heat, cold and high terrestrial altitude stress
- o Physiologic basis for adaptation and tolerance
- o Health hazard assessment of military material
- o Work and physical fitness
- o Psychophysiology of vision and hearing
- o Military psychiatry
- o Aviation medicine
- o Environmental quality technology
- o Laser safety
- o Microwave and ionizing radiation
- o Military environmental stress

### RESEARCH AREA IV - COMBAT MAXILLOFACIAL INJURY, DENTAL DISEASE AND MATERIALS

- o Oral disease prevention
- o Maxillofacial surgical improvements
- o Dental material development

RESEARCH AREA V - MEDICAL DEFENSE AGAINST CHEMICAL AGENTS

- o Antidotes
- o Patient decontamination
- o Chemoprotectives
- o Chemotherapeutics

## THE RESEARCH PROGRAM

The USAMRDC research efforts are divided into five areas: (1) Military Disease Hazards; (2) Combat Casualty Care; (3) Health Hazards of Military Systems; (4) Combat Maxillofacial Injury, Dental Disease and Material; and (5) Medical Defense Against Chemical Agents.

The research area concept of research reduces emphasis on management by institution in favor of management by program. The goals of this modification effort are to align USAMRDC programs more closely with other Army Research, Development, Test and Evaluation (RDTE) programs, to relate USAMRDC programs with the Science and Technology Objectives Guide and to provide a more coherent and easily understood medical R&D program to Army decision makers.

Each USAMRDC mission area can be defined on the basis of the interaction between host (man), agent and environment, and in terms of the prospective user of the research product. Each deals with a militarily unique group of threats to individual well being and ultimately, therefore, with threats to military mission accomplishment.

Each of the five research areas has elements of medical threat assessment, prevention and treatment. Emphasis in two of the areas is on prevention, while the others assume prevention has failed and deal primarily with treatment.

### Research Area I: Military Disease Hazards

This area of research and development includes the assessment, prevention, diagnosis and treatment of natural or endemic infectious diseases which would hamper military operations or mobilization worldwide, and potential biological warfare agents which could be used by opposing forces to adversely affect troop effectiveness.

Research is conducted utilizing new and classical techniques of immunochemistry, histopathology, serology, immunology, microbiology, and epidemiology on infectious diseases with existing or potential effect on military operations.

The objectives of the research are to meet military requirements for safe and effective drugs and vaccines to protect soldiers against endemic and epidemic diseases which decrement training, mobilization, or combat operations, as well as to afford protection against known and potential biological weapons. Military personnel must be prepared to engage in combat in any geopolitical region. Therefore, to assure strategic mobility, drugs and vaccines must be available to protect against diseases encountered. Since diseases that are of concern to the military are not of general civilian public health importance in the United States, commercial research on such vaccines or drugs does not exist.

## Research Area II: Combat Casualty Care

Combat casualty care encompasses the tasks of acquisition, stabilization, evacuation, diagnosis and treatment of combat casualties and the development of the medical material needed to assist in those tasks.

This program provides the basic science, technology and concept support for research efforts directed toward this care. It is concerned with modern battlefield requirements for management of wounding from conventional and non-conventional weapons, burns, lasers, artillery blast overpressure, as well as management of shock, sepsis, acute kidney and respiratory failure developing from these injuries. Additionally, treatment of psychiatric battle casualties and development of blood substitutes and preservation systems are addressed in this program.

## Research Area III: Health Hazards of Military Systems

Human health threats dealt with in this area are those (a) built into weapon systems, (b) caused by military operations, (c) generated during combat training, (d) inherent to certain microenvironments, and (e) produced by Army industrial operations. Examples include bone degrading vibrations present in armored vehicles, toxic contamination of water supplies in theaters of operations, smoke induced respiratory injury, heat stroke induced by wearing chemical protective suits in hot environments and hearing loss attributable to artillery weapon noise.

This area performs research principally oriented toward the behavioral, psychologic, and performance requirements imposed by military operations. The research effort is directed at the prevention of casualties by focusing on predisposing factors which make the individual soldier more valuable because of inadequate physical conditions, training, and indoctrination. Neuropsychiatric and physiological investigations are pursued to identify environmental and operational stressors which effect soldier tolerance and survivability. Efforts include, but are not limited to medical indices of crew workload and fatigue, environmental stressors of heat, cold, and altitude and biomedical aspects of sustained operations.

Also, research effort is directed at determining the toxicological and environmental fate characteristics of Army unique pollutants while a smaller effort is directed toward the development of supporting analytical techniques and monitoring methods.

## Research Area IV: Combat Maxillofacial Injury, Dental Disease and Materials

This research program is directed at problems impacting on the ability of the Army Dental Corps to support the combat readiness of the Army and the soldier in the field in the accomplishment of his combat mission. Primary objectives of the current research program are the development of more effective means of preventing and treating catastrophic combat wounds of the orofacial complex; the development of improved methodology for preventing and treating combat dental emergencies resulting from oral disease; and the

development of effective patient management systems for responding to the demands of rapid mobilization and deployment and for delivering oral health care in the highly mobile, contaminated environment of future battlefields.

#### Research Area V: Medical Defense Against Chemical Agents

A multidisciplinary approach is being used to develop an Integrated Medical System for Individual Protection for the soldier exposed to chemical warfare agents. Major efforts of the program involve: the definition of the mechanisms by which chemical warfare agents, in lethal or sublethal concentrations, and with repeated exposures, induce their sequence of effects and relate these effects to the dose and pharmacokinetics of the agent; the definition of the mechanism by which antidotes, prophylaxes, and therapeutics, directed at mitigating the effects of chemical warfare agents, exert their effects and relate these effects to the dose, pharmacokinetics and structure of the drug; the determination of the dermatopharmacokinetics of chemical warfare agents (absorption, adsorption, permeability, distribution, biotransformation, and elimination) and the mechanisms by which drugs and/or decontaminating compounds alter the dermatopharmacokinetics of chemical warfare agents; and the definition, development, validation, and maintenance of standardized animal, behavioral, cellular, and biochemical models and procedures for elucidating the biological sequence of effects of chemical warfare agents, antidotes, and decontaminating compounds, and conducting safety, tolerance, and efficacy studies of antidotes and decontaminating compounds to assure the timely and effective development of drugs for individual soldier use.



## HEALTH SERVICES COMMAND

### ORGANIZATIONAL OBJECTIVES

- 00 DEDICATION TO THE DELIVERY OF HEALTH CARE. (NO UNNECESSARY OR UNRELATED FUNCTIONS).
- 00 ELIMINATION/REDUCTION OF MEDICAL PERSONNEL ASSIGNED TO NON-HEALTH CARE DELIVERY SYSTEMS.
- 00 ELIMINATION OF INTERMEDIATE MANAGEMENT ECHELONS. (TO THE EXTENT POSSIBLE).
- 00 PROVISION OF MOST RESPONSIVENESS AND FLEXIBILITY IN THE MANAGEMENT OF MEDICAL RESOURCES.
- 00 PROVISION OF A DEGREE OF CONTROL OVER INSTALLATION MEDICAL ACTIVITY BY THE INSTALLATION COMMANDER.
- 00 ELIMINATION OF UNNECESSARY DUPLICATION IN BASE SUPPORT BETWEEN THE INSTALLATION AND THE FORMER CLASS II HOSPITALS (MEDCEN).
- 00 PURIFICATION OF THE OFFICE OF THE SURGEON GENERAL TO THAT OF AN ARMY STAFF AGENCY, RATHER THAN A COMMAND. (TO THE EXTENT POSSIBLE).

## US ARMY COMMUNITY HOSPITALS

Bassett US Army Community Hospital, Fort Wainwright, AK 99703  
Cutler US Army Community Hospital, Fort Devens, MA 01433  
Darnall US Army Community Hospital, Fort Hood, TX 76544  
DeWitt US Army Community Hospital, Fort Belvoir, VA 22060  
Fox US Army Community Hospital, Redstone Arsenal, Huntsville, AL 35809  
General Leonard Wood US Army Community Hospital, Fort Leonard Wood, MO 65473  
Gorgas US Army Community Hospital, Panama, APO Miami 34004  
Ireland US Army Community Hospital, Fort Knox, KY 40121  
Irwin US Army Community Hospital, Fort Riley, KS 66442  
Kenner US Army Community Hospital, Fort Lee, VA 23801  
Kimbrough US Army Community Hospital, Fort Meade, MD 20755  
Lyster US Army Community Hospital, Fort Rucker, AL 36360  
Martin US Army Community Hospital, Fort Benning, GA 31905  
McDonald US Army Community Hospital, Fort Eustis, VA 23604  
Moncrief US Army Community Hospital, Fort Jackson, SC 29207  
Munson US Army Community Hospital, Fort Leavenworth, KS 66027  
Noble US Army Community Hospital, Fort McClellan, AL 36201  
Patterson US Army Community Hospital, Fort Monmouth, NJ 07703  
Reynolds US Army Community Hospital, Fort Sill, OK 73503  
Silas B. Hays US Army Community Hospital, Fort Ord, CA 93941  
Walson US Army Community Hospital, Fort Dix, NJ 08640  
Weed US Army Community Hospital, Fort Irwin, CA 92311  
William Keller US Army Community Hospital, USMA, West Point, NY 10996  
Womack US Army Community Hospital, Fort Bragg, NC 28307  
  
US Army Community Hospital, Fort Campbell, KY 42223  
US Army Community Hospital, Fort Carson, CO 80913  
US Army Community Hospital, Coco Solo, Panama, APO Miami 34008  
US Army Community Hospital, Fort Polk, LA 71459  
US Army Community Hospital, Fort Stewart, GA 31313

SHAPE  
200 to Heidelberg

BERLIN  
300 to Heidelberg

# 7TH MEDICAL COMMAND MEDICAL TREATMENT FACILITIES



Numbers indicate  
mileage from  
major headquarters

Major Hospital

## FEDERAL HEALTH RESOURCES SHARING COMMITTEE

### Preamble

In recent years there have been unprecedented changes in the organization and delivery of health care in the United States. There are valid reasons to believe, moreover, that the trends demonstrated to date are only the beginning of a substantial redirection of the entire system. Burgeoning technology, rising costs, increasing consumer requirements, and fragmentation of the approach to the total health care of the individual suggest that new approaches are necessary to achieve the objectives of the health care system, both outside and within government. The Assistant Secretary of Defense (Health Affairs), the Surgeons General of the Armed Services, the Assistant Secretary for Health, DHEW (Surgeon General of the U.S. Public Health Service), and the Chief Medical Director of the Veterans Administration affirm their belief that one approach to the common objective of providing the highest possible quality of health care with greatest efficiency lies in the acceptance of common goals and an open approach to the sharing of resources. It is recognized that the broad goal of sharing resources to improve the overall quality of health care to their patients and reduce the excess consumption of scarce resources can be accomplished, in part, by coordinated planning arrangements among the signatories to this agreement.

### Purpose

To identify and promote opportunities for joint planning and use of health care resources in the Federal Government. To provide a forum for representatives from Federal agencies to interact in the cooperative exploration of joint planning and sharing opportunities in the delivery of medical services and the use of medical resources. In pursuit of the primary objective of sharing Federal health resources, the Committee should consider the following:

- a. Improving the quality, availability, and accessibility of patient care including patient comfort, convenience, and satisfaction.
- b. Improving the efficiency with which patient care resources are expended.
- c. Supporting attainment of the basic missions of Federal agencies participating in the agreement.
- d. Promoting broad relationships with health care institutions outside Government.
- e. Promoting cooperative arrangements with non-Federal health providers in areas of expensive specialized health services including continuing communication and liaison with health systems agencies.
- f. Undertaking sharing programs in a way that supports training programs and enhances recruitment and retention of health care personnel.
- g. Minimizing disruption of existing patient care, training, and research programs. In no case shall such sharing activities reduce the capability of a member Federal agency to assure the provision of care to its primary beneficiaries.

### Authority

The authority for this Committee to operate under the terms of this charter is derived from the authority vested by public laws and executive orders in the signatories of this charter.

The basic authority for sharing among Federal health care providers is established in such sources as:

31 USC 686 (Economy Act) -  
broad authority for interagency  
sharing

38 USC 5003 - facility and  
equipment sharing only (VA)

42 USC 254(a) - sharing  
specialized medical resources  
only (PHS)

38 USC 616 - DOD and PHS  
care for veterans if author-  
ized by appropriation or  
other Act

38 USC 5053 - sharing  
specialized medical resources  
only (VA)

10 USC 1074(b) - VA pro-  
vision of care for certain  
retirees only

10 USC 1074, 1076 - PHS  
provision of care for active  
duty military, retired and  
dependents and DOD care of  
other uniformed beneficiaries

The Committee shall ensure compliance with such authorities in proposing joint programs or sharing activities.

### Organization

a. Membership. Each participating Federal agency or department shall assign representatives to serve on the Committee.

b. Chairmanship. Chairmanship shall rotate annually among agencies in an order determined by the members. It shall be the responsibility of the Chairman to coordinate arrangements for meetings by conveying the time, place, and agenda to all members. The Chairman shall ensure that minutes of meetings are recorded and distributed to members. Files and pertinent records shall be maintained by the Chairman.

c. Meetings. Meetings shall be held at times and places designated by the Chairman. Meetings shall be held not less than semi-annually.

### Scope of Activities

a. Define and clarify scope of "joint planning" and "sharing."

b. Advise Federal agency officials on cooperative opportunities and constraints.

c. Identify and recommend to the agencies legislative, regulatory, or other policy changes to enhance joint planning and sharing.

d. Initiate, validate and recommend coordinated programs with highest payoff in reducing unwarranted duplication or excess capacity without adversely effecting efficiency, effectiveness, readiness or quality of care.

e. Constitute subcommittees to explore the feasibility of joint planning and sharing arrangements in specific health care areas and to develop criteria and standards when appropriate. To establish milestones for subcommittee compliance. Initial working groups will be:

- (1) Cardiac Catheterization Laboratory Subcommittee
- (2) Computerized Tomography Subcommittee
- (3) Mobilization Support Subcommittee
- (4) Medical Information Systems Subcommittee

f. Clarify and recommend costing and funding provisions for interagency and sharing arrangements.

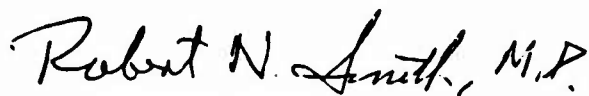
g. Support appropriate interfacing with the existing mobilization expansion agreement between the VA, DOD, and PHS.

h. Periodically assess and document the scope and extent of joint planning and sharing in effect for the purpose of facilitating further sharing through an exchange of such information.

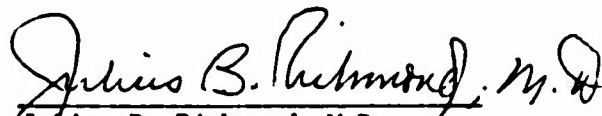
#### Implementation

The Committee's recommendations will be sent to each agency for consideration and action. The recommendations will be implemented through existing agency and departmental structures and processes. If a consensus has not been achieved by the Committee, all members' positions will be forwarded with the recommendations.

Approval



Robert N. Smith, M.D.  
Assistant Secretary of Defense  
(Health Affairs)  
Department of Defense



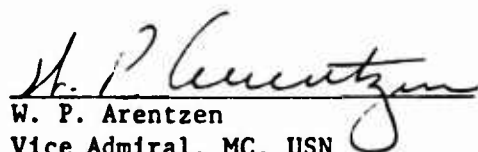
Julius B. Richmond, M.D.  
Assistant Secretary for Health  
Department of Health,  
Education, and Welfare



John D. Chase, M.D.  
Chief Medical Director  
Veterans Administration



Charles C. Hixley  
Lieutenant General  
The Surgeon General  
U. S. Army



W. P. Arentzen  
Vice Admiral, MC, USN  
The Surgeon General  
U. S. Navy



George E. Schafer  
Lieutenant General, USAF, MC  
The Surgeon General  
U. S. Air Force

DISTRICT OF COLUMBIA

R M L I V

MARYLAND

MID-ATLANTIC REGIONAL MEDICAL LIBRARY PROGRAM

NORTH CAROLINA

NATIONAL LIBRARY OF MEDICINE

VIRGINIA

8600 ROCKVILLE PIKE, BETHESDA, MD 20209

WEST VIRGINIA

(301) 496-5955

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NUMBER 28

NEWSLETTER

APRIL 1981


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#### NATIONAL LIBRARY OF MEDICINE UNION LIST POLICY

The Library is currently engaged in an effort to build a national location/holdings data base as part of the MEDLARS III system (News, August 1979). Serials holdings data from over 500 biomedical libraries, including many hospital libraries will be merged into the data base by early 1982 and will then be used to generate a variety of union list products. Online access to holdings data for larger serials collections will also be available on SERLINE at that time. Expansion of the data base to include serials holdings data for other hospital libraries will proceed during the next few years. Eventually, the holdings data base will be used to provide automated routing of document requests in MEDLARS III. In the future, location data for monographs and audiovisuals will also be included in the MEDLARS III system.

The successful development of the national location/holdings data depends on the merger of data from many existing disparate systems and must be governed by specific technical requirements for data coding and transfer. NLM believes that contracts are the best means for coordinating these technical requirements and has therefore decided that resource project grant funds will not be used to create or continue regional or local union lists.

For information about related programs in your region, contact your Regional Medical Library. A full status report on NLM's efforts to develop the national holdings data base will appear in an upcoming issue of the NLM News.

At this time, Region IV union lists that are being integrated into the national SERLINE data base are: North Carolina Union List; Virginia Union List; MAHSL; N.C. AHEC; DOCHSIN; West Virginia; Hospital Council of Metropolitan Washington;  Military Medical Libraries; D.C. Consortium; and medical library serial systems based on PHILSOM, OCLC, or UCMP.

For more detailed information about various options for developing local union lists within each Region, contact your Regional Medical Library (301-496-5955).



APPENDIX R  
POST LIBRARY

## AGENDA

### INTRODUCTION

Pat Louderback

0820 - 0900

Rap Groups

a) Public Services

b) Technical Services

c) Chief Librarians

Elect a spokesperson. Topics listed for informal discussion are merely suggestions. Please feel free to discuss any topic you wish. The purpose is to share and to become acquainted with each other.

0900 - 0905

Brief Break

0905 - 0930

Rap groups report to General Assembly. Questions, answers, comments, general discussion.

0930 - 1000

Nell Strickland and Una Huggins.

### Public Services

1. Importance of the Reference interview.
2. Scheduling: expertise on duty 1600 - 2100 and on weekends.
3. The Army deals in numbers. What's a better way to count Information Retrieval? (Average time per question vs number of questions.)
4. ILLs that simply cannot be filled.
5. You are very dedicated. Is your time well spent?
6. What "worthy" PR activities can you share?

### Chief Librarians

1. Goals and objectives for your library system are well established. Yet---?
2. Paper work and meetings.
3. TDA: authorized vs recognized. Utilization of NAF personnel in viable spaces.
4. Budget and budget input, both AF and NAF. Review and Analysis (R&A).
5. Special projects: please share.
6. Listening: Do you listen well? What is your staff telling you and why?
7. CITA.
8. ALMO.

### Technical Services

1. The new materials are exciting. Have you thought of working reference at the Main one late schedule per week and one weekend per month to see how the materials really fit into the collection and how they are used by patrons?
2. To what extent do you accept the CIP?
3. What advice do you have for the non-OCLC library system in planning for future utilization of OCLC?
4. Original cataloging: how is the 19th ed. Dewey affecting you?
5. Back log: aware of titles, pulling those necessary for immediate use. What is your method?

### Suggested topics for all groups

1. Free "Bitch" session. Take 3-5 minutes, "bitch" about anything you wish, in unison if you wish! Select one or more gripes to throw out to the General Assembly. (no solution(s) necessary! And no fair "bitching" about this session!)
2. Realistically: What kind of assistance do you expect from the MACOM and DA library directors? Think in terms of what their restrictions might be: What can they do for us? If no restrictions, what would you like the directors to do for us?
3. Flexibility of long term employees: diminishing or diminished staff, cross training vs one known job.

