# CONTENTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catherine MacQuarrie. <em>Mary Seely Dodendorf</em></td>
<td>341</td>
</tr>
<tr>
<td>Book Catalogs. <em>Ralph H. Parker</em></td>
<td>344</td>
</tr>
<tr>
<td>A Book Catalog at Work. <em>Margaret C. Brown</em></td>
<td>349</td>
</tr>
<tr>
<td>Book Catalogs as Supplements to Card Catalogs. <em>Phyllis A. Richmond</em></td>
<td>359</td>
</tr>
<tr>
<td>The Compact Book Catalog—by Photographic Process. <em>Bob Jones</em></td>
<td>366</td>
</tr>
<tr>
<td>The Metamorphosis of the Book Catalogs. <em>Catherine MacQuarrie</em></td>
<td>370</td>
</tr>
<tr>
<td>Montgomery County Book Catalog. <em>George B. Moreland</em></td>
<td>379</td>
</tr>
<tr>
<td>Reader Services Aspects of Book Catalogs. <em>Ira Harris</em></td>
<td>391</td>
</tr>
<tr>
<td>The Computerized Catalog: Possible, Feasible, Desirable? <em>Wesley Simonton</em></td>
<td>399</td>
</tr>
<tr>
<td>Another View on Allocation. <em>Fred W. Hanes</em></td>
<td>408</td>
</tr>
<tr>
<td>Another View on Allocation: A Rebuttal. <em>Harry Bach</em></td>
<td>411</td>
</tr>
<tr>
<td>Cost Accounting for the Library. <em>Constance Brutcher, Glen Gessford, and Emmet Rixford</em></td>
<td>413</td>
</tr>
<tr>
<td>RTSD President’s Report, 1963/64. <em>James E. Skipper</em></td>
<td>432</td>
</tr>
<tr>
<td>RTSD Acquisitions Section Annual Report, 1963/64. <em>James W. Barry</em></td>
<td>434</td>
</tr>
<tr>
<td>RTSD Cataloging and Classification Section Annual Report, 1963/64. <em>Wesley Simonton</em></td>
<td>437</td>
</tr>
<tr>
<td>RTSD Serials Section Annual Report, 1963/64. <em>Rolland E. Stevens</em></td>
<td>440</td>
</tr>
<tr>
<td>Report of the RTSD Executive Secretary, 1963/64. <em>Elizabeth Rodell</em></td>
<td>442</td>
</tr>
<tr>
<td>Regional Groups. <em>Doris Ransom</em></td>
<td>445</td>
</tr>
<tr>
<td>Copying Methods Notes. <em>Hubbard W. Ballou</em></td>
<td>449</td>
</tr>
<tr>
<td>Review</td>
<td>455</td>
</tr>
<tr>
<td>Index, Volume 8, 1964</td>
<td>457</td>
</tr>
</tbody>
</table>
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IT SEEMS FITTING that the daughter of a California pioneer family
should evidence pioneering qualities of her own. And that is just what
this quiet, unassuming native Californian has done. Her family was one of
the founders of Anaheim in 1857, long before Walt Disney established
an internationally known amusement center there. Catherine MacQuar-
rie has pioneered, not in establishment of a city, but of a library service—
the production of a book catalog by mechanical means. Her pioneering
efforts have attracted international attention.

In 1952, only 25 of the 114 service outlets of the Los Angeles County
Public Library had card catalogs. The explosive and shifting aspects of
the population, combined with the fluidity of the library’s book collec-
tion, made a flexible tool a necessity if everyone were to have equal access to the entire collection. Mrs. MacQuarrie's own writings tell of her search for a method of producing such a flexible tool and of the development of the project which resulted in the publication of the first annual edition of the children's catalog in 1952 and of the adult catalog two years later.

Not content to produce a book catalog, as she did with the advice of branch and reference librarians, she conducted classes for branch personnel, instructing especially those who were not trained librarians so that they, in turn, could help the library users.

She was one of the first to use data processing techniques in the production of library catalogs. In keeping abreast of changing techniques, within the past three years she changed from the direct use of IBM punched tabulating cards for reproduction of the catalog to the process of high-speed photography of Varityped cards used by the Econolist Corporation for more expeditious reproduction of an attractive, easily read page. (See story in this issue.—Ed.)