APPENDIX S  
SERVICE SCHOOL LIBRARY



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES CONTINENTAL ARMY COMMAND  
FORT MONROE, VIRGINIA 23381

ATIT-E

31 May 1972

SUBJECT: Report of CONARC Schools and College Library Workshop

SEE DISTRIBUTION

1. The CONARC Schools and College Library Workshop was conducted by this headquarters at Fort Eustis, Virginia, 18-20 April 1972.
2. One of the purposes of the workshop was to prepare recommendations related to service schools and college library program. Position papers and summary papers containing these recommendations are forwarded for your information and action where appropriate.
3. The documents are currently being staffed within CONARC.

FOR THE COMMANDER:

W. H. PIERCE  
LTC, AGC  
Asst AG

1 Incl  
as

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CONARC SCHOOLS AND COLLEGE

LIBRARY WORKSHOP

18-20 APRIL 1972

US ARMY TRANSPORTATION SCHOOL

FORT EUSTIS, VIRGINIA

**CONARC SCHOOLS AND COLLEGE  
LIBRARY WORKSHOP**

**Opening Remarks**

**MG Ira A. Hunt, Jr.**

**(Will be distributed at a later date.)**

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## GUIDANCE FOR LIBRARY OPERATION

BRIGADIER GENERAL HENRY C. NEWTON (RET), EDUCATIONAL CONSULTANT

### CONARC

1. I am delighted to have the opportunity of speaking to you on the critical problems of the organization, staffing and functioning of our libraries, which, in my opinion, are the heart of the Army educational system. As many of you know, I was an Educational Advisor to General Haines on the Board to Review Army Officer Schools. In my first meeting with the Board, and after reviewing the agenda, I discovered that the Report was not to devote a chapter to the school and college libraries. I pointed this out immediately, and the secretary of the Board stated that there would be a couple of paragraphs in the general comments relative to the library. I vigorously objected to the library being relegated to such a position and urged that a full chapter be devoted to the subject. General Haines supported my position, and directed that I prepare the chapter.

2. After becoming an Educational Advisor to General Haines when he was assigned as the Commanding General of CONARC, I started my program of study of the Army schools under his command. In each school I visited, I spent considerable time in the library, and as I proceeded with my studies I became convinced that we should have a Library Conference. I knew that such a conference had never been held by CONARC, which holds frequent conferences covering everything from the Army Commanders to the Training Aids Centers. I discussed this problem with General Haines, and he agreed that such a conference should be held, and requested me to prepare the necessary study covering the type of conference, program, workshops, etc. This was done and he approved the concept, and thus, we are now holding the first conference of Librarians of the school and college libraries under CONARC.

3. Many of the problems you encounter in your libraries are due to the design of the library itself. I am at a complete loss as to why the libraries in a number of our recent academic buildings, are so poorly designed. It indicates a lack of coordination between the Librarian, the Project Officer of the school, the Corps of Engineers, and particularly, the Architect. In a few libraries I have been



successful in having additional working space allotted, so the library could function properly, however, in the majority of instances, you are tied to a structured plant that cannot be changed, therefore you must adjust your space to the facilities available, and produce the most efficient operation possible.

4. Library Committees or Boards, as I identify them, vary from practically non-existent in some schools to very effective in others. In one school, for example, the Librarian could not produce the minutes of the last meeting of the Board, and could not even remember the last time such a meeting was held. An effective Library Board is essential to assist the Commandant or Assistant Commandant in the administration and overall organization of the facility, with a special reference to the size and effectiveness of the staff, the capability of the library to support the mission of the school, and the scope of the collection to support the various curricula. The Board should meet at least every two months and the findings should be documented in appropriate minutes and forwarded to the Commandant or Assistant Commandant through the officer responsible for the supervision of the library. The Librarian should attend all the Board meetings, however, should not be a voting member of the Board. A secretary should be provided for the purpose of preparing the minutes and other administrative matters as a result of the Board meeting. The Board membership should consist of the Directors of the Academic Departments, including the Non Resident Department and the Educational Advisor. The staff officer having supervision of the library, should not be a member of the Board, inasmuch as the function of the Board is to advise the Commandant, or Assistant Commandant, of the capability of the library to effectively support the mission of the school. The staff officer responsible for supervising the library should not be a voting member of the Board. A well organized, effective Board could make a major contribution to the operation and efficiency of the library.

5. All schools should have a Student Library Committee. It should consist of approximately five members from the Officer Advanced Class, or any other classes in residence, for a sufficient period of time to be familiar with the library and its support of the mission of the school. I do not intend to infer that enlisted personnel should not be members of the Board. Most of the enlisted courses, however, are MOS producing in nature and not of sufficient length for the students

to utilize the facility over a long period of time, which is really essential to enable them, as members of the Committee, to analyze the effectiveness of the staff and the scope of the collection. The chairman of the Student Library Committee should sit with the Library Board in its regularly scheduled meeting, however, he should not be a voting member thereof. If properly organized, such a Committee could make a major contribution to the effectiveness of the library, with a special reference to the breadth of the collection to support staff studies, research projects and the Electives Program.

6. In a number of libraries, the Classified Files are quite extensive and have a tendency to grow out of control. This poses a serious situation, not only as pertains to the mass of information accumulated, but the proper cataloging thereof. The schools in which this situation exists should have a Classified Files Committee, consisting of members of the staff and faculty. The Committee should be charged with the responsibility of reviewing and identifying all new classified material being added to the collection, and, on a planned basis, reviewing the collection for the purpose of eliminating or more effectively cataloging the various items in the collection. This would be quite a task, however, it could be accomplished on a progressive basis.

7. The source of new titles for the library always poses a critical problem. This should not be left entirely to the librarian, due to the technical nature of the texts in the collection for the support of what might be called the "hard core" portion of the curriculum. Members of the faculty should be a constant source of new titles and all of the Academic Departments should be required to supply the names of appropriate titles in support of the curriculum, including the Electives Program as well as staff studies, research projects, term papers, etc. The librarian should be in a position, to closely coordinate with the Academic Departments and the Curriculum Division to constantly develop the collection on a progressive basis, to meet the increasing demands of the student body, as a result of the curriculum changes, etc.

8. In my studies of the libraries and my discussions with groups of students, I have found from their comments that the collections are oriented to the mission of the school, from the standpoint of "hardware", technical training and tactical instruction. All of the collections should be broadened to include texts in the area of History, Geopolitics,

Social Studies and what might be classified in a general area of the Humanities. The support of the rather broad Electives Program becomes a matter of paramount concern, in view of the collateral reading required to support the subject content of the various courses offered.

9. Accession Lists are prepared in practically all of the libraries and generally on a monthly basis. It is suggested that these lists be prepared on a quarterly basis, and instead of being on a mimeographed sheet, to be contained in an appropriate brochure with a well designed cover carrying the school emblem in color, with appropriate title, etc.

10. All schools should prepare a brochure titled "Suggested Reading List". This list should not be of too great a length and should be sub-divided in subjects to support the core curriculum, and other areas of general reading, as referred to above. Each title should have a brief description of the content similar to that appearing in the Contemporary Reading List. This is essential, inasmuch as the title of the text does not, in many instances, indicate the scope of the work.

11. Each library should have a well designed "Library Guide" with a suitable cover. In one library I recently visited, it consisted of only a group of mimeographed pages stapled together. The Library Guide should contain a plan of the library, all administrative details, major breakdown of the catalog systems and other pertinent information designed to familiarize the student with the entire facility and the services the staff is prepared to offer. A brochure of this nature should be issued to the students during their initial briefing.

12. In many instances the school is scattered through a series of buildings far removed from the library. In some schools the principle academic building which also contains the library, may have from 25 to 30 classrooms. The library should provide standard, large size bulletin boards to be located in the strategic areas where students tend to congregate or in areas of maximum traffic flow. I have used these bulletin boards in several of my schools and they have provided vital "point of contact advertising" of the library. For example, a bulletin board could have a map of the Middle East and distributed around the map the colorful jackets from the most recent books available covering the area. The jackets could have a small ribbon leading to the major area of interest covered by the publication. If these

bulletin boards are attractively designed and changed at periodic intervals, they will do much to alert the student to the services the library is performing and develop an interest factor toward a more constructive reading program. One librarian pointed out to me the bulletin board at the entrance to the library. The student already knows where he is going and a bulletin board at this point is of no interest -- he is not even going to stop and look at it. On the other hand, if this bulletin board had been adjacent to the snack bar, I feel sure that he would have studied the display as he consumed his morning coffee or afternoon "coke".

13. Procurement problems are extremely acute. In many instances, requisitions are not filled under six to eight months and when filled, are short from ten to twenty-five percent of the items. This problem requires immediate and positive action on the part of CONARC, coupled with a maximum degree of coordination with the Purchasing and Contracting officer of the Post. This coordination should be on the part of the librarian, and a senior officer of the staff. The variations in the attitudes and actions of the Purchasing and Contracting officers is such that it defies description. In this connection "publishers ends" are available from distributors at substantial savings, and this entire source should be carefully examined not only by the librarian, but by the officer in charge of the Book Shop.

14. All libraries should be carpeted to reduce the noise factor. I have constantly stressed this, as I have visited the various schools and in most instances appropriate action has been taken to provide carpeting. In this connection, it is suggested that the space between the stacks, where it is not excessive, be reduced to 2' 6" and the area between the stacks provided with strips in lieu of installing carpeting in the entire stack area.

15. I was surprised at the number of libraries not equipped with study carrels. These study carrels should be provided in all libraries and in many instances, could be at the end of the aisles, between the stacks. If carrels are in a darkened area they should be properly lighted. They can be either purchased from the various manufacturers or made by the Training Aid Centers.

16. I have left the size of the library staff to the last item, however, the variation here is striking. The size of the staff varies in some of the smaller libraries from three persons to as many as 28 in the larger installations. There is a certain minimum requirement

for a library, which in view of the staffing guide, and other manpower directives is rather difficult to define, with any hope of accomplishment. In my opinion, the library should have the following personnel as an absolute minimum.

Librarian  
Assistant Librarian  
Secretary  
Two clerks  
Processing Assistant

It is recognized that in one or two instances, this staff might prove excessive, considering the size of the school and the collection. It is certain, however, that it would not be excessive in such as the Armor, Chaplain, Intelligence, Military Police, Southeast Signal and other schools similar in size. It is a fundamental in the entire library program, that Advance Class Students in a small school have the same professional advantages, as their brother officers in a large institution. This certainly is not the case in many of our service schools, therefore, the staffing, along with the scope of the collection, becomes problems of vital importance.

17. I realize, as you do, that I have only scratched the surface of many of the problems you face in the building of your libraries. The program for your various workshops will bring to light many more than the ones I have referred to, and in far greater detail.

18. If our officers are only concerned with the various Field and Technical Manuals made available to them in their initial briefing, there would be no apparent need for a library. These official publications are required texts and offer little, if any, challenge to one's imagination. With the changing complexion of the entire military establishment, and the broadening scope of the curriculum, with particular reference to the Electives Program, the library assumes a far greater role in serving today's Army than it did in past years.

CONARC SCHOOLS AND COLLEGE  
LIBRARY WORKSHOP

Working Group Assignments

Group I

Staff size and Staffing Guide, Career Program (quality, training and intake requirements). Faculty status of librarians and attendance at curriculum development conferences and staff meetings; position classification standards and types of positions required in a CONARC school or college library. Library committee or board (composition, frequency of meetings, functions and chairman); Student Library Committee (purpose and functions); organizational location of a school library; requirements for a CONARC Staff Librarian.

Group II

Administration of a CONARC school or college library. Selection and evaluation of materials; new sources of information, technical processes; traditional or new library services for staff, faculty, and students; hours of operation. Accountability for student text material; security information documents; and requirements to diversity resources, facilities and furniture to include study carrels; special equipment; floor covering and stacking.

Group III

Procurement problems to include procedures; shortages in fill, and time to fill; "Buy American" act; and periodical procurement. Development of fund requirements based on school needs (new titles and issues, selective binding of periodicals and microforms). Reporting requirements for Federal Library Statistics; other statistics; and uniformity requirements. Standards.

ORGANIZATION, STAFFING AND PERSONNEL

POSITION PAPER

1. PROBLEM: Consideration of the organization, staffing and personnel policies of CONARC schools and college libraries.
2. DISCUSSION: Organization, staffing and personnel policies of CONARC schools and college libraries fall generally into five general categories:
  - a. Staff size and Staffing Guide, career program.
  - b. Faculty status of librarians and attendance at curriculum planning conferences.
  - c. Position classification standards and types of positions required in a CONARC school or college library.
  - d. Library Committee - Composition, function, frequency of meetings, chairman, functions and place of Student Library Committee.
  - e. Organizational location of library, and necessity for CONARC Staff Librarians.

Although all these categories are important, some require less consideration and may be quickly disposed of.

For example, faculty status for a librarian is an established fact. The problem arises in the degree of the librarian's involvement in curriculum planning.

Historically libraries are generally located under the Secretary or the Director of Instruction, the location being determined by a preference for involvement in a direct line of command, or involvement in academic development. Where there is a wide diversity of interests, or spread of organization over a great geographic area, it is apparent that some cohesive organization is necessary for the guidance of libraries toward their common goal.

The shifting, ever changing, work force supply, and the constant growth of library services make it mandatory that staffing guides and position standards be available to school and college librarians.

3. CONCLUSIONS:
  - a. Insufficient study has been made to determine whether or not

the organizational location of the library is significant.

b. While faculty status for librarians is an established fact, the librarian's involvement with curriculum planning varies greatly.

c. There is an apparent need for the establishment of a professional position designed for guidance and cohesion of CONARC schools librarians.

d. Present staffing guides are not applicable to schools and college libraries, and unrealistic in guidance to local commands.

e. Present job classification, standards for 1410 and 1411 positions are satisfactory.

#### 4. RECOMMENDATIONS:

a. CONARC librarians be directed to make a study as to the proper organizational location of the library, insuring that the librarian be in a direct chain of command to the commandant and also actively involved in curriculum planning and development to insure library support of the program. A directive should then be published to insure uniformity.

b. A professional position should be established for a CONARC Staff Librarian.

c. A Library Committee should be established by formal written direction. The librarian should be a non-voting member, but not a recorder. The function of the committee should be advisory and supportive only. The chairman should be the head of the organization under which the library is located.

d. Present classification standards should be left alone as satisfactory and workable.

e. Staffing guides should be based on an initial structure for a small library and evaluated in the following manner:

(1) A staffing guide should be developed using as a base position a small library (e.g. 20,000 volumes).

(2) Size of staff should be based on recommendations such as those found in ALA recommended standards, Junior College recommended standards, SLA, etc.



(3) Basic size should be administrator no lower than GS-11, 1410 series; reference and cataloging libraries no lower than GS-9, 1410 series; two library technicians no lower than GS-4, 1411 series and one secretary and administrator, either a clerk typist or library technician.

(4) From this point on staff size and grade level should be increased by consideration of such factors as:

- (a) Growing collection and work load.
- (b) Increased depth of research and reference service.
- (c) Additional acquisition of more sophisticated forms of materials.
- (d) Increased level and scope of educational instruction.
- (e) Increased bibliographic service.

f. Staff should be increased and changed from bottom up using the type of recommendations outlined by ALA, or Junior College standards e.g. four professionals and one technician or two professionals and one technician.

g. Finally, it is recommended that CONARC take steps to so revise a staffing guide and issue command directives to insure general compliance at local levels.

CONARC DIRECTIVE FOR LIBRARY OPERATION

POSITION PAPER

1. PROBLEM: To provide guidance in the form of a regulation, circular, or pamphlet, as appropriate, for the administration and operation of the CONARC schools and college library system.

2. DISCUSSION:

a. The CONARC school libraries as a system have no overall guidance. Such guidance, which should originate with an imperatively-needed CONARC Staff Librarian, is required to meet minimum standards for efficient operations and optimum utilization of resources.

b. Lack of guidance is evidenced by the broad variety of interpretation of directives in such diverse areas as:

1. Procurement regulations.
2. Staffing Guides.
3. Records management (i.e., files equipment) regulations.
4. Budgeting procedures.
5. Space criteria requirements.
6. Classified materials handling.
7. Communications possibilities (to include AUTOVON and teleprinters.)
8. Coordination among libraries.
9. Interchange and standardization of equipment.
10. Statistics.

c. The CONARC Staff Librarian and the school librarians can utilize a pamphlet as an effective medium for discussion and exchange of ideas for the improvement of services to their clientele. A pamphlet, rather than a regulation, will provide the scope to afford the flexibility required to be responsive to the different mission objectives of the various school libraries.

3. CONCLUSIONS:

a. Guidance is required to introduce a greater semblance of order to maximize the effectiveness of the entire CONARC schools library system.

b. Professional librarians are required to write such a pamphlet for staffing through the school and CONARC.

4. RECOMMENDATIONS:

a. That a committee consisting of not fewer than five (5) nor more than nine (9) professional librarians be appointed to draft such a pamphlet to cover all items of concern to the CONARC school libraries system.

b. That this draft be coordinated through the schools NLT 15 Aug 72 and be submitted to CG CONARC NLT 1 Oct 72.

STUDENT TEXTS

POSITION PAPER

1. PROBLEM: To determine whether the librarian should be the accountable officer for student text material.

2. DISCUSSION:

a. The regulation on accountability of library materials does not include text materials as library materials.

b. Libraries are not staffed to perform the functions of issue, check in and control of these materials. Manpower survey teams believe that this is a task for the section responsible for administering student electives.

3. CONCLUSION: CONARC librarians should not have the responsibility for accountability of student text materials.

4. RECOMMENDATION: That the proposed CONARC Schools and College Library regulation or pamphlet state that the procurement, accountability, processing, issue and turn in of student texts are not the responsibility of the librarian.

CLASSIFIED DOCUMENT FILE

POSITION PAPER

1. PROBLEM: To determine whether CONARC school libraries should be made responsible for the storage and destruction of classified documents.

2. DISCUSSION:

a. The CONARC school libraries vary with respect to their relationship with classified materials. For example, some librarians are TOP SECRET control officers for general classified materials. This material includes that which neither has relationship to literary growth nor is of reference or historical value.

b. Time, which could be better spent in assisting customers or in managing the library, is frequently diluted by the destruction of unneeded classified documents and by filing that material which has no true reference or historical value.

3. CONCLUSIONS:

a. Classified documents in a library should be considered primarily as reference materials and secondarily as classified material.

b. CONARC school librarians should not be charged with the responsibility of providing a storage facility or dumping ground for all classified documents.

4. RECOMMENDATIONS:

a. That CONARC inform school commandants of the problem and the effect it has on library operations.

b. That CONARC recommend to school commandants that libraries maintain only those documents of specific value to the library.

FILING EQUIPMENT

POSITION PAPER

1. PROBLEM: To determine whether library files should be excluded from records management regulations.

2. DISCUSSION:

a. Library filing equipment, such as card catalog units, are difficult to purchase when needed because of the moratorium or purchase of new file equipment.

b. Library files, such as card catalogs, are used on a continuing basis and are not considered for retirement. Housing for additions to the collection, such as microfilm, microfiche, cassettes, etc., is also necessary.

c. Library administrative records do fit into the records management system; therefore, they should come under those regulations.

3. CONCLUSION: With the exception of administrative files, libraries files and associated filing equipment are not pertinent to records management.

4. RECOMMENDATION: It is recommended that library files and filing equipment be considered by CONARC directive to be exempt from records management regulations. Library administrative files should still remain under records management regulations.

FACILITIES AND EQUIPMENT

POSITION PAPER

1. PROBLEM: To establish guidelines relative to library facilities and equipment.

2. DISCUSSION:

a. Space criteria, CTA or some other listing or authorization of furniture and equipment, and quality standards must be developed to enable the librarian to plan properly.

b. Information concerning the suitability and capability of library equipment and furnishings must be readily available.

c. Time is often needlessly expended on justification for space and equipment which if authorized in published documents would facilitate the procurement of these items.

3. CONCLUSION: It is necessary that space criteria be developed; the latest information on new equipment be disseminated; and that a CTA or the equivalent be established.

4. RECOMMENDATIONS:

a. That CONARC P&O or higher headquarters develop space criteria.

b. That CONARC or higher headquarters develop a CTA or list of items authorized for libraries.

c. That the CONARC Staff Librarian disseminate appropriate information concerning new equipment.

ADMINISTRATION

SUMMARY PAPER

1. SUBJECT: Library Administration

2. SUMMARY OF DISCUSSION:

a. Regulatory and broad policy guidance are required from HQ CONARC, in order to develop specific policies, plans and program guidance locally.

b. Flexibility is required in formulation of policies and plans at all echelons, in order to meet changing educational trends.

c. Vertical and horizontal coordination and communication are required. The placement of the library organizationally must facilitate the coordination upward within the school hierarchy, as well as, laterally on the peer level, i.e., with other libraries, both civilian and military, other school departments, etc.

d. The budgeting function and the personnel selection and management function both belong with the library director. The requirements for funds and personnel must be developed and justified by the librarian who is the professional expert.

e. The librarian has the overall responsibility for the development of library resources.

3. CONCLUSION:

It is concluded that the librarian is responsible for the administration of the library. The librarian must be given the authority to determine requirements and the support necessary to accomplish the library's mission.



LIBRARY SERVICES TO STAFF, FACULTY AND STUDENTS

SUMMARY PAPER

1. SUBJECT: Library Services to Staff, Faculty and Students

2. SUMMARY OF DISCUSSION:

a. New equipment such as computer displays and the Xerox, teleprinter are mandatory to provide the best possible service to staff, faculty and students of CONARC libraries.

b. Commercial cataloging services for library media should be utilized as needed, when standard cataloging services such as Library of Congress cards are not available.

c. Selective Dissemination of Information is recognized as a required service; however, it is not a full service in most libraries due to lack of funds and staff.

d. Public relations can be good for service if it is done well. Poorly done, public relations do more harm than good.

e. Evening hours and weekend hours of opening are valuable times for service, if it is required. Staffing should be commensurate with the added hours.

3. CONCLUSIONS: A library service to staff, faculty, and students can be made more effective with new equipment and techniques provided that there is adequate staffing and funding. An Information Sheet from CONARC giving news of new techniques and services would be useful to all CONARC librarians. Recognition must be given that these services can be given only if adequate staff, facilities and funding are provided.

LIBRARY STATISTICS

POSITION PAPER

1. PROBLEM: To determine the identification, definition, and utilization of library operational statistics.

2. DISCUSSION: a. There has not been a formal program within CONARC for identification, development, and utilization of operational data in CONARC school, institute, and college libraries.

b. Communications between libraries; libraries and local management; and libraries and CONARC are hampered by a definitive and understandable statistical vocabulary and media.

c. Management within the military educational system requires essential and timely data.

d. The CONARC DCSIT instituted an informal statistical report in preparation for the last CONARC Commandant's Conference. These statistics were hurriedly developed without adequate definition or verification. Some of the statistical areas in this report are not essential while some pertinent areas were omitted. Additionally, CONARC has informally asked that changes in these statistics be reported.

3. CONCLUSIONS:

a. Statistics are most effective when made available to and used by management. To provide an effective vehicle for the development and utilization of library statistics, it is felt that a formal reporting system be established by CONARC.

b. The existing informal report can be formalized with minor adjustments to format and content. It should be implemented as an annual report and promulgated by a definitive regulation. As an annual report, the majority of the statistics would reflect fiscal year activities, and should, therefore, be developed after the end of the fiscal year and submitted to CONARC by 15 August.

c. The final phase of utilization of this report would be the publication of comparative data and distribution to each school for local management review, analysis and utilization.

/promulgate

4. RECOMMENDATION: CONARC a regulation that identifies, defines, and provides for the utilization of statistical data on CONARC school libraries. Recommended statistical areas are identified at Inclosure 1, and item definitions at Inclosure 2.

(Proposed) Service School Library Report  
RCS \_\_\_\_\_

1. Personnel (Auth/OH)
  - a. Prof Civ \_\_\_\_\_
  - b. Non-prof Civ \_\_\_\_\_
  - c. Mil \_\_\_\_\_
2. Fund Allocation
  - a. Last FY \_\_\_\_\_
  - b. Current FY \_\_\_\_\_
3. Facilities
  - a. Floor Space (sq ft) \_\_\_\_\_
  - b. Seating Capacity \_\_\_\_\_
4. Items on Hand
  - a. TOTAL \_\_\_\_\_
  - b. Catalogued Volumes \_\_\_\_\_
  - c. Periodicals \_\_\_\_\_
  - d. Other \_\_\_\_\_
5. Periodical Titles  
(Current Subscriptions) \_\_\_\_\_
6. Items Received
  - a. 3d Past FY \_\_\_\_\_
  - b. 2d Past FY \_\_\_\_\_
  - c. Last FY \_\_\_\_\_
7. Annual Attendance
  - a. 3d Past FY \_\_\_\_\_
  - b. 2d Past FY \_\_\_\_\_
  - c. Last FY \_\_\_\_\_
8. Item Circulation  
(Last FY) \_\_\_\_\_
9. Micro Form (Yes/No) \_\_\_\_\_

## STATISTICAL DEFINITIONS

1. Personnel. Professional civilians are identified as those assigned to career field \_\_\_\_\_. Only full time personnel should be reported.
2. Fund Allocation. The last approved allocation should be included for the past and current FY.
3. Floor Space. The total floor space of all areas and facilities, and the number of customer seats to include carrels.
4. Items on Hand. Catalogued volumes are those for which cards have been made, placed in the catalogue, but not necessarily classified (Dewey decimal or library of congress). Periodicals include holdings by bibliographic volume regardless of format. Other includes official publications, uncatalogued documents, maps, vertical files, photographs, slides, recordings, and any other item not otherwise covered.
5. Periodical Titles. The number of current subscriptions.
6. Items Received/Withdrawn. Includes all material identified in para 4.
7. Attendance. Includes individual visitations in all library facilities to include separate classified security areas, seminar reference annexes, etc.
8. Item Circulation. Includes all items checked out and taken from the library.
9. Micro Form. Includes microfilm and microfiche.

## STATISTICAL DEFINITIONS

1. Personnel. Professional civilians are identified as those assigned to career field GS-1410. Only full time personnel should be reported.
2. Fund Allocation. The last approved allocation should be included for the past and current FY.
3. Floor Space. The total floor space of all areas and facilities, and the number of customer seats to include carrels.
4. Items on Hand. Catalogued volumes are those for which cards have been made, placed in the catalogue, but not necessarily classified (Dewey decimal or library of congress). Periodicals include holdings by bibliographic volume regardless of format. They include magazines, newspapers, and other serial publications that are processed in the same manner as magazines and newspapers, and located in the periodicals section(s) of the library. Serial publications that have been catalogued in such a manner that they cannot readily be identified as serial publications should not be reported with periodical collections. For example, a newspaper or a yearbook that has been catalogued as a volume of book stock is to be reported with book stock. A magazine or annual report issued by an agency and classified with general documents in government documents section of the library is not to be reported since it is not handled as a serial publication. A bibliographic volume is the publisher's volume (i.e., the unit established by the publisher as a volume). (Do not report fractions of a volume). Other includes official publications, uncatalogued documents, maps, vertical files, photographs, slides, recordings, and any other item not otherwise covered.
5. Periodical Titles. Report the number of items for which a separate shelflist or check-in card has been made. The current subscriptions.
6. Items Received/Withdrawn. Includes all material identified in para 4. Report the gross number added and the gross number withdrawn.
7. Attendance. Includes individual visitations in all library facilities to include separate classified security areas, seminar reference annexes, etc.
8. Item Circulation. Includes all items checked out and taken from the library.
9. Micro Form. Includes microfilm and microfiche.

*Incl 2*

## STANDARDS

### POSITION PAPER

1. PROBLEM: To identify some of those administrative and operational areas of the CONARC school and college libraries to which standardization is applicable.

2. DISCUSSION: a. The Haines Report, Vol 3, Annex D, Appendix 25, cites the need for established standards in many areas of school and college library administration and operation.

b. This lack of standards is further substantiated through a review of military publications relative to service school operations, and through conversations with school and college librarians.

c. Prior to identifying some of the areas requiring standards the following basic elements were defined.

(1) Standards. Factors that have uniform application to each library in the CONARC school and college system.

(2) Purpose of Standards. Standards are established as guidelines for administrative evaluation by school authorities and for professional evaluation by librarians.

d. Quantitative standards should be kept to a minimum, in favor of qualitative standards. Application of quantitative standards can be unrealistic in evaluating a library considering the extent of variation in mission, curricula content and scope, number and category of student enrollments, and instructional emphasis among the schools. Furthermore, standards stated as quantitative elements can serve as deterrents in supporting the school mission and in servicing the library requirements of the students, faculty and staff.

e. Time precluded any delineation of standards, other than the following designated as examples among the areas listed as requiring standards under para 3, CONCLUSIONS.

3. CONCLUSIONS: Some of the areas identified as being applicable to the establishment of standards for the administration and operation of school and college libraries are:

a. Function. Example: The function of college and school libraries is to provide library materials and services to support the mission and curriculum of the school and/or college library.

Conclusion (Cont)

b. Organization

- (1) Within the school
- (2) Within the library

c. Academic Relationship

- (1) Library Committee
- (2) Faculty status of personnel
- (3) Staff involvement or planning
- (4) Curriculum and library materials

d. Funds

- (1) Total Requirements Budget prepared by the library with guidance developed by Budget Officer.
- (2) Regularly appropriated funding increments to provide a steady flow of new materials with library throughout the year.
- (3) Items for inclusion in budget (list items)

e. Facility

- (1) Present Criteria: TM 5-843-1, 8 July 1970, Space and Planning Criteria for U.S. Army Service Schools. Requires revision to include, among others, illumination, carrel space, temperature control, etc.
- (2) Adaptation of existing libraries to meet criterion established in TM 5-843-1 (as revised).
- (3) Location
- (4) Long-term planning
- (5) Work flow engineered

f. Personnel

- (1) Staffing. Present criteria: DA Pam 616-558, 20 December 1967, Staffing Guide for U.S. Army Service Schools. Requires revision.
- (2) Qualifications. Present criteria: Civil Service Commission, X-118 Handbook, GS-1410 series, GS-1411 series, GS-1412 series.

LIBRARY RESOURCES

SUMMARY PAPER

1. SUBJECT: Library Resources

2. SUMMARY OF DISCUSSION:

a. The collective resources of all libraries should be utilized to the fullest. In order to accomplish this task, it is necessary for CONARC libraries to have an AUTOVON line assigned to each library. With AUTOVON available, interlibrary loan of materials can be simplified. This will allow an individual library the freedom to expand its resource base, without storing every item in the library.

b. Libraries belonging to a regional union catalog enjoy good relations with other members. The resources of the region become the resource base of the library through interlibrary loan.

c. The library is a media center and as such should acquire materials in all media, print or non-print.

3. CONCLUSIONS:

a. It is recommended that CONARC support the requirement that each installation assign at least one AUTOVON line to each CONARC library on the installation, for the purpose of facilitating interlibrary loan and information exchange in the most economical and expeditious manner.

b. CONARC libraries should join regional union catalogs in order to provide more resources to the library patron.

c. Each library should budget for and purchase material in all media as the material is required.



Conclusion (Cont)

(3) Educational Development

(a) GS-1410 Series. Ex: Librarians with less than the Master's Degree in Library Science will show evidence of progress toward that degree in increments of not less than 6 semester hours in each two year period until completed.

(b) GS-1411 Series

(c) GS-1412 Series

(4) Training and continuing education under the Librarian Career Program.

(5) Administrative and progressive responsibilities of the librarian administrator.

(6) Responsibilities of the non-professional staff.

(7) Attendance at professional meeting (cite Joint Travel Regulations).

g. Equipment

(1) Present criteria: CTA 28-1, 13 Dec 68 Special Services, Section II A & B, Section III A & C, Libraries. Needs revision.

(2) Standard library equipment to meet ALA Standards.

(3) Office equipment

(4) Audio Visual Equipment

(5) Miscellaneous equipment, such as anti-thrift device.

h. Collection

(1) Purpose

(2) Current Status Ex: Collection will be maintained at a current level through acquisition of new material and the systematic weeding of worn and obsolete materials.

(3) Media comprehensiveness. Ex: The collection will include communication media in all formats such as but not limited to books, periodical and serial publications, documents, military publications, audio-visuals, pamphlets, reports, maps, clippings, microform.

Conclusion (Cont)

- (4) Subject coverage
- (5) Flexibility for expansion to meet emerging emphasis and curriculum changes.
- (6) Military history.
- (7) Military science.
- (8) Archival materials for service, branch and/or corps.
- (9) Reference.
- (10) Relation to other military and/or civilian collection.

i. Technical Services

- (1) Acquisitions
- (2) Cataloging
- (3) Classification
- (4) Abstracting and indexing
- (5) Circulation

j. Reporting

- (1) Review and Analysis
- (2) Higher Headquarters
- (3) Local school administration

k. Reader Services

- (1) Reference
- (2) Readers' Advisory
- (3) Bibliographic
- (4) Inter-library loan

4. RECOMMENDATIONS:

- a. That a committee be established to develop standards for school and college libraries utilizing, but not limited to, the identified areas listed in para 3.

Recommendations (Cont)

b. That the committee be composed of three professional school and college librarian administrators.

FINANCIAL SUPPORT

POSITION PAPER

1. PROBLEM: To secure adequate financial support of the school or college library.

2. DISCUSSION: a. The Haines Report in Annex D, Appendix 25, para 15, evidences concern regarding the variation in support of library requirements among the 25 CONARC schools. This concern is substantiated not only with statistical data presented in the Haines Report but also with the discussion among the

b. Library support ranges from no established fiscal year budget, through the use only of year-end funds, to established line item submission in the school's approved budget.

c. Budget guidance for the most part fails to reach many of the libraries early in the budget cycle to allow planning, justification, discussion and confirmation at the school level. It appears that frequently the librarians are not brought into the budget process.

3. CONCLUSIONS:

a. A lack of communication between the library and various academic and operational elements of the school will prevent the development of a budget reflecting both immediate and anticipated library requirements to support the school mission.

b. The viability of the total library program as an integral part of the total school program should be a matter of command concern and recognition.

c. Development and preparation of a budget is impossible without fully developed long and short-range programs and supporting statistical data.

d. The COB, prepared in March prior to the beginning of the fiscal year, presupposes prior planning. Operational funding becomes available under the COB. Long-range planning for major improvements in collection and/or equipment must be projected well in advance.

e. Adequate support of the school curriculum can only be effective with adequate funds to acquire the most current informational media. An immediate requirement exists for expanded funding to support the expanding curriculum including elective courses, military history courses and current social problems, all compensated for by a varied but continuous inflation factor.

4. RECOMMENDATIONS:

a. That the librarian prepare the school library budget with the advice of the Library Committee, the DOI and the Budget Officer.

b. That the librarian have in evidence, in addition to immediate short-range needs, a long-range plan to achieve the library goal of fully supporting the school mission and operational requirements.

c. That prior to the submission of the COB the librarian be appraised of pending mission or curriculum changes affecting library requirements by the DOI, the Library Committee, the staff of the Educational Advisor, etc. Or, in other words, that all school programs, and particularly changes in the programs, be examined by a knowledgeable individual for potential library impact. This does not negate nor detract from the inherent professional duty of the librarian to be personally responsible for the development and growth of a collection.

d. That the library, in cooperation with the Budget Officer, maintain adequate records reflecting past expenditures by area and that he be prepared to adjust expenditures with a realistic index of inflationary trends.

e. That the librarian prepare for the possible allocation of year-end funds by preparing a want-list of needs.

f. That the library budget should be represented by a separate line item in the total school budget, or at least by a separate line item under the major element to which assigned.

PROCUREMENT

POSITION PAPER

1. PROBLEM: CONARC School Libraries are experiencing problems in the procurement of materials and services, due in large part to a lack of uniformity in the procurement procedures used for library materials.
2. DISCUSSION: Working Group III discussed a number of problems, both unique and general, experienced in the procurement of library materials. It was conceded that some of these situations have been caused by a lack of understanding of purchasing procedures on the part of the librarians, and of library procedures and materials on the part of P&C personnel.
3. CONCLUSIONS: It is both desirable and possible to achieve uniformity of application of procurement procedures to CONARC school libraries, to reduce both the variety of processes and the lead-time between requisitions and to improve cooperation between libraries and their local procurement agencies.
4. RECOMMENDATIONS:
  - a. It is recommended that CONARC encourage, by whatever means necessary and feasible, better coordination and communication between Purchasing and Contracting offices, so that by uniformity of interpretation of the ASPR's, and uniformity of procurement procedures, better services might be rendered.
  - b. It is recommended that the libraries be encouraged to seek better rapport and coordination between library personnel and the personnel of the P&C offices, to include a reciprocal briefing of all those concerned.
  - c. It is recommended that the CONARC school librarians feed into the office of the DA Library Functional Chief's representative those items of information and effective techniques of procurement properly documented by citation to pertinent regulations and other authority, for inclusion in the Technical Information Sheet, which is disseminated to the field through technical channels. These would include such matters as blanket purchase agreements, the Buy America Act, bulk funding, the purchase of GPO coupons, membership to societies, and subscription to network services.

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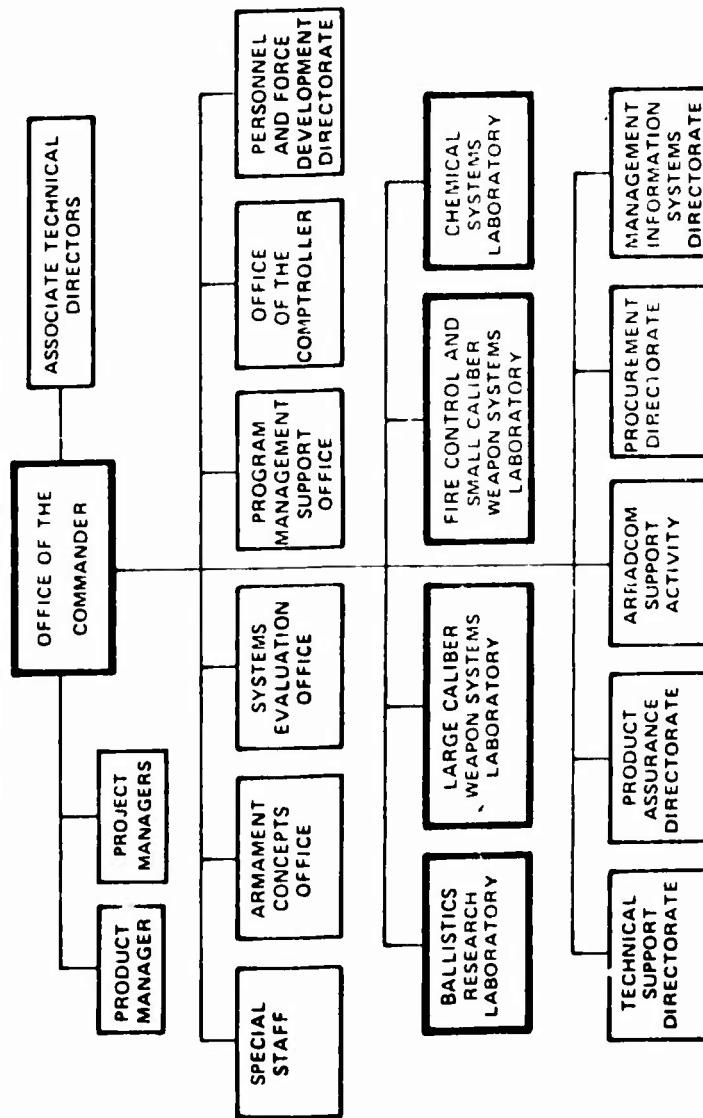
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APPENDIX T  
ALTERNATE STAFFING

# ORGANIZATIONAL STRUCTURE AT ARRADCOM

## U.S. ARMY ARMAMENT RESEARCH AND DEVELOPMENT COMMAND



Our agency employs approximately 6,000 civilians in Engineering, Science, Management, Accounting, Automatic Data Processing and other fields.