After graduating from the University of California Library School, Mrs. MacQuarrie held the position of Chief Cataloger of Merced County (California) Free Library. Hector MacQuarrie, a native of Nova Scotia who was an attorney in Oakland, California, enticed her to leave the library field for a few years, but in 1935 they and their first son went to Washington, D.C. The second of her three sons might be one of George M. Cohan's Yankee Doodle Dandies, for he was born in the nation's capital on a Fourth of July.

In Washington, D.C., Mrs. MacQuarrie served as Chief of Processing of the Federal Trade Commission from 1935-1942, and Law Librarian of the Federal Security Agency, 1942-1948. During these years she was active in the Special Libraries Association and the American Association of Law Librarians.

In 1948, because of her father's illness, she returned home to California. She joined the Los Angeles County Public Library as First Assistant in the Catalog Division. In 1951 she became its Chief Cataloger and later Chief, Technical Services, and continued in that position until she joined the Econolist Corporation as Vice-President in Charge of Library Projects in June, 1964.

She has worked with California's State Librarian, and librarians of other counties in the state toward the conversion of the State Union Catalog to book form and the development of cooperative efforts in county and city systems. She has also been called on for advice and as speaker by other states and regions, and has contributed widely to library periodicals. Many of the book catalogs springing up over the country can be directly traced to her influence. Although not the first to experiment with mechanically produced book catalogs, Los Angeles County was possibly the first to make the entire holdings of a library system available to all of the people using any library in the system—and it is to this source that this movement is traced for its beginnings.
Mrs. MacQuarrie is a member of ALA and RTSD. She is a past president of the Southern California Library Resources and Technical Processes Group in which she has held various offices and committee chairmanships including that of the Special Committee on Cost Survey. Her activities in CLA include chairmanship of the Committee on Committees and presidency of the Catalogers' Roundtable which she organized. She has been a member of the American Documentation Association Committee on Informational Retrieval. And she is a member of the Writers Club, non-fiction group, of Whittier, California, and of the International Toastmistress Club, Hablamos of Whittier.

When notified of her selection as 1964's recipient of the Margaret Mann Citation, she wrote, “I have always considered it to be the highest award that a librarian can receive, so I am overwhelmed to have been chosen for this honor.” To many people, the Citation is being honored in honoring her.

NOMINATION FOR MARGARET MANN CITATION

Nominations for the 1965 award of the Margaret Mann Citation may be sent any time before the first of January, to the Chairman of this award committee of the Cataloging and Classification Section of the ALA-RTSD. The nomination should be accompanied by a brief résumé of the achievement on which it is based.

The Margaret Mann Citation is awarded for “significant professional achievement in the fields of cataloging and classification.” The achievement may have been a notable publication, an outstanding contribution to the activities of professional cataloging associations, introduction of new techniques of recognized importance, or outstanding work in the area of teaching. The achievement or contribution should have occurred or culminated within the last five years. It is not necessary that the nominee be an American librarian or a member of the Section.

Katharine Ball, Chairman,
Margaret Mann Citation Committee
Library School
University of Toronto
971 Bloor Street West
Toronto, Canada
THE CARD CATALOG, which is perhaps the most universal symbol of the library to Americans, was a creation of the nineteenth century. It came into being, not so much because of its own inherent advantages, as because of one weakness of the book catalogs which had existed for centuries. While other reasons might be found, the difficulty of cumulating supplements and of incorporating them into the basic catalog was the over-riding reason for the change in catalog format.

It was not until the eighteenth century that libraries were large enough to present difficult problems in bibliographic control, and the pattern of this control was set by the Bibliothèque National when its catalogs were printed in seven volumes. Other libraries maintained manuscript catalogs in book form with various devices of interlineation, inserts, and supplements. Many American college and university libraries have in their files printed book catalogs of their own collections—relics of the early nineteenth century.