CO-OP  
EDUCATION  
A T  
ARRADCOM

US ARMY ARMAMENT RESEARCH  
AND DEVELOPMENT COMMAND  
Dover, NJ 07801



### 100% TUITION ASSISTANCE FOR ENGINEER & SCIENCE STUDENTS

Tuition assistance is available for the student in his/her last 2 years of a 4-year baccalaureate program or the last 3 years of a 5-year baccalaureate program. Tuition costs, text books and related fees are fully paid by this headquarters. The student will agree to continue as a civilian employee of the agency for a period of time equal to the academic period for which tuition assistance is granted. Thus, a work period following an academic period for which tuition assistance was granted fulfills the civilian service requirement.

FOR A TOTAL EDUCATION.....

CO-OP AT ARRADCOM

#### ARRADCOM'S MISSION

ARRADCOM conducts or manages research, development and engineering for all assigned weapon systems.

Basically, its mission is threefold:

- Develop product improvements and new items and provide for transition into quantity production...
- Maintain a strong technology base--in government, industry and universities--from which to evolve improved items and prevent technological surprise..
- Provide technical support to troops through readiness agencies...

#### GOAL

"....to develop the finest armament systems possible..."

#### LOCATION

ARRADCOM is located in northwest New Jersey approximately 40 miles from New York City.

#### HOUSING AND TRANSPORTATION

List of available rooms with kitchen privileges is maintained. Rooms are usually within twenty minutes commuting distance from ARRADCOM. Rentals vary from \$25 - \$45 per week.

#### SALARY AND PROMOTION

\$9,766 per annum for sophomores.

\$10,963 per annum for juniors.

\$12,266 per annum for seniors.

Upon graduation, individuals are given primary consideration for career appointment at \$15,947/\$19,747 per annum in a training program which will lead to \$24,736 per annum within 30 months based on current salary schedules.

#### STUDENT RESPONSIBILITIES

GPA of at least 2.00 must be maintained during academic period. Students are expected to exhibit enthusiasm, to produce at the highest level of which they are capable, to learn rapidly, to develop new skills and to augment classroom theory with their work assignment.

#### EMPLOYER RESPONSIBILITY

Develop a program of work experiences which will complement the students' academic program.

#### STUDENT ELIGIBILITY

Minimum of 2.00 GPA

United States citizenship required.

Normally, sons and daughters of employees are not eligible for employment in the cooperative education program. Engineer & Scientist students are not affected by this requirement.

#### STUDENT WORK SCHEDULES

Schedules will involve alternating periods of full-time study and full-time work.

Work periods may include summers, but must not be confined to summers.

Work will be scheduled so that the student, by the date of graduation, can complete at least two full-time periods of work, separated by a period of study, which together total 26 weeks. One of the work periods must have been scheduled other than during a summer month and one must have been completed within 18 months of graduation.

FOR FURTHER INFORMATION CONTACT....  
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ALTERNATE STAFFING

COOPERATIVE EDUCATION PLANS

FEDERAL JUNIOR FELLOWSHIP PROGRAM

WORKER-TRAINEE PROGRAM

RESEARCH ENGINEERING APPRENTICE

STUDENT VOLUNTEER SERVICES

SUMMER EMPLOYMENT

STAY IN SCHOOL PROGRAM

## COOPERATIVE EDUCATION FOR BACCALOREATE DEGREE STUDENTS

### PURPOSE:

- (A) PROVIDES PERIODS OF STUDY INTERSPERSED WITH STUDY RELATED WORK
- (B) CONDUCTED IN ACCORDANCE WITH A PLANNED SCHEDULE AND WORKING AGREEMENT BETWEEN  
AGENCY AND EDUCATIONAL INSTITUTION

### TYPES:

- (A) COOPERATIVE EDUCATION STUDENTS ARE EMPLOYED IN SUCH FIELDS AS:
  - ENGINEERING AND SCIENCE
  - PROCUREMENT
  - FINANCE & ACCOUNTING
  - CIVILIAN PERSONNEL ADMINISTRATION
- (B) WORK IS SCHEDULED FOR PERIODS CORRESPONDING WITH SEMESTERS, TRIMESTERS OR QUARTERS

### CRITERIA:

- (A) ENROLLED IN A COOPERATIVE EDUCATION PROGRAM AT COLLEGE
- (B) 2.0 SCHOLASTIC AVERAGE ON A 4.0 SCALE
- (C) U.S. CITIZEN
- (D) RECOMMENDED FOR EMPLOYMENT BY COLLEGE

BENEFITS - FOR EMPLOYERS

POTENTIAL SOURCE OF QUALITY GRADUATES

- (A) POSITIONS FILLED ON THE BASIS OF A STUDENTS PROVEN PERFORMANCE
- (B) REDUCES HIGH RATE OF TURNOVER
- (C) REDUCES TIME OF ON-THE-JOB TRAINING FOR NEW EMPLOYEES

FOR STUDENTS

- (A) EXPOSURE TO A REALISTIC WORK SITUATION - ALLOWING EARLY ADAPTION TO WORK ENVIRONMENT
- (B) INCOME FROM WORK PERIODS
- (C) TUITION ASSISTANCE FOR E&S COOP STUDENTS

ADDITIONAL BENEFITS FOR STUDENT

- (A) PAY IN ACCORDANCE WITH FEDERAL PAY SCHEDULE
- (B) ANNUAL AND SICK LEAVE
- (C) PAID HOLIDAYS
- (D) HEALTH BENEFITS & LIFE INSURANCE
- (E) FEDERAL RETIREMENT
- (F) NON-COMPETITIVE CONVERSION UPON GRADUATION

CEILINGS: EMPLOYMENT IS CHARGED AGAINST DERIVED CEILINGS. MORE THAN ONE STUDENT MAY OCCUPY A SINGLE POSITION.



## FEDERAL JUNIOR FELLOWSHIP PROGRAM

PURPOSE: TO PROVIDE CAREER RELATED SUMMER AND VACATION EMPLOYMENT FOR HIGH SCHOOL SENIORS WHO NEED EARNINGS TO ATTEND COLLEGE.

TYPES: STUDENTS ARE ASSIGNED TO WORK WITH PROFESSIONAL, TECHNICAL, OR ADMINISTRATIVE EMPLOYEES IN FIELDS RELATED TO THEIR EDUCATIONAL OBJECTIVES, SUCH FIELDS ARE:

ACCOUNTING

BUSINESS ADMINISTRATION

COMPUTER SCIENCE

MATHEMATICS

### CRITERIA:

- (A) GRADUATING SENIOR IN AN ACCREDITED PUBLIC OR PRIVATE HIGH SCHOOL
- (B) UPPER 10% OF GRADUATING CLASS OR IN A CLASS OF LESS THAN 50 RANK AMONG TOP 5
- (C) NEED EARNINGS FROM EMPLOYMENT TO MEET COLLEGE EXPENSES
- (D) BE ACCEPTED AS A FULL TIME STUDENT IN AN ACCREDITED COLLEGE
- (E) BE INTERESTED IN A FEDERAL CAREER AFTER GRADUATION
- (F) BE A U.S. CITIZEN

BENEFITS:

FOR EMPLOYERS:

- (A) POTENTIAL SOURCE OF QUALITY EMPLOYEE UPON GRADUATION
- (B) PROVIDES HIGHLY MOTIVATED AND PRODUCTIVE PART TIME EMPLOYEE

FOR STUDENT:

- (A) TRAINING AND PRACTICAL WORK EXPERIENCE
- (B) INCOME FROM WORK PERIOD
- (C) KNOWLEDGE OF FEDERAL EMPLOYMENT OPPORTUNITIES

ADDITIONAL BENEFITS OF STUDENTS:

- (A) PAY IN ACCORDANCE WITH FEDERAL PAY SCHEDULE
- (B) ANNUAL AND SICK LEAVE
- (C) PAID HOLIDAYS
- (D) HEALTH BENEFITS AND LIFE INSURANCE
- (E) FEDERAL RETIREMENT

CEILINGS: SPECIAL EMPLOYMENT CEILINGS ALLOCATED BY OPM

WORKER TRAINEE PROGRAM

(FOR LOW-SKILLED, HIGHLY MOTIVATED PEOPLE)

PURPOSE: TO REACH OUT TO DISADVANTAGED GROUPS

TYPES: CLERK-TYPIST

ENGINEERING AID

MAIL & FILE CLERK

INDUSTRIAL AID

AUTOMOTIVE MAINTENANCE AID

DATA TRANSCRIBER

CRITERIA - NO WRITTEN TEST

FILE DIRECTLY

LENGTH OF TRAINING PROGRAM: ONE YEAR

BENEFITS - WELL TRAINED, HIGHLY MOTIVATED EMPLOYEES - AIDS AFFIRMATIVE ACTION PROGRAM

## RESEARCH & ENGINEERING APPRENTICESHIP

(FOR HIGH SCHOOL STUDENTS WHO SHOW AN APTITUDE FOR SCIENCE AND MATH)

PURPOSE: TO PROVIDE HANDS-ON EXPERIENCE

TO ENCOURAGE PROMISING STUDENTS TO CONTINUE EDUCATION

TYPES: ENGINEERING

SCIENCES

CRITERIA: SCIENTIFIC AND MATHEMATICAL APTITUDE

NOMINATION BY HIGH SCHOOL

NO WRITTEN TEST

BENEFITS - STUDENT-EMPLOYEES WHO ASSIST PROFESSIONAL ENGINEERS AND SCIENTISTS

CONVERSION TO CO-OP PROGRAM

CONVERSION TO PROFESSIONAL EMPLOYEE STATUS

## STUDENT VOLUNTEER SERVICES

STUDENT. AN INDIVIDUAL ENROLLED IN HIGH SCHOOL, TRADE, TECHNICAL, VOCATIONAL INSTITUTE, COMMUNITY COLLEGE OR UNIVERSITY.

VOLUNTEER SERVICE. SERVICES PERFORMED BY A STUDENT WITHOUT COMPENSATION.

EMPLOYMENT CEILING. NONE

### OBJECTIVES

ENRICHMENT OF EDUCATIONAL PROCESS.

IMPROVED RELATIONSHIPS - EMPLOYER-EDUCATION-STUDENT.

STUDENT CAREER DECISIONS.

AROUSE STUDENT INTEREST IN NEW OR DEVELOPING OCCUPATIONS.

## SUMMER EMPLOYMENT

(FOR HIGH SCHOOL GRADUATES, COLLEGE STUDENTS, COLLEGE GRADUATES)

PURPOSE: TO ACCOMPLISH NEEDED WORK THROUGH TEMPORARY EMPLOYMENT

TYPES: GROUP I - CLERICAL GS-1/4

GROUP II - SUB PROFESSIONAL/NONCLERICAL GS-1/4

GROUP III - PROFESSIONAL, TECHNICAL OR ADMINISTRATIVE GS-5 AND ABOVE

CRITERIA: NO WRITTEN TEST FILE DIRECTLY WITH AGENCY

BENEFITS: FOR THE INSTALLATION:

ACCOMPLISH WORK DURING VACATION PERIODS FOR REGULAR WORK FORCE.

PROVIDE THE POTENTIAL FOR THE INSTALLATION'S FUTURE STAFFING NEEDS.

FOR THE YOUNG PEOPLE:

OPPORTUNITY TO GAIN EXPERIENCE FOR FUTURE EMPLOYMENT

EARN MONEY FOR EDUCATIONAL NEEDS

LEARN GOOD WORK HABITS

CEILINGS: EXEMPT FROM INSTALLATION REGULAR CEILING

COMPENSATION, FRINGE BENEFITS:

STEP 1 OF APPROPRIATE GRADE

SOCIAL SECURITY

ANNUAL, SICK LEAVE

SUMMER EMPLOYMENT FOR YOUTH/STAY IN SCHOOL YOUTHS

(FOR HIGH SCHOOL STUDENTS)

PURPOSE: TO ACCOMPLISH NEEDED WORK THROUGH TEMPORARY EMPLOYMENT

BENEFITS: FOR THE INSTALLATION:

ACCOMPLISH WORK DURING VACATION PERIODS FOR REGULAR WORK FORCE

PROVIDE THE POTENTIAL FOR THE INSTALLATION'S FUTURE STAFFING NEEDS

FOR THE YOUNG PEOPLE:

OPPORTUNITY TO GAIN EXPERIENCE FOR FUTURE EMPLOYMENT

EARN MONEY FOR EDUCATIONAL NEEDS

LEARN GOOD WORK HABITS

CRITERIA: SUMMER AIDS: REFERRAL BY STATE EMPLOYMENT SERVICE BASED ON ECONOMIC NEED

STAY IN SCHOOL: REFERRAL BY SCHOOL COUNSELORS BASED ON ECONOMIC NEED

CEILINGS: EXEMPT FROM INSTALLATION REGULAR CEILING

WORK PERIODS: SUMMER AIDS: FULL TIME, DURING THE SUMMER

STAY IN SCHOOL: PART TIME DURING ACADEMIC YEAR

COMPENSATION, FRINGE BENEFITS:

FEDERAL MINIMUM WAGE

SOCIAL SECURITY

ANNUAL, SICK LEAVE

APPENDIX U

EIES (ELECTRONIC INFORMATION EXCHANGE SYSTEM)



# FEDERAL LIBRARY COMMITTEE

FEDLINK NETWORK OFFICE

Mailing Address:  
c/o Library of Congress  
Washington, D.C. 20540

Telephone:  
(202) 287-4454

## "Polytechs on EIES"

An Overview for the Army Library Institute

by Bruce C. Miller

Network Librarian

Federal Library Committee/Federal

Library and Information Network

Morristown, NJ

May 20, 1981

Polytechs is a system in its broadest sense - a structured method of communication between informed decision-makers. As such, it is bigger and broader than traditional library pursuits. A list of current government users (attached) gives some indication of its appeal to centers of evolving technology. Certainly libraries have and will continue to fill an important role in these centers. And, as I will show, Polytechs uses certain traditional principles of good library practice to facilitate useful communication. Because of this we should be able to appreciate and use this (or similar) systems in our respective work.

Polytechs is not a bibliographic retrieval system. It is an advanced type of electronic mail system (EM). It is somewhat unique in that it represents some of the more creative uses of EM by persons who are highly attuned to the process of information dissemination and its relation to information use. I say somewhat unique because I believe that other competing EM systems can be used in ways that are similar to Polytechs'. So while I talk today about Polytechs, I will be emphasizing the theories or principles underlying it. I do not want to give a sales pitch for Polytechs. I do want to show how it is an example of techniques that can invigorate the practice of information sharing.

---

*FLC—Service and Guidance to all Federal Libraries*

First, a definition of terms. Polytechs is the general term describing the system developed and operated by an organization called Participation Systems, Inc. Polytechs is a set of message switching software that is resident on computers at the New Jersey Institute of Technology which are part of a broader system called EIES, or the Electronic Information Exchange System. Thus the phrase "Polytechs on EIES." Participation Systems, Inc. is the operational and business office for Polytechs, and it is located in Cambridge, Massachusetts. I am indebted in what follows to Harry Stevens, the President of Polytechs and to Polytechs' Washington D.C. representative, George Rinehart.

Polytechs is a type of electronic mail system, and first I am going to talk a bit about EM. Then I will describe some creative uses of EM as incorporated in Polytechs.

#### Electronic Mail

Very simply, EM takes advantage of the existing TELENET or TYMNET telecommunications network to permit the transfer of documents. The most important characteristic of EM is that transmissions are virtually instantaneous. With EM there are no postal delays which slow decisions and which have made expensive overnight express mail services a growing (and profitable) industry. With EM, message delivery takes only as long as it takes the receiver to check his or her 'mailbox.'

How does it work? Typically, a central computer system performs like an ordinary 'answering service,' receiving and storing all messages from correspondents under your individual code. Correspondents send messages into the central computer using standard teleprinter or video display terminals which talk through the TYMNET or TELENET telecommunications network. Receivers periodically dial up their mailbox using similar terminals and networks. Messages are 'delivered' as they print out on the receivers' terminals. Some messages will be answered promptly; others can be stored; others can be forwarded electronically to a more appropriate individual or organization.

Hopefully this sounds familiar to those of you who have used the OCLC Interlibrary Loan subsystem. ILL is a special purpose electronic mail system.

In addition to the speed factor, there are several general characteristics of EM that are worth pondering:

- it is location independent. I can get my mail wherever I am. There are no more forwarding addresses (if I move) or intraoffice delays (if I am in a large organization. (Slide) This gives rise to the concept of the 'global office'
- it is paperless; I keep only what I need for a particular purpose
- there is never any 'lost mail.' I can no longer use the 'I didn't get it' excuse or buy time with the 'it just went out' cover

These are deceptively simple things. Commentators think their impact on the art of office management will be profound. None of us can predict the long-range effects, but it has been suggested that business relationships, structures, and organizations will change dramatically. It has been written that 'productivity' will be increased as we are relieved of onerous paper-shuffling and direct our faculties to the decisions or actions that are appropriately the end result of communication or information transfer.

EM has some more down-to-earth characteristics:

- a whole arsenal of word processing techniques have been built into EM services. Such tedious chores as editing, proofreading, layout, justification, and even spelling verification are made easier
- the art of automated files management has been built into good EM services. It gives each of us our own paperless files that can be searched more quickly and by a greater number of headings than paper files

- one of our paperless files can be a personal time management system or calendar. It reminds us of due dates and, by interfacing with our colleagues' calendars, permit us to schedule meetings quickly
- increasingly, EM is developing multifile search capability which permits tangential or side searches (for example on bibliographic data bases) This permits us to footnote our more authoritative memos!
- because EM systems have at their heart highly developed mailing list modules, there are possibilities for multiple mailings and for mailings to highly specialized interest groups.

These are some of the characteristics of EM systems, and many of them are incorporated in Polytechs.

What are the costs for an EM service? Typically, there is no subscription fee. Service is charged at connect hour rates and there is a basic TYMNET or TELENET charge (currently about \$8.00 per hour for 300 baud service.) Obviously, the cost of a given message is a function of its length, and the extent to which it is clean before it is input. Incidentally, most good EM services will interface with common word processing systems. Thus you can clean a message cheaply on your WP device and 'upload' it into an EM system in order to minimize connect time. To the basic telecommunications charges is added the central computer charge for processing the message by the service bureau. This can be between .10 and .50 per 'response unit'. Several resource units may be required to process messages of varying complexity. For example, a message to many mailboxes, or one requiring an acknowledged receipt, carbon or blind copies, etc. Specific prices are available from vendors, and several are currently on GSA schedules.

## Polytechs

Polytechs is sometimes popularly referred to as teleconferencing and occasionally confused with videoconferencing. Polytechs is not videoconferencing. There is no picture or image of participants. A conference is defined as a formal exchange of views, sometimes by a representative assembly or administrative organization. To confer is to come together to compare views take counsel. Polytechs permits conferencing in these senses. Although 'coming together' is not required. In this era of tight travel budgets, such techniques as this will probably be increasingly used. Because it is founded on the concept of 'topics' (or inquiries, or issues, or techniques, or policies, or practices) that are shared by interested participants through EM techniques, a document is used, and that document can evolve, through group participation, into a useful part of the published record.

Polytechs has developed the classifiability of the information needy and the information unit, and techniques to match the two quickly.

We librarians should be very comfortable with the concept of classifying information units. We do it all the time. The practice of collection management is of organizing units (books, documents, citations, articles, maps, etc.) so that they are quickly and precisely retrievable. I think too often we take for granted the usefulness of what we do. We should be experts in this sort of thing.

Classifying the informationally needy is not quite so familiar. It is part of what library schools used to call the 'reference inquiry'. Or, in more recent times, what those of us who run selective dissemination systems call the patron profile. (slide.)

The overhead shows in a schematic way the interconnection between these two practices. The payoff is the red lines which show us putting the patron in contact with information units of value.

e

There is an important difference between Polytechs and traditional library management. In libraries we usually deal with the published record. Polytechs involves 'state of the art' or 'emerging issues' that are often not yet part of the published record. (slide)

Participation Systems, Inc. is aptly named. It facilitates the participation among self-selected 'exchanges' in dialogues or conferences. Informal information sharing is generally acknowledged among students of information sharing is generally acknowledged among students of information transfer to be a key part of the development of new ideas. The document generating characteristics of EM (when EM is used for informal information sharing) means that EM can result in useful documents. Attached to this paper are examples of 'Background/Response' papers that resulted from group inquiry into specific issues through Polytech participants.

Viewed from the context of 'traditional' library operations these exchanges are obviously unretrievable until they materialize in the published record and have been cataloged and indexed. And that can take years. (Automated shared cataloging systems have greatly reduced the time required to catalog new books. But remember that many books are 'out of date by the time they are printed').

The structure of Polytechs participation parallels the structure of organized information retrieval in the sense that both are based on hierarchical 'files' of people and topics. (slide)

With document (or topic) retrieval, there is a hierarchy of indexing language consisting of subordinate related concepts usually drawn from a thesaurus or controlled language. The terms can be categorized roughly as general, intermediate, and specific. The Library of Congress Subject Headings is an example.

Similary, participants in Polytechs organize themselves into subordinate 'exchanges' which are further subdivided into 'topics'. Urbantech, Publitech, and Legitech are three exchanges that consist of persons (or groups) who share concerns limited to urban affairs, public adminstration, and legilative affairs respectively. It would be possible for interested library consortia to address and solve problems of mutual concern through an exchange, called 'Bibliotech' for example. Anyone can join any exchange or topic. Obviously, his or her benefits will be directly related to the degree of his or her participation.

(Slide) How does it work. A topic, or inquiry is posed by A. It is indexed according to the terms of the appropriate exchange. It is keyed into the Polytechs inquiry networking system which is basically. B through H have previously indicated an interest in the subjects contained in this exchange. The computer delivers the topic to the mailbox of each participant. B does not check his or her mailbox, and misses the chance to respond. C through H receive it. F happens to have an answer or useful comment, and adds it to the brief. A receives feedback, and, additionally, C, D, E, and H, derive the added benefit of sharing the answer or comment. G received but did not select membership in this particular topic and does not share in the response.

All of this is accomplished by an elaborate mail or distribution list appended to each topic. A knowledge of terms, topics and members is essential, and the system includes directories which are accessible by code number, index terms, key words in titles, and members names.

The OCLC Name Address Directory has much the same structure, by the way. The 'organizational' address record (or 'exchange' in Polytechs terms) can contain up to 150 subordinate organizational unit addresses (or topics, in Polytechs.) Within each major organization, we can browse through a classified directory for the part of the organization we seek. Imagine, instead of searching for addresses, that we are searching a directory of special-interest topics, some of which have useful briefing papers attached.

Lets look at the Polytechs commands (slide) to make these operations clearer. This shows most of the commands in the system. (Slide) Here I have highlighted those commands used for read and respond in red and green respectively. With these commands you can screen or browse through key words or index terms to specific topics.

These are useful editor, monitor, or gatekeeper functions in the system. They are performed by a few users with expanded authorization. One has to do with the indexing of topics. This (slide) shows those commands. The other has to do with adding members to a group or exchange. This (slide) shows those commands. These key positions may be filled by self-selection, or the Polytechs system itself can be used to conduct an election for these key positions.

Imagine many different topics being considered simultaneously. On Monday, when we checked, there were over five hundred. Some may be thought of as trivial, like this one concerning the environmental effects of the polystyrene wrappers in which a fast food chain wraps its hamburgers. Others are more significant, like this one which explores the safety hazards in pipeline transmission of liquified petroleum gas. This is an information tool which is keeping its members abreast of developing technologies.

How about broader dissemination? For those of us who are not tied directly to the system; who are bound by more traditional means of information transmission like documents. The information that evolves through the Polytechs 'conferences' can be further redistributed in the form of newsletters (slide) by editors.



I have tried to show how Polytechs is a special type of electronic mail system in which the participants share their interest and expertise to synthesize new, useful ideas. How much does the system cost? The FLC/FEDLINK contract is on a subscription basis, as opposed to the EM price structure that I described earlier. Annual prepayment is made for a basic monthly connect hour credit of 10 hours. Beyond the 10 hour base, excess hours each month are billed at the prevailing Telenet rate. Small users who do not exhaust their monthly credit of 10 hours will thus pay in excess of \$ 20.00 per connect hour for the service. Heavy users can reduce their average connect hour rate to \$12.00 or \$15.00 if their use includes a few hours at the Telenet rate. Compared to the typical EM rate (which is usually 10-20% above the prevailing Telenet rate), Polytechs rates are higher. Whether the added power of Polytechs is worth the additional cost is something that can be decided during a one or two month trial subscription.

#### Summary

EIES is less than a decade old, and Polytechs is less than two years old. It is still very much of an experiment. The fact that it is an appealing experiment is indicated by the fact that Polytechs software may soon be loaded on the Source. Also, EIES will install new hardware this summer to carry the growing load and reduce response time.

In the November 1978 Fortune a survey was reported that the three major time-wasters in the office environment were the telephone, mail, and meetings. Polytechs seems to be an alternative. Time will tell.

## **POLYTECHS ON EIES**

### **Current Government Users**

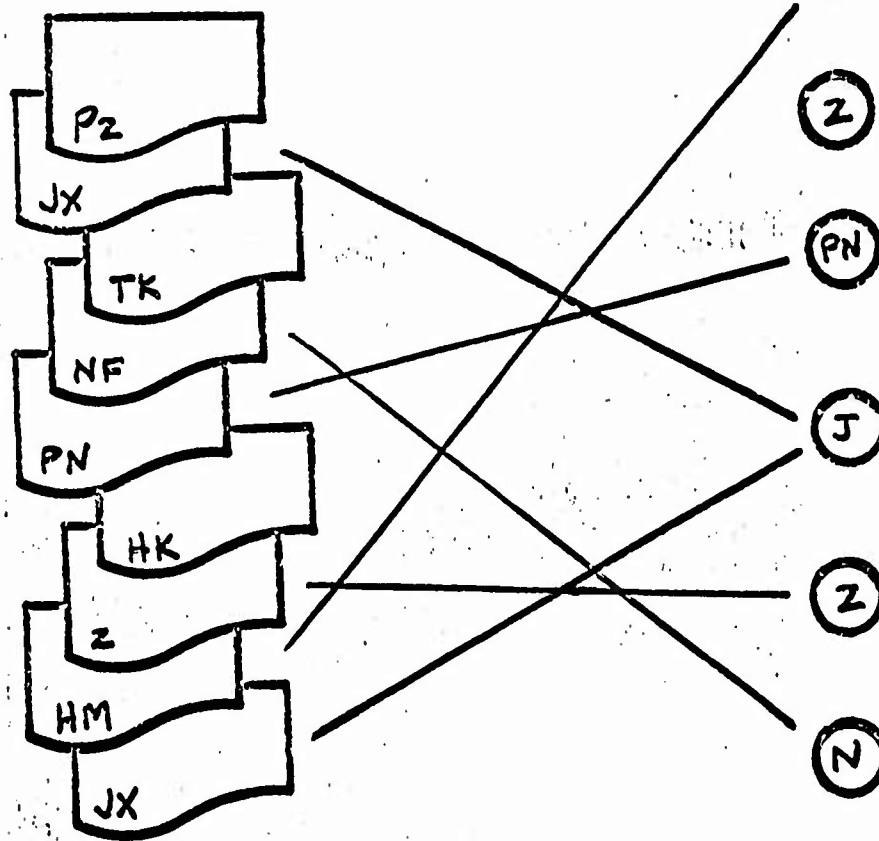
Air Force Armament Laboratory  
Army Research Institute  
Army Topological Command  
Department of Transportation Cambridge Research Laboratory  
Environmental Protection Agency  
Executive Office of the President  
Harry Diamond Laboratories  
Livermore Radiation Laboratory  
Los Alamos Scientific Laboratories  
National Bureau of Standards  
National Institute for Occupational Safety and Health  
National Oceanic and Atmospheric Administration  
National Technical Information Service  
Naval Air Development Center  
Naval Underwater Systems Laboratory

### **Private Sector Users**

International City Management Association  
National Innovation System  
National Conference of State Legislators  
State Legislative Reference Bureaux