The most famous of printed library catalogs is that of the British Museum, the first volume appearing in 1881, which required twenty years for completion. A new edition was begun in 1931, but publication has progressed only into the letter S. Thus, entries in the last third of the alphabet have not been incorporated into the complete catalog for sixty-four years. And those at the first part of the alphabet are thirty years behind.

As the idea of the card catalog developed and became dominant in the United States, the philosophical basis of cataloging as it exists today emerged. One factor determining the design of catalogs, and hence the rules, is the technology available for their creation. The typewriter came into existence soon after the card catalog and has influenced many of the commonly-accepted practices. Titles in catalogs are in Roman type rather than Italics, as is common in bibliographies, because of the limitations of the typewriter. It is probable that the elimination of capitals for initial letters of titles also resulted from the speed of typing.

The idea of the unit card, which is generally accepted today, is closely related to the technology of printing. When the Library of Congress proposed the distribution of cards for the use of all libraries, it was not feasi-

* Paper read at the April 9, 1964, meeting of the Texas Regional Group ofCatalogers and Classifiers.
ble to prepare and collate sets of cards under the printing technology which existed in 1900. The age of the unit card had arrived. Why is MAIN ENTRY so important? In a multiple entry catalog, there is no real significance to the main entry except in terms of the unit card to which we have become accustomed. The tracings which appear in our catalog are to a large extent the result of the unit card idea.

If card catalogs arose more because of a weakness in the book catalog rather than because of inherent advantages of cards, what are the advantages and the weaknesses of cards themselves? Perhaps the only advantage of cards is the ease of cumulation; on almost every other score the book catalog has advantages. The typed catalog card is limited to eleven lines of information and, when this is insufficient, second and third cards must be prepared. But a large part of the capacity of these continued cards is consumed in repetition of essential information. The ability to display an entire page of entries in a book catalog is a great advantage to the user in finding the specific item which he wants. Especially in the large library the card catalog becomes cumbersome to use, and individual entries tend to be lost among thousands of cards. Even with guide cards, how can the user grasp the total organization of entries under the heading of William Shakespeare?

Filing becomes difficult and is of itself another hindrance to effective use. Several approaches have been made to simplifying this problem, one of which has been to divide the traditional dictionary catalog into two or three parts devoted to authors, titles, and subjects. In any but the smallest library the bulk of the card catalog becomes a problem of itself, and bulk is synonymous with cost. There is the cost of cabinets and of the space which they occupy. The cost of catalog maintenance depends largely on the cost of labor, the economic factor which is increasing most rapidly.

As libraries grow in use and size, the single copy of the card catalog becomes inadequate. In colleges and universities there are special collections and departmental libraries; public libraries have numerous branches. And then there is the use of the catalog by the staff itself for reference purposes, for acquisition checking, and for editing by the catalogers themselves. In some large universities the demands on the central catalog are so great that it is difficult to find time to file new cards into the catalog.

Maintaining authority files for a catalog which contains hundreds of thousands of headings is well nigh impossible, particularly when there are numerous partial supplementary catalogs. Some libraries have attempted to set up complete authority files for use of the bibliographic staff. Others have gone further and have set up official catalogs which contain not only the authority cards but a complete set of bibliographic entries.

These and other problems inherent in our cataloging system plus various recent technological developments have led to renewed interest in book catalogs. The printing some twenty years ago of the Library of Congress author catalog was a significant departure. It was made possible by the development of photolithographic offset printing. Cards mounted on
huge sheets were reduced by photography on lithographic plates which made possible lithographing and publishing the entire catalog in 167 volumes.

But there was still the problem of cumulative supplements. Essentially the cards for a supplement have to be arranged and interfiled before a supplement can be printed. Cards are again laid out on sheets, photographed, and the reduced facsimile plates used to lithograph the book catalog. This process has been greatly simplified by the development of listing cameras. Entries are typed or printed on cards which are then automatically fed through a camera and photographed. The more advanced models will photograph entries of varying lengths leaving a standard space between the last printed line on one entry and the first line of the next.

But catalogs thus produced are still essentially card catalogs in book form. Each entry repeats information which was necessary because of the original card format: the main entry line is repeated for each of a dozen titles by the same author; all tracings are shown; notations such as “see next card” and repetition of the author and title on continued cards appear needlessly.