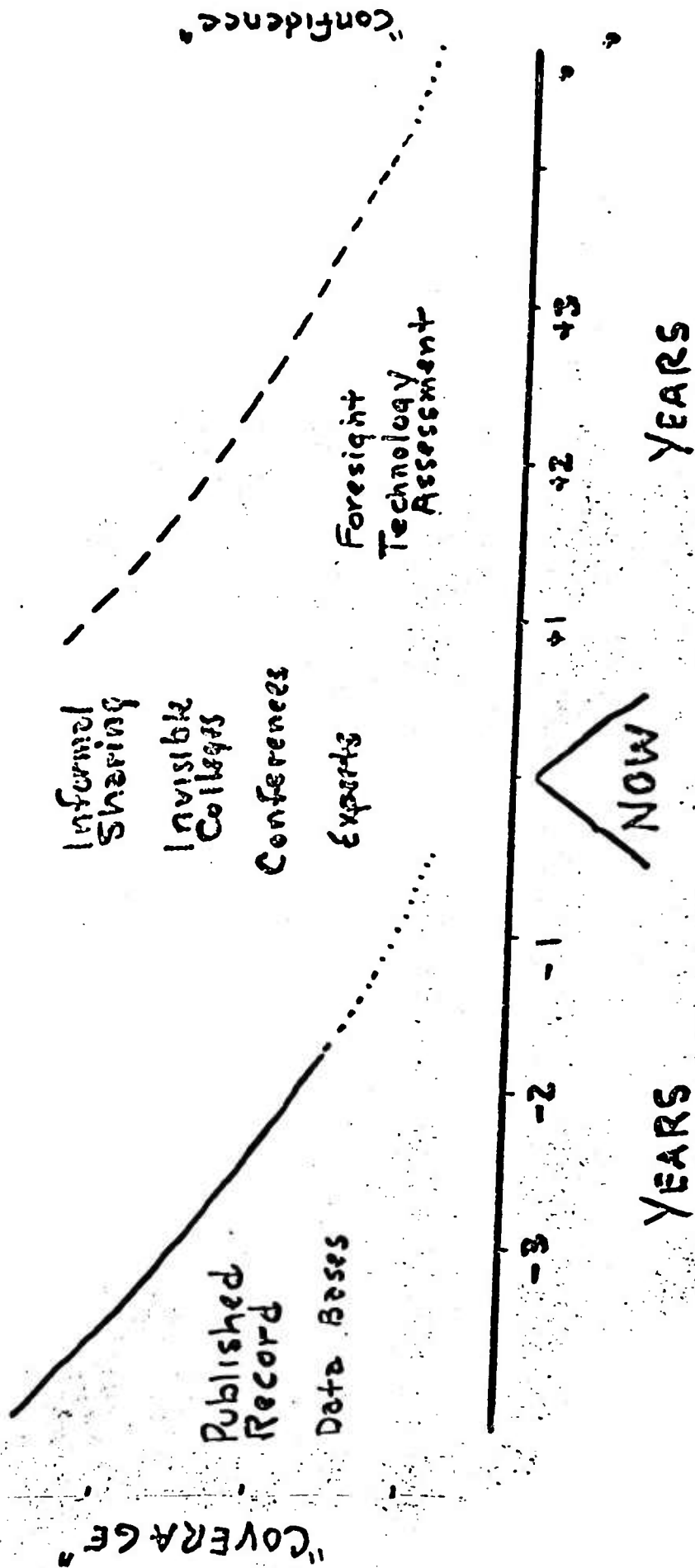
DOCUMENTS  
OF  
CITATIONS

PATRON  
PROFILE

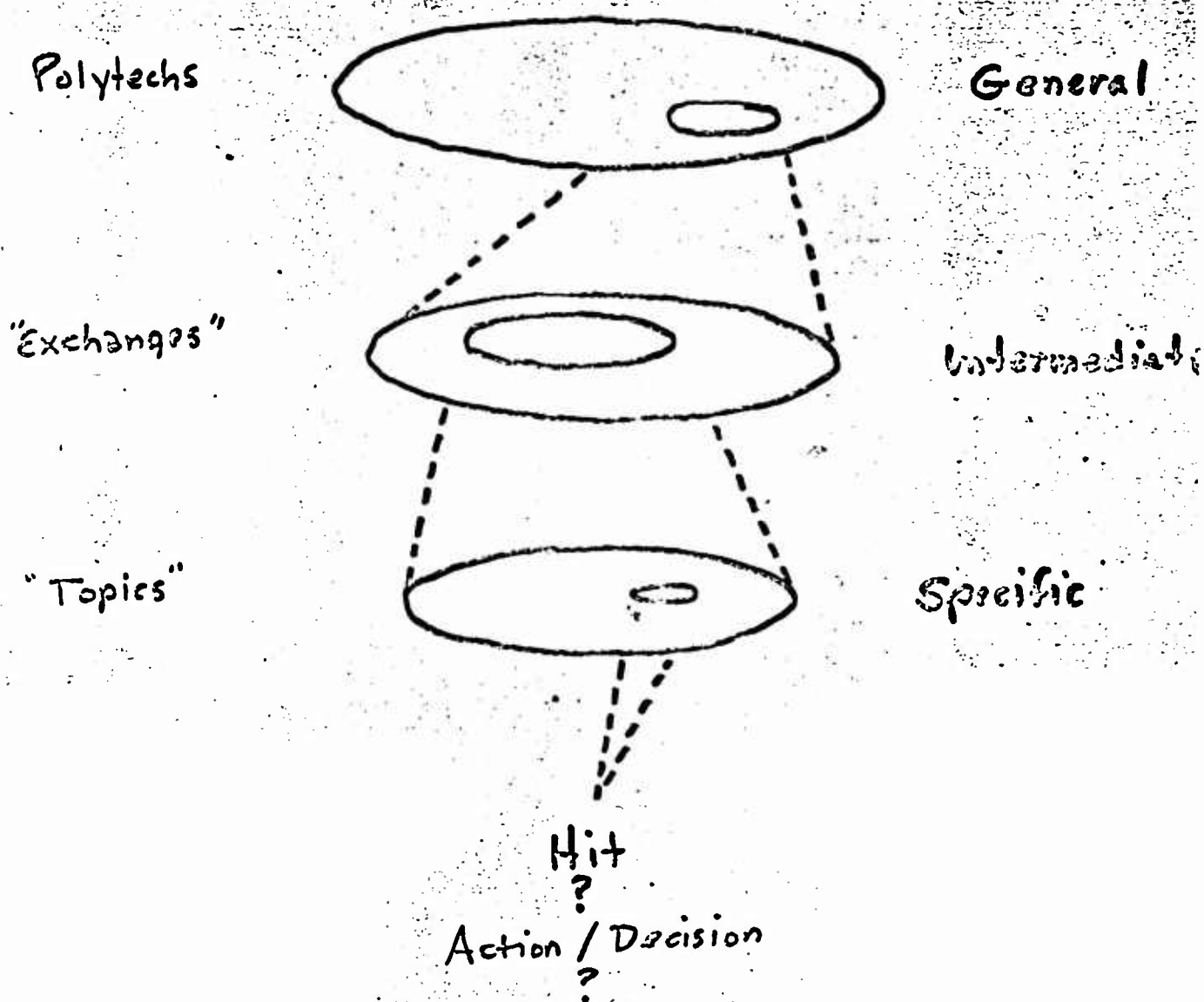


SELECTIVE DISSEMINATION

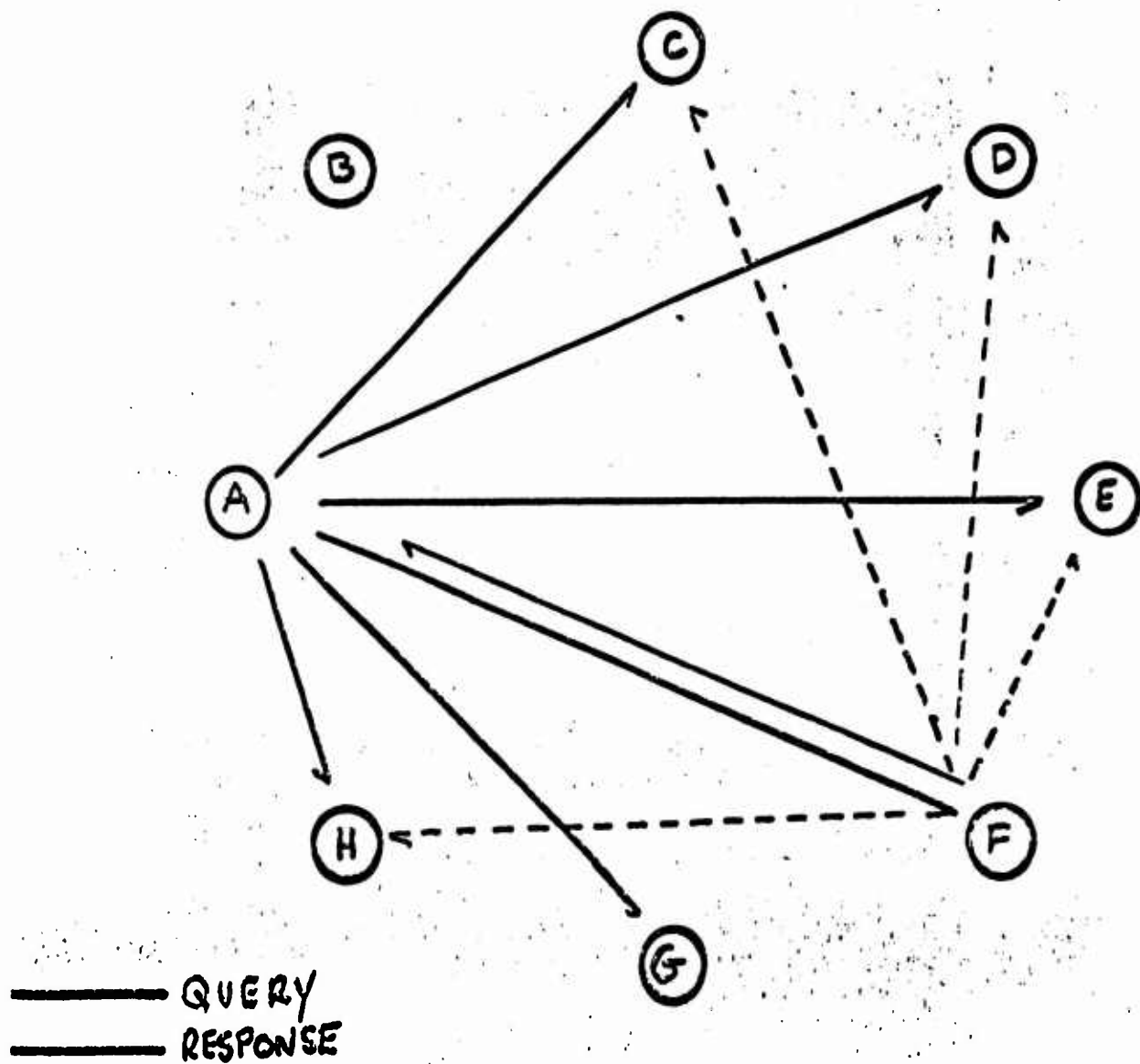
# PARTICIPATION



# Hierarchical Files (Indexes)

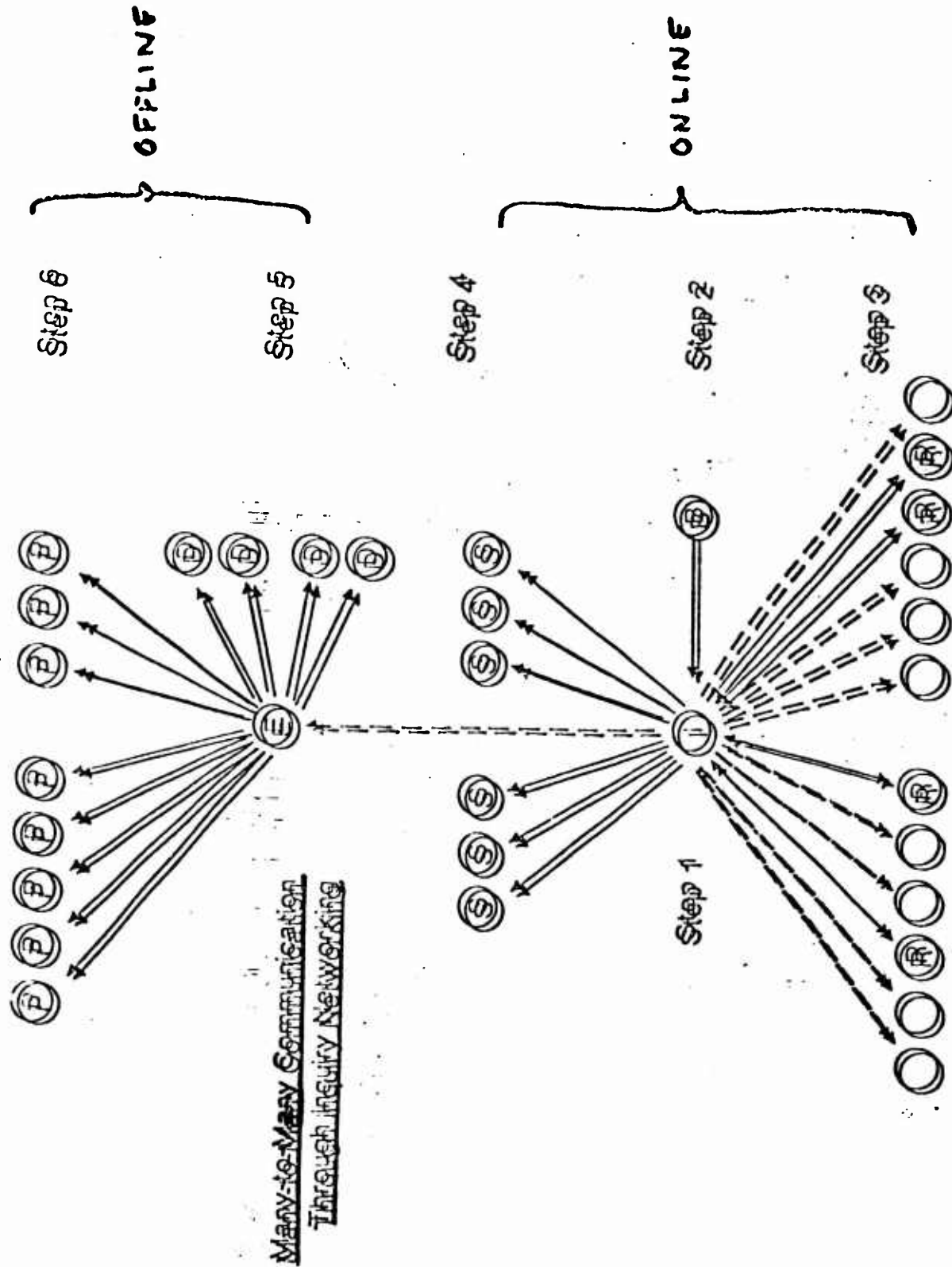


# "TOPIC" MEMBERSHIP



# Polytechs Commands

Access to EIES	++0
to other exchanges	++9
Add groups	++7,4
keys to topics	++4,4
members to exchange	++6,4
to group	++7,5
to topic	++5,4
monitor oprions	++8,4
responses	++2,4
topics	++1,4
topics to selection	++3,4
Close topics to responses	++1,5
Compose responses	++2,4
topics	++1,4
Delete keys from topics	++4,5
responses	++2,5
topics	++1,5
topics from selection	++3,5
Display members of exchange	++6,2
of group	++7,2
of topic	++5,2
monitor options	++8,2
titles of responses	++2,2
titles of topics	++1,2
topics in selection	++3,2
Get abbreviated index	++4,2
full alphabetic index	++4,1
members of exchange	++6,1
of group	++7,1
of topic	++5,1
monitor options	++8,1
responses (full text)	++2,1
responses (headers only)	++2,2
topics in selection	++3,1
with responses	++1,1
topic/inquiries only	++1,2
Modify markers	++5,5
monitor options	++8,5
responses	++2,5
topics	++1,5
Release members from exchange	++6,5
Remove groups	++7,4
members from exchange	++6,4
from group	++7,5
Retrieve topics by keyword	++4,6
Review groups	++7,6
members of exchange	++6,6
monitor options	++8,6
responses	++2,6
waiting items	++
Select topics	++3,4
Trap members into exchange	++6,5







HOUSE OF REPRESENTATIVES  
COMMONWEALTH OF PENNSYLVANIA  
HARRISBURG

N-8/78#4  
PA-77451

Charcoal

INQUIRY: Is charcoal a viable alternative as an energy source or extender for coal?

BACKGROUND: In January 1977, Professor Eugene W. White, Professor of Solid State Science at Penn State, published a paper entitled, "Wood Charcoal as an Extender or Alternative for Coal: An Immediately Available Energy Source." As its title implies, this paper proposed the use of charcoal as a supplement and possibly an alternative energy source for coal. Because of the current energy problems facing the nation there is always a great deal of legislative interest regarding new energy sources and ways of supplementing current energy sources. This inquiry was a request for critical comments regarding Professor White's proposal.

RESPONSE: 1. The probable economics and barriers to converting the annual timber harvest waste in Pennsylvania to charcoal are:

(a) The economics of charcoal production are intrinsically materials handling. The density of charcoal creates a utility to volume relationship that must be overcome.

(b) The large capital investment required for new charcoal production units must be spread over a large volume production at higher market prices to approach economic feasibility. There is some concern about the capital investment required for charcoal production plants and the available market for charcoal by-products. Although utilities are a natural market, they may be reluctant to utilize charcoal.

2. Is there a possibility of developing on a national scale, within the next two to three years, charcoal production to supply an amount of energy equivalent to the present oil imports?

(a) No way! Agreement with this idea is a gross overstatement.

(b) Charcoal production problems that must be solved to meet the goal of charcoal energy equivalent to oil imports include the design of industrial charcoal-producing systems, overcoming environmental problems, and the design of boiler systems that burn charcoal.

3. Is charcoal an immediately available energy source?

(a) There are varying opinions on this point. Those that agree that charcoal is an immediately available energy source point to the cut to growth ratio for Pennsylvania forests of 1:3.

MINNESOTA LEGISLATURE  
**SCIENCE AND TECHNOLOGY PROJECT**

17 STATE CAPITOL - ST. PAUL 55155

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(612)296-8039

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Secretary  
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2-6-77  
MN-77#20

PROPOSED LEGISLATION ON RADIOACTIVE WASTE DISPOSAL IN OTHER STATES

- INQUIRY:** What radioactive waste disposal legislation is being considered in other states?
- BACKGROUND:** Minnesota is among ten states considering radioactive waste disposal legislation in the current session. Through brief telephone interviews with legislative staff in nine states, the following information has been obtained.
- RESPONSE:** Connecticut has three bills in the house. One regarding transportation merely extends the requirement to get permits from the DOT to common carriers (in addition to those already required to get permits). A resolution to Congress requesting that Connecticut not become a repository has been recommitted and subsequently died. Finally, a bill to prohibit any radioactive waste disposal within Connecticut, whether high-level or low-level, went through committee, to the floor, was recommitted, passed back to the floor where the Speaker will not move the bill to passage on the grounds that it is unconstitutional.

The Indiana House has introduced a resolution to Congress expressing opposition to the ERDA plan to locate a nuclear waste site in Indiana. The status of the resolution is not known.

Louisiana currently has two bills up for consideration. One prohibits disposal of radioactive wastes within the state while the other provides for regulation under the Division of Radiation Control. Louisiana currently has a law which prohibits transportation of nuclear wastes into the state. This law, however, has not been enforced since it is deemed unconstitutional.

Michigan currently has five radioactive waste disposal-transportation bills in the Committee on State Affairs. One prohibits deposit of radioactive wastes in Michigan; a second regulates transportation of radioactive wastes in Michigan; another removes from the state (meaning the governor's veto) the consent clause in siting disposal facilities in Michigan; one requires a certificate of reliability for depositing radioactive wastes in Michigan; and finally, one bill establishes a commission to regulate transportation of radioactive wastes.

Montana had several waste substance bills to consider: solid, hazardous, and radioactive. Two dealt with radioactive waste disposal. One completely banned radioactive waste disposal while the second prohibits



Science Resource Office  
Massachusetts General Court  
State House - Boston 02133

N-6/78#1  
MA-4/76

Polystyrene Packaging

INQUIRY: What are the health and environmental implications of McDonald's new polystyrene food containers?

BACKGROUND: McDonald's prepares its sandwiches before they are ordered. To keep breakfasts and larger sandwiches warm and moist, McDonald's has traditionally used a paperboard box with an inner paper wrap. Recently, the box and wrap were replaced by a container made of expanded polystyrene (PS), which is a better insulator and costs less.

McDonald's still uses paper packaging for small sandwiches and other food items.

RESPONSE: The Food and Drug Administration approved PS packaging after finding it unreactive with food. The PS container keeps food fresh without affecting its flavor.

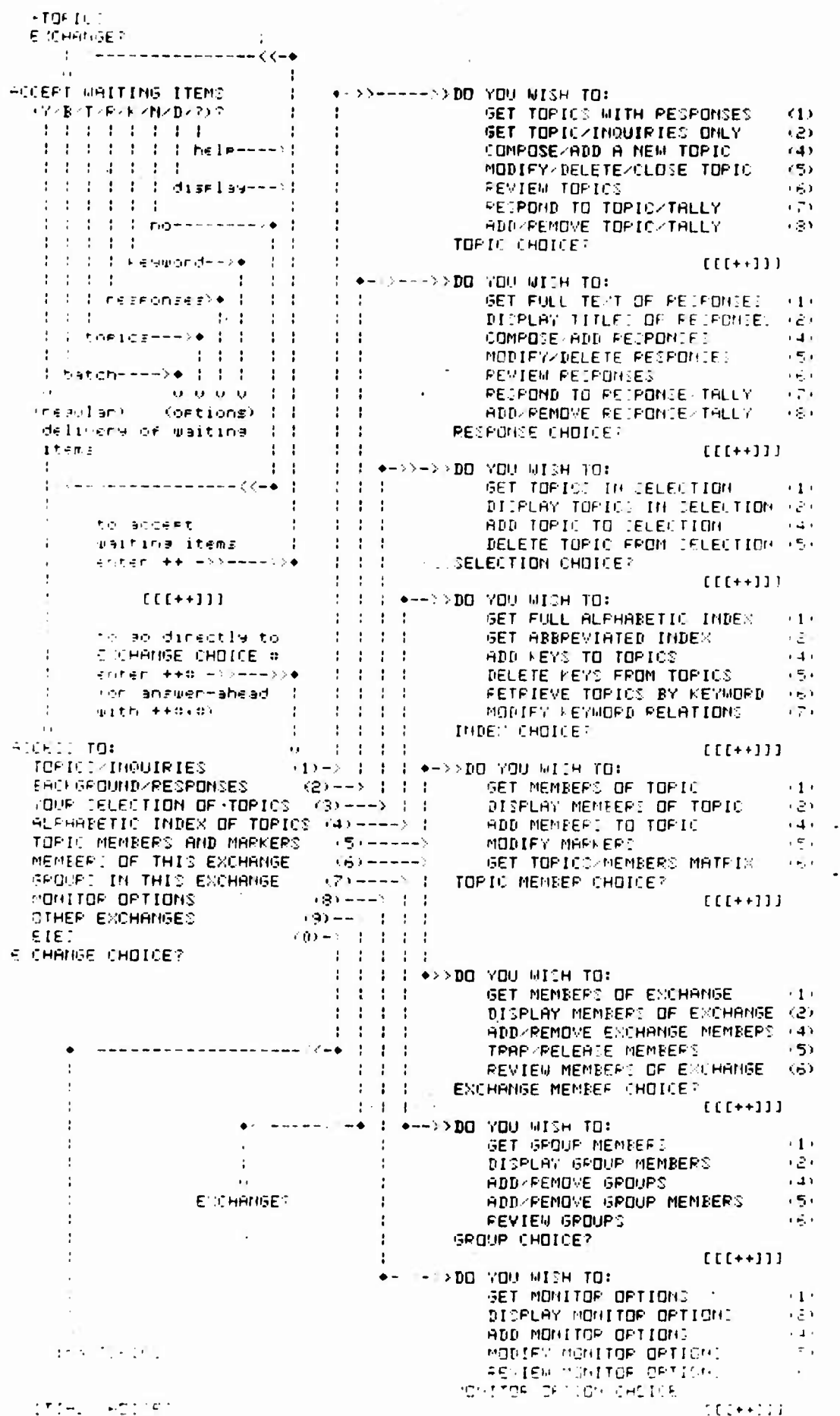
PS is a by-product of the petroleum production process. Unlike wood, the source of paper, petroleum is a non-renewable resource.

Unlike paper, PS is not biodegradable and cannot be economically recycled. The major means of PS disposal are by incineration and by burial in sanitary landfills and dumps. When incinerated, PS leaves significantly less residual ash and produces more heat than the burning of paper. This additional heat aids in the incineration of wet refuse and can also be used for other applications. A 1971 New York University study found that PS burns clean, does not damage incinerators, and does not significantly affect the concentrations of noxious gases such as sulfur dioxide, cyanide, and nitric oxide produced by the incineration of municipal refuse.

REFERENCES: Marynowski, Disposal of Polymer Solid Wastes by Primary Polymer Producers and Plastics Fabricators, Environmental Protection Agency, 1972

Darnay, Franklin, "The Role of Packaging in Solid Waste Management 1966 to 1976", Public Health Service Publication No. 1855, 1969.

FLOWCHART OF THE TOPICS SYSTEM  
Using the menus to move around the system



## FEDERAL LIBRARY COMMITTEE

### FEDLINK NETWORK OFFICE

Mailing Address:  
c/o Library of Congress  
Washington, D.C. 20540

Telephone:  
(202) 287-6454

#### B9. POLITECHS/EIES

The Federal Library Committee (FLC), working with its Federal Library and Information Network (FEDLINK), has contracted with Participation Systems, Inc. (PSI) for its POLITECHS service for FY 1981. Any Federal agency is eligible to take advantage of this contract by completing the attached Call for Estimates (CFE) and signing the resultant Interagency Agreement (IAG), which is sent to your agency after the CFE has been processed by FEDLINK.

There is a FEDLINK Administrative fee for all members participating on this contract.

For the use of this service, payment may be made either direct to the vendor on monthly invoices, or through a transfer of funds to the Library of Congress. For those who transfer funds to the Library of Congress there is an 11% overhead charge.

Included in this CFE are

1. PSI Description
2. PSI supplied rate sheet
3. Call for Estimates

Please return this completed CFE to the FEDLINK office by September 12, 1980.

Should you wish to have more information on this contract, please contact Bruce Miller, FEDLINK (202) 287-6454.

## POLITECHS/EIES

### COMPUTER CONFERENCING AND INQUIRY-RESPONSE EXCHANGE

Politechs is a comprehensive system designed to meet the total policy communication and technical information needs of public officials, technical experts and private citizens. Politechs involves the integration of existing data bases as well as the evolution of new data bases through networking.

At the core of Politechs networking is a computer-based Electronic Information Exchange System known as EIES. Politechs uses EIES in two principal ways. First, the designers, administrators, facilitators, editors, and evaluators of Politechs use EIES as an electronic office where they daily use (1) messages, (2) conferences and (3) notebooks on EIES respectively to:

(1) contact each other personally

- often more quickly than by phone since asynchronous access is allowed from any phone that can be connected to any computer terminal (often portable) at whatever time each person finds most convenient
- with as much official status as signed letters (since access codes are secret and known only to the sender) but available in minutes rather than days
- with such added conveniences as group messaging, instant copying to others when desired, privacy safeguards, retrieval of old messages and search of keys or text as required

(2) comment on subjects of interest

- in reaction to comments from others entered on a continuing basis whenever convenient, without the expense of travel as required for face-to-face conferences
- with the opportunity to vote anonymously on various scales as an aid to determine consensus or to help guide individual or group decisions
- being guided by a moderator for each conference and by agendas and being able to determine how open or closed conference membership should be, as well as being able to comment whenever desired, either anonymously or under a pen name in order to facilitate responses

(3) prepare online to publish

- articles or reports co-authored, possibly by people who may not even have met face-to-face
- using text-editing features that have now become familiar in word-processing computers but with the added advantage of allowing widely dispersed persons to have immediate access to revised and edited materials
- so that offline dissemination of printed results can be used to magnify and extend the various effects of online networking

While these electronic messages, conferences, and notebooks are essential tools of the team that supports Politechs, the extent to which these particular electronic tools are used by the main participants in Politechs depends in part upon their degree of interest in shaping the other part (described below) of Politechs-on-EIES. The other part of Politechs-on-EIES is user-designed. Every user has the option to help design improvements in this other basic part.

While the message-conference-notebook part might be called the "EIES part" of Politechs-on-EIES, the "Politechs part" involves an additional degree of structure to support the exchange of (1) inquiries, (2) responses and (3) briefs. These three formats parallel the less structured (1) messages, (2) conferences, and (3) notebooks in the following ways:

- (1) Inquiries, like messages, are authored spontaneously, usually on relatively new topics of concern to any participants who assume the role of inquirers. Inquiries are usually:
  - introduced as pointed questions, aimed at getting specific answers such as technical data, case examples, or leads to resource people or other references needed to help resolve particular policy issues
  - limited in length (e.g., three lines) so that all other participants in whatever Politechs Exchange is being used will not be overloaded when they consider which new inquiries are of enough interest for them to "select," so that the computer will automatically thereafter deliver background and responses on those selected topics as well as receive any response that the selector may wish to compose
  - accompanied by a longer background "page" or paragraph so that those who select any inquiry might learn from the inquirer something more of the historical, political and/or technical context of the inquiry, so that any potential respondent might then know what the inquirer already knows before bothering to try to help

(2) Responses in Politechs, like conferences in EIES, are less spontaneous than Politechs inquiries (or EIES messages) in that they stick to whatever subject has been raised in the particular inquiry with which they are associated. Responses usually are of one of the following types:

- technical data, which may be in the heads of fellow net-workers or which may be at least brief enough to be transmitted for the benefit not only of the original inquirer but of others who select that inquiry; data which may be in sources like searchable data bases that a respondent can share with the inquirers and with the selectors of an inquiry
- case examples of how some other jurisdiction might have already handled some policy issue that becomes the subject of an inquiry seeking experience of peers, whether about successes, failures or just insights
- leads to key resources -- experts, organizations, or reference materials -- that can help in response to new inquiries and by doing so thus perhaps qualify to be retained in a data base for possible high-speed retrieval later to aid new inquirers

(3) Briefs in Politechs, like notebook pages in EIES, are generally more carefully written than Politechs inquiries and responses (or EIES messages or conference comments) because they are, in a sense, more nearly ready for publication. Briefs may be prepared in various formats, but they are usually limited to two pages so they can each be published on two sides of a single sheet. Here are three current formats for Politechs Briefs:

- completed inquiries reworded usually to sharpen further their opening pointed questions, each followed by a background paragraph to put any question in its political or technical context, then the response in a summary which is based not only upon responses received through Politechs-on-EIES but also upon offline research by the inquirer, and concluding with references to key literature or key resource people that provided input for the preparer of the inquiry brief
- process options that can help any participating organizations in Politechs-on-EIES strengthen their own operations for providing their clients or constituents such capabilities as a technical inquiry service, a policy dialogue program, in-depth research studies, various networking arrangements, and communication support systems; these briefs state the purpose of any process option, background about its development, its main features, and requirements including costs
- resource directory entries written to describe not only participating organizations in Politechs-on-EIES but also other key resource organizations; their formats may vary but generally they describe any resource three ways: first organizationally, then in terms of policy research interests, and finally in terms of information and communication capabilities such as libraries, news letters, conference sponsorship, data bases maintained, etc.



## TERMS AND CONDITIONS

1. Participation Systems Incorporated (hereafter referred to as PSI) affords online access, from remote terminals, to one or more information exchanges currently on the Electronic Information Exchange System (hereafter referred to as EIES).
2. This agreement consists of the above subscription order, these terms and conditions and the rate schedule below and shall be governed by the laws of the Commonwealth of Massachusetts.
3. PSI shall provide access to the Publictech Exchange and to whatever other exchanges within Politechs on EIES are available according to limitations to be established by other members of any such exchange, there being no such limitations for Publictech.
4. Customer acknowledges that this complete agreement has been read, agrees to be bound by its terms and agrees that it is the complete and exclusive statement of agreement between the parties, superseding all other communications oral or written. Except as otherwise provided herein, this agreement may be modified only by written amendment signed by the parties hereto. In the event Customer issues a purchase order or other instrument covering the services herein specified, it is understood that it is for Customer's internal purposes only and shall in no way modify, add to, or delete any of the terms or conditions herein.
5. Each Class 1 Account includes quicker response time than a Class 2 Account and provides inquiry-authoring privileges in Publictech and, if requested, in EIES a private conference and/or a private notebook.
6. Class 1 Accounts must be paid for in advance on a subscription basis as shown in the Rate Schedule attached.
7. In the event that a subscription payment or renewal is delayed, in order to avoid interruption of service, PSI may reduce the Account(s) involved to Class 2 status.
8. Subscriptions include an allocation of what is considered to be a minimum of connect time required for effective participation in one or more Exchanges within Politechs on EIES. No refunds will be given if less than the allocated connect time is used during the subscription period. However, unused connect time shall be still available if a subscription is renewed.
9. Customer agrees to pay for any connect time used in excess of the allocated minimum. For those using more than the allocated minimum per month, invoices will be issued during the subscription period on either a monthly or quarterly basis, depending upon the rate of connect-time usage. Terms of payment shall be net thirty (30) days. Any past due accounts will have connect hours limited to whatever amount remains in the minimum allocation for the remainder of the subscription period.
10. In order to avoid having service interrupted because of insufficient connect time, midterm invoices for heavy users of connect time will include enough connect time to allow for the remainder of the subscription period to be completed at the higher rate of

usage experienced during the first month(s) of the subscription period. Any such midterm invoices will also show the amount of excess time used thus far, in case the Customer would prefer to pay for just that amount and to reduce the usage of connect time during the remainder of the subscription period.

11. In addition to the rates contained herein, Customer shall be liable to PSI for all sales, use, and excise taxes required to be collected by PSI or paid by it to tax authorities for services and materials furnished hereunder.
12. It is Customer's responsibility to preserve the secrecy of the access code, which can be changed in order to assure against unauthorized use of an account.
13. Unless rental of a Politechs terminal is explicitly arranged with PSI, the terminal and phone coupler or data set are provided by Customer. If a Politechs terminal is rented, then a supplementary agreement covering terms of terminal maintenance will be made. However, this agreement to subscribe to Politechs on EIES will in no way be affected by any failure of any terminal, since Customer can use Politechs on EIES through terminals that can be readily obtained other than from PSI.
14. PSI Representatives will provide consultation online or by phone on problems relating to Politechs on EIES.
15. **LIMITATION OF LIABILITY:** Customer agrees that PSI's entire liability for damages regardless of the form of action, shall not exceed the charges paid, or three months' charges (whichever is less) for the material or services to which a claim of liability is asserted or imposed. Customer agrees that PSI will not be liable for consequential or incidental damages or for lost profits or for any claim or demand of any nature or kind whether asserted against PSI or against Customer by any third party arising out of the services or materials provided hereunder or their use. Customer agrees to indemnify and hold PSI harmless from claims of third parties arising out of the services or materials provided hereunder or their use. No action or suit, regardless of form, other than an action for payments due PSI, arising out of the transaction of this Agreement may be brought by either party more than one year after the cause of action has occurred.
16. **EXCUSABLE DELAY:** PSI shall not be liable or deemed to be in default for any delays or failure in performance or interruption of service resulting directly or indirectly from any cause or circumstance beyond the reasonable control of PSI.
17. Rates, terms and conditions are subject to change by PSI provided at least thirty (30) days' written notice is given the Customer prior to the effective date of such change. If the Customer has not terminated this Agreement at least two weeks prior to the effective date, the change shall automatically become effective as of the date so specified in the change. Subscriptions that are terminated will be refunded for unused portions on a prorated basis, with termination to begin no sooner than two (2) weeks after written notice is received by PSI of Customer's desire to so terminate.

# SUBSCRIPTION RATE SCHEDULE

<u>Term</u>	<u>Dialing Direct</u>	<u>Through Telenet</u>	<u>Service Class</u>	<u>Connect Hours Included</u>	<u>Excess Hours</u>	
					<u>Direct</u>	<u>Telenet</u>
1 year	\$1560	\$ 2160	1	10 hr./mo.	0/hr.	\$ 5/hr.✓
6 months	\$ 780	\$ 1080	1	10 hr./mo.	0/hr.	\$ 5/hr.
2 months	\$ 130	\$ 180	2	5 hr./mo.	0/hr.	\$ 5/hr.
Unlimited	N.A.	\$ 100	subaccount	10 hours	N.A.	\$10/hr.

- One- or two-month trials are nonrenewable and are available on an introductory basis only.
- For orders received by PSI no later than the 10th of any month, the term of service begins on the 1st of the following month, as will be indicated on an order acknowledgement to be sent to Customer, unless Customer requests a later month to begin.
- Class 1 status may be changed to Class 2 and connect hours limited to five (5) if any payment is delayed. The subscription period begins as stated on the order acknowledgement or renewal invoice regardless of when payment is received.
- Dialing through Telenet ports located in major cities saves long distance phone charges.
- Rates for Telenet apply only to continental United States. Other rates are available from PSI on a supplementary schedule.

CALL FOR ESTIMATES - FISCAL '81

FEDLINK/PARTICIPATION SYSTEM, INC. (PSI) - POLITECHS

Retrieval Services Contracts

MUST BE RETURNED TO FLC/FEDLINK

POL 81 Page 1

POLITECHS/EIES

Agency name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Library contact: \_\_\_\_\_  
 Phone No.: \_\_\_\_\_

	Est. No. of Annual Service Hours	Annual Service Dollars	FEDLINK Administrative Costs	+ FEDLINK Consultant Services	+ LC Administrative Overhead	= Total Cost
POLITECHS/EIES						
Option 1 Transfer of \$ through LC		\$	\$	\$	\$	\$
Option 2 Direct Payment to PSI		\$	\$	\$	N/A	\$

Total Annual Service Dollars

<\$1,000.00  
 \$1,001.00 - \$4,500.00  
 >\$4,501.00 - \$20,000.00  
 >\$20,000.00

FEDLINK Administrative Costs

\$75.00  
 \$125.00  
 \$200.00  
 \$300.00

- 1 FEDLINK Administrative Costs are based on total annual service dollars (both direct pay and LC transfers) to be paid according to the limits above.
- 2 Those needing the consultation skills of the FEDLINK professional staff should include \$150.00 for up to ten hours of this special service when completing this Call for Estimates.
- 3 LC Administrative Overhead is a rate of 11% on combined total of annual service dollars + FEDLINK administrative costs. LC Administrative rate applies only to libraries transferring \$ through LC.

APPENDIX V  
MINICOMPUTERS FOR LIBRARY FUNCTIONS

Wednesday: Mini #3

Mini-session #3 on Mini computers for library functions was led by Phil Casey, Chief, Technical Library, Rock Island, Illinois (ARRCOM), assisted by Andy Burton of Radio Shack, Cedar Grove, N.J.

Demonstration equipment: Radio Shack TRS-80 Model III Microcomputer (storage: floppy diskette)

Radio Shack TRS 80 Line printer

Texas Instrument Silent 700 Dial-up terminal

The minicomputer can be used as part of a large automated system, or can stand alone, either as a dedicated, "turn-key" system; e.g., CLSI or mini-MARC, or as a programmable computer waiting for instructions and data to be input. This discussion dealt with stand-alone minicomputers or micro computers in a technical library with individual application programs, as opposed to ILS.

The librarian found that a minicomputer already purchased and operating was available for shared use on the installation. Without any special background he was able to start writing his own program with only 24 clock hours of instruction. Either COBAL or FORTRAN languages could be used.

He has used the minicomputer to perform the following operations:

Subscription program:

Fund accounting control, including job order numbers for back-charging departments for office subscriptions.

Order control (to whom, from whom, for whom, when)

Produce renewal notices.

Produce purchasing document (a list of titles to be attached to the purchase order)

Produce receiving reports (filed on receipt of the first issue of a journal)

Produce holdings list

Produce routing tags

Book acquisitions:

Fund accounting control

Produce purchasing document

Inform Finance & Accounting and Procurement

Produce receiving reports, open order control, and follow-ups

Monitor vendor performance

Produce accession list

Collection development statistics

Circulation:

Accounting for books on indefinite loan (hand receipts)

Produce hand receipt inventories

Another function which lends itself to automation not presently being used at ARROOM is that of information retrieval. Some examples were given:

Indices to special collections (microfiche, manufacturers' (and other) catalogs, vertical file, journal articles)

Specialized bibliographies

Non-bibliographic data such as indicating trends.

The hourly cost to the ARROOM library for the use of a prime computer was estimated at \$3.30. Automated book receiving, ordering, and subscriptions alone resulted in an estimated savings in labor costs of \$2500. Other applications have paid off in time saved even if only used once.

Andy Burton gave a demonstration of word processing on a micro computer. Editing and storage capability were its major features. Further discussion was held on the differences between types of computers (general purpose vs. dedicated) and between computers and word processors. Samples of library-oriented products were available for examination.

Mini #3 (page 3)

In summing up, it was observed that automation by micro computer is comparatively inexpensive, especially when equipment is shared, with a rapid payback. Resources for automation may already exist on the library's installation. Individual applications can be simple to maintain, and implemented very quickly, with control kept in the library. Since there is rapid pay-back, integrated systems can be implemented at any time thereafter without concern for a heavy investment in the individual application.



APPENDIX W  
OCLC FOR BEGINNERS

Wednesday: Mini #4

Mini-session #4 on OCLC for beginners was conducted by David Brunell, Federal Library Committee.

Mr. Brunell outlined the basic systems available from OCLC.

The system begins with a master bibliographic file which is created from input from 2800 contributing libraries. It now has 7 1/3 million records, with 35,000 additions a week. From this base, eight subsystems are, or will be available.

1. Cataloging.

Supplies LC format/MARC format catalog information, and produces catalog cards. Fully operational.

2. ILL.

The bibliographic file can be searched for a particular item and a list of holding libraries displayed. The system will select five libraries which can be requested to send the item to a borrowing library by entering the ILL command on the terminal keyboard. The system will ask each of the five in order until the request is filled.

3. Name-address directory.

This file contains identifications, locations and descriptive information about each of the OCLC system users, serials publishers and vendors. It is currently "under construction". Eventually it will contain the ILL policy of a library.

4. Serials control subsystem.

This system will provide ordering, check-in and claiming functions, and is currently about one third completed.

5. LC name authority file.

This file contains approximately 750,000 organization or personal names and pseudonyms. It traces organization or group history,, as well as the sources used to determine the accuracy of the name.

#### 6. Acquisitions system.

This system is being designed to permit ordering of and paying for library materials from vendors. It is being tested now to see if it meets the needs of military libraries.

#### 7. Circulation system.

OCLC is responding to user requests to develop a central automated circulation system, but it will not be developed for two to three years. It will be very expensive and perhaps not feasible, because of the great volume of circulation activity, which would be too great to handle with any reasonable response time. Other systems are better for this function now.

#### 8. Searching subsystem.

Fully operational to search for particular titles.

Access to OCLC.

1. Dedicated line: a long distance line from the library to Ohio, for which the telecommunication charge is consistent whether the system is being used or not. This cost is rising.

2. Dial-up: time-share with a Texas Instrument terminal, calling Ohio to make the connection. This system is very cheap.

Some current costs are:

Terminal - \$3700.

Service contract - \$33. / mo.

First time use - \$1.50 ea.

OCLC can be very expensive. Some networks are cheaper because of the different systems offered. With OCLC, a library has to have the cataloging subsystem in order to get ILL, since everything is on a cooperative basis. Some day, OCLC will sell parts of subsystems to provide the particular things a library wants.

APPENDIX X

CAREER PROGRAMS AND POSITION CLASSIFICATION STANDARDS

Wednesday: Mini #5

Mini-session #5 on Performance standards was led by Ginger Omdahl, HQ, DARCOM.

The use of performance standards is now a matter of law. There will be no "correct" interpretation of the law until it is tried in court. A supervisor may be sued for failing to apply the standards, which must be "in place" by 1 Oct 1981.

"In place" means having been signed by the supervisor, the reviewer and then dated and signed by the employee. When the standards are signed by the employee, all previous standards, etc., are gone. A copy of the standards must be given to both the employee and the supervisor. The supervisor's signature signifies that the standards have been discussed with the employee. The reviewer's signature signifies that all administrative requirements are in order for the standards.

The employee's signature does not mean that the employee agrees with the standards, but that they have been explained to him.

Three different levels of standards are:

1. Senior executive level.
2. GS-13 and above in the merit pay system.
3. GS-12 and below, and GS-13s and -14s not in merit pay (GPAS)

The various rating levels are currently being published with definitions for outstanding, etc. ratings.

The GPAS will have four forms (also currently being published). They are:  
a. Work form. b. Continuation of the work form. c. Appraisal. d. Supplement to the appraisal.

When writing the performance standards, the major elements must be listed as results you are looking for, not activities; i.e., personnel management is a result while supervising personnel is an activity. Critical elements can be changed

Mini #5 (page 2)

during the rating period, if a reason is given.

All supervisory personnel will have three critical elements: BBO, personnel management, and a functional element.

Measuring should be done by spot checking. A computer program should not be required. Standards should be tracked throughout the year, and if the employee is not performing up to standard, determine the reason and consider changing the standards. A reason may be given why they can not be met during this period.

Standards should be exceedable, so they are to be written at the "fully successful level". How the supervisor arrives at ratings is part of his/her performance appraisal.

APPENDIX Y  
SCREENING PANEL

Wednesday: Mini #6

Mini-session #6, a mock screening panel, was led by Louise Nyce, HQ, FORSCOM, and Ann Donnelly, OPM.

Participants in this session were given a mock SKAP and asked to give it the rating it might receive from the screening panel. The same instructions that are issued to careerists were available for reference.

An hour was not nearly enough for the questions arising from this exercise, but several suggestions of general interest emerged. Some are:

a. It is useful to rewrite experience blocks on the 2302 every time either the definitions of elements or the crediting plan change, or whenever the grade level at which a function is being performed changes.

b. Use item 13b and extra sheets of paper for any information that can not be contained in another block.

c. Write experience blocks in message form - as abbreviated as possible. Use the last block on the page to highlight several jobs if those blocks have to be dropped off the page.

d. The panel accepts, in elements 35-40, any rating on which supervisor and reviewer agree.

Other reminders included the panel's policy of requiring explicitness in the description of duties performed, the responsibility of the careerist to educate his/her supervisors and reviewers about the rating system, and the fact that some elements cannot be rated above a C level because definitions were written to include the best possible performance.



# PART II - ELEMENT RATING SUMMARY SHEET

11. Enter element rating after thorough familiarization with rating levels in paragraph 3b(2) and Elements Appropriate for Rating in paragraph 3b(8). Information and Instructions (Incl 2); also review Definitions for Qualifications Rating Elements (Appendix A).

	SELF	SUPV	REV	PANEL		SELF	SUPV	REV	PANEL
<b>TECHNICAL SERVICES</b>					<b>ADMIN/MANAGEMENT</b>				
Selection	xxx	xxx	xxx	xxx	30. Instl/Agcy Lib Mgt	B	B	B	
1. Books	C	C	C		31. Mgt Improvement	A	A	A	
2. Serials	C	C	C		32. Reporting Procedures	C	C	C	
3. Periodicals	C	C	C		33. Lib Plant & Equip	C	C	C	
4. Documents/Tech Rpt	C	C	C		34. Staff Lib Prog Mgt				
5. Audio-Visual	C	C	C		<b>GENERAL QUAL ELEMENTS</b>				
6. Special Materials	C	C	C		35. Work Plan & Rpt	xxx	B	B	
Procurement	xxx	xxx	xxx	xxx	36. Written Comm	xxx	B	B	
7. Books	C	C	C		37. Oral Comm	xxx	C	C	
8. Serials	C	C	C		38. Init-Innova	xxx	B	B	
9. Periodicals	C	C	C		39. Interper-Rel-Coop	xxx	D	C	
10. Documents/Tech Rpt	C	C	C		40. Anal & Concept Abcty	xxx	B	B	
11. Audio-Visual	C	C	C		<b>PROGRAM MGT ELEMENTS</b>				
12. Special Materials	C	C	C		41. Plan, Prog & Control	C	C	C	
Cataloging/Classification	xxx	xxx	xxx	xxx	42. Coordination	C	D	C	
13. Books	A	N	A		43. Meet Org Goals	C	C	C	
14. Serials	A	N	A		<b>PERSONNEL MGT ELEMENTS</b>				
15. Periodicals	A	N	A		44. Eff Pers Mgt	C	C	C	
16. Documents/Tech Rpt	C	N	C		45. Perf Appr & Encl Prod	C	C	C	
17. Audio-Visual	B	N	B		46. Comm & Org Dev	C	C	C	
18. Special Materials	C	N	C		47. Furthering EEO	B	B	B	
Other Tech Svc Functions	xxx	xxx	xxx	xxx	48. Eff in Deal w/Unions				
19. Indexing	D	N	D						
20. Abstracting	E	N	E						
21. ADP Applications	C	N	C						
22. Leadership Tech Svc	B	C	B						
<b>PUBLIC SERVICES</b>									
23. Oriam/Tng/PR	A	A	A						
24. SDI/User Feedback	C	C	C						
25. General Reference	B	N	B						
26. Bibliographic Svc	C	C	C						
27. Research Svc	C	C	C						
28. Inter/Intra Lib Coop	B	B	B						
29. Leadership-Pub Svc	B	B	B						

12. SPECIAL SKILLS: I have a knowledge of the system(s) or specialties checked below. I have also entered the year of my most recent administrative know lge, work experience, and/or training in the skill(s) and provided further details on DA Form 4302 (See para 3b(9), Incl 2).

CLASSIFICATION SYSTEM	
Specialty	Year
1. <input type="checkbox"/> LC	80W
2. <input type="checkbox"/> Dewey	78-79W
3. <input type="checkbox"/> MLM	
4. <input type="checkbox"/>	
5. <input type="checkbox"/>	
6. <input type="checkbox"/>	

ADP SYSTEM	
Specialty	Year
7. <input type="checkbox"/> BRS	
8. <input type="checkbox"/> DTIC	
9. <input type="checkbox"/> ERIC	75W
10. <input type="checkbox"/> OCLC	80WT
11. <input type="checkbox"/> MEDLINE	
12. <input type="checkbox"/> LKRD	
13. <input type="checkbox"/>	
14. <input type="checkbox"/>	

MISCELLANEOUS	
Specialty	Year
15. <input type="checkbox"/> Micrographics	
16. <input type="checkbox"/> Exhibits/Displays	
17. <input type="checkbox"/> Restoration/Presvn	
18. <input type="checkbox"/> Archival Tech	
Language(s):	
19. <input type="checkbox"/> SPANISH	79-78S
20. <input type="checkbox"/>	
21. <input type="checkbox"/> Vocab Con/Thes Dev	
22. <input type="checkbox"/> Procurement/Contr	

13. Justification Statement.

a. Documentation for "A" or "B" ratings:

Element Numbers	Submitted by (C, S, or R)	Accomplishment/Achievement (Include Where and When Obtained)
13, 14, 15	C	Systemized, modified and developed the card cat. and shelf list during 05-79 to 05-80. When I came to the Library there was a tremendous back-log. I cut this back-log 80%.
17	C	A new system for filmstrip and cassette classification was instituted in June 1977 to allow specialized patrons access to materials normally not allowed out of the library.
22	C	OCLC to be installed in Library in July 1981.
23	C	See page 4b

b. Careerist justification where Supervisor has entered an "B" and/or where experience is not reflected on DA Form 2302.

Element Numbers	Experience/Qualifications	Where/When	Who May Verify
16 & 18	Assisted in cataloging documents and Special Materials	Bronx College, NY 04-75 to 05-76	Former Supv. Mr. John Moped

Additional pages may be added using format above. Attachments will be identified with specific elements and limited to those authorized in instructions.

Number of additional pages (exclusive of attachments) \_\_\_\_\_.