About fifteen years ago a few libraries, essentially county libraries surrounding metropolitan areas, pioneered the use of punched card equipment for preparing mimeographed catalogs of their holdings. Each entry normally consisted of a single line with data greatly abbreviated and all in capital letters. The number of subjects assigned to each title was arbitrarily limited to one or two. The effect was to repel catalogers. But these efforts were the beginning of a new type of product, a book catalog and not a card catalog in book form. It represented a usable, if not perfect, tool for libraries which could otherwise have had no catalog at all.

More recently there has arisen an attempt to combine punched card procedures with the listing camera. Catalog entries typed on blank tabulating cards could record in traditional catalog format the information to be reproduced. Outside of the printing field cards could be punched for sorting and interfiled. Thus a supplement could be collated into a basic file and the entire content photographed by a listing camera.

During the period in which these methods were being tried, efforts were also being devoted to improving the technology of producing catalog cards. Xerox production of photolithographic plates, direct reproduction of catalog cards on the Xerox 914, tape operated typewriters, and addressograph machines have all been used. Within the last year or so there has been increasing interest in the use of computers to make catalog cards. Now that the printing mechanisms on computers have a greater variety of type than the traditional punched card tabulator, the interest has been further increased. Computers are attractive because they have high speed, modulations can be programmed to create complete sets of cards with headings inserted, and the data can be pre-arranged so that when the cards are printed they are in alphabetical sequence ready for filing. Of course the manual filing operation remains.
Recently a few libraries have begun thinking seriously of utilizing a computer to prepare catalogs in book form. With this equipment cumulation is easy and fast. The contents of a basic catalog stored on one magnetic tape and the contents of a supplement stored on another can be merged into a third tape at speeds which are astounding. Printing mechanisms associated with computers have a speed of 600 lines per minute and can produce six readable carbon copies. It thus becomes economically feasible to replace a catalog rather than to file supplements into it manually. A typical schedule would be somewhat like this: New book lists of titles cataloged would be prepared from a magnetic tape record each week. Monthly these would be cumulated and expanded into complete catalogs with all added and subject entries; and a catalog supplement would be printed out. On the succeeding month the items newly cataloged would be converted to magnetic tape merged with the tape of the previous month and a new cumulative supplement printed on the computer. This would be repeated until the time had come to merge the cumulative supplement into the basic catalog and reprint it. Replacement would occur approximately once each year, the exact schedule depending upon the rate of growth of the library and the amount of use of its catalog.

Since the ALA rules for filing catalog cards cannot be easily reduced to a machine program, it will still be necessary for filing codes to be assigned to all headings by human beings. But this will only have to be done the first time an entry is used; the machine can be programmed to file additional entries in the same sequence.

Let us look for a moment at some examples of how this would be accomplished and at the benefits which would accrue. The standard form of entry Great Britain is usually written Gt. Brit.; but the filing code will cause it to be filed as if spelled out. The filing code assigned to an author’s pseudonym is that of the author’s real name. Books of the Bible are arranged in an arbitrary sequence which has nothing to do with the alphabet. These peculiar entries, as well as those which are filed by straight alphabet, together with their filing sequence codes are recorded in a master tape in a straight letter by letter sequence.

Each new item to be added to the catalog is transcribed to machine readable form (a by-product tape of a typewriter) with each filing element, i.e., author, title, editor, subjects, series, etc., identified in machine code. When the daily cataloging is fed into the computer, these elements are arranged into straight alphabetical order and are matched against the master authority file tape in the same order. For items which match, the filing code will be assigned by the machine program. Items which are not found in the authority file will print out for checking by the catalog department. Perhaps the failure of an item to match was the result of typographical error; perhaps there has been a change of entry, or perhaps it is an entirely new entry. In any case, when the form of entry has been established and the filing code assigned, the information is fed back into the computer and the cataloging for each bibliographic item is reassembled, ready to be placed in all the proper locations in the catalog.
Thus when a book is received, the title page can be transcribed and the classification and subject headings assigned without any attempt to verify the author entry. If it is correct, the author's dates will be picked up automatically; if the author's name in the volume is at variance with the established entry but has been used in books previously cataloged, the computer editing program will establish that fact and will provide the correct and complete entry. The cataloger need only concern himself with those terms which have not previously appeared in the catalog.

This changing technology will certainly have its effect on the philosophy of catalogs of the future. The reason for the concept of Main Entry will have disappeared; there will no longer be reasons for individuals to argue about title entry versus corporate entry, entry under an authorized name or entry under pseudonym. The printed catalog can provide for them all.

It will be necessary to print the author entry in the catalog only when there is a change of author or at the beginning of a new page. The body of the citation may well return to the pre-1949 rules and be a complete transcription of the title page with missing items supplied. Arrangement of citations under a heading need not depend upon artificial or ingenious devices. There may well result a greater depth of indexing in the number of subjects and in the number of items to be identified. It would be quite simple to prepare catalogs by publisher, by place and date of publication, by language, or by literary form. We can only conjecture what the changes will be, but they will surely come.
A Book Catalog at Work*

Margaret C. Brown, Chief
Processing Division
Free Library of Philadelphia
Philadelphia, Pennsylvania

The reaction to yet another article on book catalogs could well be: Why? Much has been talked and written about book catalogs over the years, and recently the subject has been treated rather exhaustively and exhaustingly in our so-called library literature. So why more?

When we asked this question, we were told that it was accounts of actual experiences with book catalogs which were in short supply. It is this missing piece in the picture which we shall attempt to supply—at least in part. Under the circumstances, we do not apologize for our how-to-do-it or how-not-to-do-it approach to the subject.

Almost anyone describing his experience in making and using the type of catalogs we shall discuss is necessarily presenting something in the nature of a progress report. We at the Free Library of Philadelphia certainly have not achieved our goals, but we have taken that all important “first step.”

In an effort to be as helpful as possible in very practical directions, we have elected to develop our remarks around the answers to five questions, the five questions selected being those which have been most frequently asked of us during the last two years while we have been developing our own book catalog program.

The questions are: (1) Why do you do it? (2) How do you do it? (3) How much does it cost? (4) Has conformity to the requirements of the machine changed the kind of cataloging you do? (5) How do readers like it, and has your staff accepted it?

Why do you do it?

The development of the book catalog idea in Philadelphia was closely related to the development of another idea—the Regional Plan for Philadelphia.

It was recognized some years ago that a library system composed of a single strong central library plus neighborhood branches (25,000 to 40,000 volumes) did not meet the library needs of Philadelphia and would be even less adequate in the future. Consequently, five so-called regional libraries were planned for the five major areas of the city. Each would be comparable in collections and service to a main library serving a city of

* Abridgment of a talk presented at a meeting sponsored by RTSD Copying Methods Section and RTSD Book Catalog Committee in St. Louis on July 2, 1964.

Volume 8, Number 4, Fall 1964 • 349 •
400,000, and each would coordinate all library activities in the region which it served.

The first regional library erected under this plan opened its doors to the public in the fall of 1963. Long before that time, it was apparent that, since all books composing the initial collection of this regional library (approximately 100,000 volumes) were to be new books, there was an excellent opportunity here to explore the book catalog idea. It was an idea that had been successfully used in other communities, notably Los Angeles County in California and King County in the state of Washington, and it seemed altogether likely that the book catalog would be appropriate for Philadelphia as well.

Buying for the Northeast Regional Library collection began in January 1961, and at that same time card catalogs for the library were begun. However, by 1963 we had concluded that it was a book, not a card, catalog that would best serve our readers. In the preparation of the first basic book catalog, the records originally prepared for the Northeast Regional Library card catalog were used as the master file, and the publication of this basic catalog coincided with the opening of the first regional library in Philadelphia.

Today the book catalog includes current additions to all collections in our extension agencies. The Extension Division of the Free Library of Philadelphia consists of 39 branches, 1 regional library, 3 bookmobiles, and 232 deposit stations. The catalog is issued in two parts, one for the children’s collections and the other for the adult and young adult collections. Cumulative supplements to the basic catalog are issued monthly for the adult and young adult catalog and bimonthly for the children’s catalog.