# LIBRARIAN CAREER PROGRAM-APPRAISAL AND INDIVIDUAL DEVELOPMENT PLAN

For use of the form, see HQDA LTR 688-  
See DA CPM 688-1.

The processing agency is the Deputy Chief of Staff for Personnel.

**DATA REQUIRED BY THE PRIVACY ACT OF 1974.** Individuals asked or required to furnish personal information are advised of the following:

**AUTHORITY:** 5 USC Code 3302

**PRINCIPAL PURPOSE:** Provides management with information on the career and promotion desires and qualifications of career program registrants in the Department of the Army.

**ROUTINE USES:** Used by DA staff agencies, commands, and installations as an applicant and referral file for designated civilian career program positions: to determine qualifications, availability, and mobility of careerists for existing and future vacancies in the US and overseas locations; to develop referral lists of highly qualified careerists to fill vacancies; and to determine training needs and identify careerists for executive development. Information is used for selection and career planning purposes, preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualifications determination and nonselection.

**DISCLOSURE:** Disclosure of the Social Security Number (SSN) and other personal information is voluntary. However, failure to provide the requested information may result in improper identification, thus, eliminating the individual from training and/or consideration for DA-wide referral and adversely affecting the careerist's opportunities for developmental opportunities.

## PART I - CAREERIST'S STATEMENT

- |  |        |   |                                  |
|--|--------|---|----------------------------------|
| 1. Moped                               | Mary   | NMJ                                     | 2. Supv. Librarian, GS-1410-11   |
| Last Name                              | First  | MI                                      | Position Title, Series and Grade |
| Post Librarian                         |        |   | 3. 012-34-5678                   |
| Fort Nowhere                           |        |   | SSN                              |
| 4. Hardtofind, USA 01234               | USATOP | 5. AV 987-6543                          |                                  |
| Office Address (show zip code & MACOM) |        | Autovon and Commercial (incl Area Code) |                                  |

6. My assessment of progress since the last appraisal toward meeting career goals and a statement of current and future goals follows:

There has been no progress toward meeting my career goal. I would like to attend a Military Librarians Workshop and be promoted to GS-12.

7.        I wish to defer my consideration for referral and understand I must initiate a complete appraisal if a change in referral status is later desired, a process which may take more than 3 months to complete. I further understand that this deferment precludes consideration for referral to positions within my own organization. NOTE: If this item is checked, sign below and complete IDP (Part IV) only.

SIGNATURE (deferred careerist)

DATE

DA FORM 4638-R.

REPLACES DA FORM 4638-R, 1 Jul 78, WHICH IS OBSOLETE.

Incl 1

Moped, Mary NMI  
NAME (Last, First, MI)

012-34-5678

SSN

8. Indicate below in the S (supervisory) or N (nonsupervisory) column the types of positions for which consideration is requested. In the appropriate block(s) enter the grade(s), e.g., 9, 10, 11, for which referral consideration is desired. Identify only those positions for which you meet or exceed minimum US Office of Personnel Management (OPM) qualifications requirements.

LIBRARY CATEGORY	TECHNICAL SERVICES				PUBLIC SERVICES		ADMINISTRATION	
	ACQ/PROC		CATALOGING		S	N	S	T
	S	N	S	N				
POST		12	11/12		11/12		11/12	
TECHNICAL	11/12	12	11/12		11/12		11/12	
SCHOOL								
MEDICAL		12	11/12		11/12		11/12	
ARMY LIBRARY PENTAGON								
MILITARY HISTORY INSTITUTE								
MACOM/DA								

9. Careerist's comments regarding referral desires:

I would accept a lateral assignment for developmental purposes at the Army Library Pentagon.

10. CPO Certification: As the CPO, or representative, I have indicated below whether the careerist meets OPM qualifications for position(s) listed above. This certification is based on a review of the careerist's official records and X-118 qualifications standards:

☒ Meets minimum OPM qualifications requirements for series 1410, Librarian.

( ) Does not meet minimum OPM qualifications requirements for the following grade(s) for the reason(s) stated:

  
CPO or Representative Signature and Title

6 March 1981  
Date

# JUSTIFICATIONS (Con't)

## Element

- 23 C Expanded Library publicity program by utilizing closed circuit TV spot announcements, welcome letters to newly assigned personnel and their dependents, planned library and local community tours and briefings. Established an annual Library Open House during National Library Week, made guest appearances on local Post TV program "Current Events", wrote monthly articles for local Post's column "What's Up?"; provided biweekly statistics and new book reviews for the Post Bulletin. Prepared script and coordinated with AFTV (Post) on the production of a 15-minute AFTV videotape on Library resources and services. Instructed incoming military and dependent personnel, and civilians, on use of the library; briefed visitors. Through all of the above, newcomers have been able to familiarize themselves with the library, its programs, and the local community; library sponsorship of special programs has expanded greatly during the period 05-78 to 05-79.
- 25 C As Reference Librarian at Ft. Big Apple (05-76 to 05-78), I supplied extensive, in-depth reference service to patrons (including students, instructors and staff personnel) of the Post. Reference Letter of Appreciation dated 24 March 1978.
- 28 C Member of Task Force Group Resource Sharing (08-80)
- 29 C See DA Form 2302
- 30 C Revised all operating procedures and restructured the reporting system to create a flow of management data which was not previously available.
- Prepared plans to move the library; however, the reason for the move did not occur and the planned move was cancelled. In lieu of the move, established a program for the renovation of the library including new shelving, furniture, equipment, air-conditioning, draperies, carpeting, and background music.
- Developed the supporting documentation on the need for a bookmobile. Approval was obtained and funds will be available in the 2nd Quarter of FY 82.
- Responsible for the development and management of the library budget for materials, furniture, supplies, equipment, etc.; budget is in excess of \$150,000.

- S The identification, collection, and analysis of management data is one of Ms. Moped's strong points. Her efforts in this area have provided the Administration Office with more than sufficient data to request, and receive, additional funding.
- 31 C Wrote study which proved that OCLC is cost-effective in the Library in July 1980 and was able to plan the entry of retrospective records in a 1-year time frame using contract help on non-prime time hours.
- S Concur that the study exceeds the standard as written and a basis for justification for OCLC to be installed in this library in July 1981. Study was used also as a sample to Command for guidance purposes.
- 47 Member of Federal Womens Program, 1980 to Present.

PART III - REVIEWS

14. Supervisor's Comments: My ratings in Part II represent my assessment of the careerist's qualifications for specific rating elements. Element 29 rated "B" based on potential. Elements 39 and 42 rated "D" as Ms. Moped has a tendency to act on her own without coordinating with undersigned on actions that affect other on-post activities and she doesn't always accept decisions made at a higher level. Ms Moped, however, is making a concerned effort to improve in these two areas.

John Alden

SIGNATURE

Typed Name, Grade, and Title

JOHN ALDEN  
Chief Librarian, GS-12

1 May 1981

DATE

15. Reviewer's Comments: I have personally reviewed the rating levels entered by the careerist and supervisor. My ratings in Part II represent my assessment of the careerist's qualifications for specific rating elements. Ms. Moped is a very competent and dedicated Librarian and is a valued member of the staff. She is admired by all with whom she comes in contact. She is always willing to work overtime. I strongly recommend her for promotion.

Harry Costen

SIGNATURE

Typed Name, Grade, and Title  
Harry Costen, Capt, RSO

1 May 1981

DATE

16. Careerist's Comments: (This does not necessarily reflect agreement with the career appraisal.) I have had the opportunity to review and discuss this appraisal. (If the careerist and supervisor are geographically separated from the reviewer, the careerist may sign prior to reviewer).

As my supervisor has stated above, I am now striving to cooperate and coordinate more fully with my supervisor and other personnel on post.

Mary Moped

SIGNATURE

1 May 1981

DATE

17. MACOM/Activity Career Program Manager Review:

Documents:

- a. ☒ DA Form 4638-2, LCP Appraisal (1980 Revision) (original and 2 copies).
- b. ☒ New basic DA Form 2302, Qualification Record-Civilian Personnel (original & 2 copies).
- c. ☒ Current DA Form 4338-2, Availability and Interest Statement (original).
- d. ☐ Current AE Form 1441-2, USAEUR careerists only (original).
- e. ☐ Current DA Form 4343-2, Career Program Data Sheet, where appropriate (original).

Abdul O'Hare

SIGNATURE

Typed Name, Grade, and Title  
Abdul O'Hare, GS-15  
MACOM LCPM  
DA FORM 4638-2

1 May 1981

DATE

PART III - REVIEWS

Elements 26 and 29: There does not appear to be support for careerist's ratings in these Elements.

Item 14: Concur with statement of Supervisor. Improvements in these two areas should enhance Ms. Moped's opportunities for future developmental assignments and/or promotion.

*Abdul O'Hare*  
Abdul O'Hare, GS-15  
MACOM LCPM

\_\_\_\_\_  
Signature  
Typed Name, Grade, and Title

*1 May 1987*  
\_\_\_\_\_  
Date



DEPARTMENT OF THE ARMY  
Fort Big Apple, New York 98765

ASAP-MHD-TD

24 March 1978

SUBJECT: Letter of Appreciation for Ms. Mary Moped

THRU: Director of Training  
Military History Education Department  
Fort Big Apple, New York 98765

TO: Chief  
Library Division  
Fort Big Apple, New York 98765

1. On Monday, 19 March 1978, I contacted Ms. Mary Moped of your organization and asked her to assist me in securing a copy of an obscure Sioux Indian book needed for research I am conducting in conjunction with a Little Big Horn Project. My search in local public and university libraries was unproductive and I needed the information before noon on 20 March. Through Ms. Moped's efforts, I had the required book in my hands by 0800 hours on 20 March.
2. In the past two years I have on several occasions asked for Ms. Moped's assistance with difficult research problems connected with my work at Fort Big Apple. On every occasion her results far exceeded my expectations.
3. Ms. Moped is a truly dedicated professional who always goes beyond the mission requirements to please her library patrons. I for one, just wanted her to know that her efforts are appreciated.

FOR THE COMMANDER:



GEORGE A. CUSTER, JR.

COL G-3

Assistant Director of Training

USE TYPEWRITER - PARENTHETICAL NOTATIONS INDICATE EXACT OR MAXIMUM NUMBER OF CHARACTERS REQUIRED IN EACH ITEM.									
1. APPOINTMENT STATUS (3) CS		2. REGISTRATION BASIC <input checked="" type="checkbox"/> CHANGE <input type="checkbox"/>		3. SOC SEC ACCT NO. (9) 012-34-5678		4. NAME (Last, First, Middle Initial) MOPED, Mary NMI			
5. CAREER PROGRAM CODE (2) 21		6. AGCY-S.O.N. - SVCD CODES (8) ZZ-111-ZZ		7. SEX (M or F) (1)		8. YEAR OF BIRTH (2)		9. MARITAL STATUS (M or S) (1)	
11. VET PREFERENCE (1) 0		12. SVC CMPD DATE (Mo-Yr) (6) 05-01-76		13. EDUCATION CODE (1) 8		14. HIGHEST GRADE EVER HELD (3) G-11		15. DATE ENTERED CURR GR (Mo-Yr) (4) 05 79	
17. PRIMARY SPECIALTY (Abbreviate) (Max 12) ADMINISTRATION		18. SECONDARY SPECIALTY (Abbr) (Max 12) CATALOGING				19. TERTIARY SPECIALTY (Abbr) (Max 12) REFERENCE			
20. EXPERIENCE: Working back from present, list in date order the last six distinctly separate positions held whether in government, industry or military service. Positions should not be listed separately unless they are characterized by differences in grade, major duties, employing office or experience code.									
a. FROM (Mo-Yr) (4) 05-80		b. TO (Mo-Yr) (4) PRES		c. SERIES (4) 1410		d. GRADE (3) G11		e. POSITION TITLE (Abbreviate) (Max 20) Supv Librarian	
f. EMPLOYING OFFICE & LOCATION (Max 20) Ft. Nowhere, Hardtofind, WVA		g. EXPERIENCE CODE (7)							
h. DESCRIPTION OF WORK Supervises and administers Post Library; act in absence of Chief Librarian. Resp for identifying needs of lib & take appropriate action; established & maint reporting procedures; planned and justified renovations to Lib; maint supply & equip and order replacements.									
a. FROM (Mo-Yr) (4) 05 79		b. TO (Mo-Yr) (4) 05 80		c. SERIES (4) 1410		d. GRADE (3) G11		e. POSITION TITLE (Abbreviate) (Max 20) Librarian (Cataloger)	
f. EMPLOYING OFFICE & LOCATION (Max 20) USAED, Hardtofind, WVA		g. EXPERIENCE CODE (7)							
h. DESCRIPTION OF WORK As Head Cataloger of Engr libr w/90,000 bound vols & 150,000 other items, resp for class catalog & assign LC subject headings to new acq mat. Perform orig catalog (90% cat using OCLC); update OCLC data base & keep abreast of changes in OCLC on-line catalog. Maintain main card cat & shelf list; resp for selection & acq of bks & mat. Member of Task Force Group Resource Sharing.									
a. FROM (Mo-Yr) (4) 04 78		b. TO (Mo-Yr) (4) 05 79		c. SERIES (4) 1410		d. GRADE (3) G09		e. POSITION TITLE (Abbreviate) (Max 20) Post Librarian	
f. EMPLOYING OFFICE & LOCATION (Max 20) Ft. Forgetit, LA		g. EXPERIENCE CODE (7)							
h. DESCRIPTION OF WORK Only supvr of main Post Lib of approx 18,000 vols 1/stf of 1 Tech, 1 pt clk-Typist, & 2 Vols. Rev, select and order bks, magazines, pamphlets, gov docs & A-V mat; weed & inventory collections; train lib stf; prepare AF & NAF budgets; project future manpr rqmts; process all lib mat to incl large amts of Dewey cat.; estbl all lib SOPs & programs; provide reader's adv & ref svcs; prepares publicity; maintains bldg & equipment.									
a. FROM (Mo-Yr) (4) 05 76		b. TO (Mo-Yr) (4) 05 78		c. SERIES (4) 1410		d. GRADE (3) G09		e. POSITION TITLE (Abbreviate) (Max 20) Librarian (Reference)	
f. EMPLOYING OFFICE & LOCATION (Max 20) Ft. Big Apple, NY		g. EXPERIENCE CODE (7)							
h. DESCRIPTION OF WORK Resp for ref & reader's adv svcs at Post Lib. Resp for acq of all AV equip & mat., periodicals; assist in acq of new bks and mat; resp for PR in Lib & community.									
a. FROM (Mo-Yr) (4) 04 75		b. TO (Mo-Yr) (4) 05 76		c. SERIES (4) 0000		d. GRADE (3) 0000		e. POSITION TITLE (Abbreviate) (Max 20) School Librarian (Cataloger)	
f. EMPLOYING OFFICE & LOCATION (Max 20) Bronx College, Bronx, NY		g. EXPERIENCE CODE (7)							
h. DESCRIPTION OF WORK Resp for cat & process of all bk and nonbk mat; cataloged all AV mat; resp for maint of AV equipment; resp for verification of all catalog cards and entries; checked processing on all new books & mat.									
a. FROM (Mo-Yr) (4)		b. TO (Mo-Yr) (4)		c. SERIES (4)		d. GRADE (3)		e. POSITION TITLE (Abbreviate) (Max 20)	
f. EMPLOYING OFFICE & LOCATION (Max 20)		g. EXPERIENCE CODE (7)							
h. DESCRIPTION OF WORK									

DA FORM 2302  
1 OCT 75

PREVIOUS EDITION MAY BE USED

QUALIFICATION RECORD - CIVILIAN PERSONNEL

For use of this form, see CPR 950-1; the proponent agency is Office of the Deputy Chief of Staff for Personnel.

21. AVAILABILITY: Indication of availability will not be considered as a commitment but should reflect a genuine interest. Employee will be considered only for areas in which he indicates availability.

Indicate availability by checking either "A" or "B" below. In addition, if "B" is checked, identify specific areas of availability by recording "P" or "D" in appropriate boxes below states and countries listed. Use "P" to indicate availability for promotion only and "D" for developmental assignment (in grade) or promotion. Employees available only within limits of present commuting area must enter "P" or "D" under the state or country which includes the area.

a. ☐ NOT AVAILABLE

b. ☐ AVAILABLE AS INDICATED BELOW.

17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
WASHINGTON	OREGON	IDAHOO	MONTANA	WYOMING	CALIFORNIA	NEVADA	UTAH	ARIZONA	COLORADO	NEBRASKA	KANSAS	IOWA	MISSOURI	N. DAKOTA	S. DAKOTA	MINNESOTA	WISCONSIN	MICHIGAN	ILLINOIS	INDIANA	KENTUCKY	OHIO	TENNESSEE	ALABAMA	MISSISSIPPI	LOUISIANA	ARKANSAS	OKLAHOMA	TEXAS	HERMEXICO	
49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
V. CAROLINA	S. CAROLINA	FLORIDA	N. VIRGINIA	V. VIRGINIA	DE. DEL.	MD. MD.	DC. DC.	WASH. DC (M)	DELAWARE	PENNA. (M)	NEW JERSEY	NEW YORK	CONNECTICUT	RHODE ISLAND	MASS.	VERMONT	NEW HAMPSH.	MAINE	MASS.	GERMANY	ITALY	ENGLAND	JAPAN	OKINAWA	KOREA	PANAMA	MID-EAST	ALASKA	HAWAII	SAUDI ARABIA	

22. EDUCATION (Show only formal education beyond high school.)					
FROM (Mo-Yr) (4) a	TO (Mo-Yr) (4) b	SEM. HR. (4) c	DEGREE (3) d	MAJOR (Minor) (Max 20) e	SCHOOL & LOCATION (City & State) (Max 20) f
08 73	08 74	0036	MLS	Library Science	Catholic Univ., Wash DC
04 69	06 73	0240	XBA	Education	Heavens Col for Women, NY

23. OTHER TRAINING AND SELF DEVELOPMENT (Include Army sponsored courses.)				
FROM (Mo-Yr) (4) a	TO (Mo-Yr) (4) b	DAYS (4) c	COURSE TITLE OR SUBJECT OF SELF-DEVELOPMENT ACTIVITY (Max 20) d	LOCATION (City & State) (Max 20) e
08 80	08 80	0005	Army Library Institute	Atlanta, GA
04 78	04 78	0002	OCLC	FLC, Wash DC

24. SPECIAL SKILLS, ACCOMPLISHMENTS, LICENSES, AND CERTIFICATES				
FROM (Mo-Yr) (4) a	TO (Mo-Yr) (4) b	KIND OF SKILL, LICENSE ETC., OR SUBJECT OF ACCOMPLISHMENT (Max 20) c	LOCATION (City & State) (Max 20) d	
05 80	00 00	FWP Certificate	Ft. Nowhere, WVA	
08 80	08 80	Task Force Gp Res Sharing	Atlanta, GA	
06 78	00 00	Equitation	New Orleans, LA	
03 77	03 78	Projector's License	Ft. Big Apple, NY	
05 78	05 79	DA Lib PR Working Gp	Alexandria, VA	

25. AWARDS AND RECOGNITION		
DATE (Mo-Yr) (4) a	KIND OF AWARD OR NATURE OF ACHIEVEMENT (Max 20) b	AWARDING AGENCY & LOCATION (City and State) (Max 20) c
03 78	Letter of Appreciation	Ft. Big Apple, NY

26. STATEMENT OF EMPLOYEE: THE INFORMATION I HAVE FURNISHED ON THIS FORM IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF AND HAS BEEN SUBMITTED IN GOOD FAITH.		DATE 1 May 1981	SIGNATURE OF EMPLOYEE <i>Mary Mope d</i>
27. REVIEW BY CIVILIAN PERSONNEL OFFICE: THIS COMPLETED FORM HAS BEEN REVIEWED BY THE UNDERSIGNED. ALL INFORMATION APPEARS TO BE COMPLETE AND ACCURATE AND HAS BEEN REPORTED IN ACCORDANCE WITH APPLICABLE INSTRUCTIONS AND REGULATIONS.			
DATE 6 May 1981	TITLE OF PERSONNEL SPECIALIST Pers Staffing Specialist	SIGNATURE <i>Th. E. F. L. L. L.</i>	