Our goal is a catalog which records all holdings of the agencies in the Extension Division; our achievement to date is a catalog which describes all volumes added in the past 3-1/2 years. Since we have been building two entirely new collections during this period, our present book catalog is by no means restricted to books published during this period. Many older titles considered basic to a general collection for an extension agency are also included in the catalog.

Since no title may be purchased for agencies of the Extension Division that has not previously been acquired for the Central Library, the book catalog includes some items, probably the most frequently used items, in the Central Library collection.

Given an organization such as ours, what advantages does the book catalog have over the card catalog? For one thing, the Catalog Department is maintaining two catalogs—one for the children’s collection and one for the adult and young adult collection—instead of the eighty previously maintained. Editing eighty catalogs in a city the size of Philadelphia and for collections the size of the Free Library of Philadelphia was outrageously wasteful of time and money in terms of the results obtained. We emphasize the words “in terms of the results obtained.” Perhaps if results had been better, we would not have considered alternatives to the
card catalog at the time we did, but we are convinced it would have come sooner or later.

What were some of our problems with the card catalog? In spite of our best efforts, there were cards without books and books without cards. The turnover of clerical staff and professional staff in the branches presented in-service training problems with which we never adequately coped. Hours of time were given to answering queries from branches as to why they didn’t receive cards, why they didn’t receive more cards, or why they didn’t receive different cards. There was extensive correspondence regarding the addition of volumes to contents notes, revisions of subject headings, and requests to return cards for correction.

Cards, when they were delivered to the branches, were sometimes not filed promptly or were filed incorrectly; notes from the Catalog Department were ignored, or were not correctly interpreted; cards were lost in the mail; and cards were stolen. There was the usual problem of determining what cards were missing when we knew some were. All this added up to administrative headaches of large proportions. The only conclusion that could be drawn was that long distance editing was not satisfactory. With only two catalogs to be edited and maintained, and those two catalogs directly under the control of the Catalog Department, we feel that some of these problems will be reduced to a minimum and others will be eliminated entirely. While it is hoped that the errors will be fewer, the ones there are will, of course, be distributed more widely!

Moreover, because we have only two catalogs to maintain for the entire Extension Division, we feel that the quality of the cataloging will improve. Many arguments have been advanced for the use of book catalogs, but insufficient emphasis has been placed on this particular advantage. At least in our case, the cataloging itself is of better quality than we could hope to obtain from card catalogs. For example, subjects can be modernized. “Interplanetary voyages” can become “Space flight” without undertaking a six-months project of revision or preparing a bewildering number of references about books cataloged before and books cataloged after such-and-such a date. Corrections today do not involve lengthy correspondence and explanations but only the retyping of a few cards. The results: better cataloging and better catalogs.

In addition to having better catalogs, the catalogs we have are more accessible. The book catalog is easily available in areas where we could never have placed card catalogs. In a given building, the catalog is now available in many different locations rather than the usual one. The Northeast Regional Library is constructed on several levels. This building is much admired from the point of view of architectural design and good library service, but it would have been impossible to locate a single card catalog convenient to all or even a majority of the departments. As it is, copies of the book catalog for the adult and young adult collection are in twelve different locations in this building, including the Children’s department.

Copies are also available in areas which never had access to a card cat-
The book catalog also facilitates the transfer of material when this seems advisable. This is an important consideration in a large library system. Capital programs with large budgets for new agencies have sometimes resulted in uneven distribution of resources. The transfer of books from one agency to another has been discouraged in the past because of the multiplicity of records involved. With the book catalog, the problem is considerably reduced, and transfers can be accomplished quite painlessly.

Why do you produce your book catalog in the manner in which you do?

Perhaps it would not be irrelevant to make the distinction at this time between the idea of a book catalog and its format. For us the idea is sound. On the other hand, there is no format or technique for making a book catalog which is entirely satisfactory. We suggest that, if the idea is a useful one for your institution, you do not wait until the perfect format is available before initiating your program.

What are the possible ways of making a book catalog today? There are not many alternatives, but any librarian considering the adoption of a book catalog should be familiar with all the methods available, so the advantages and disadvantages of each can be weighed. Only then can he determine which one is best suited to his needs.

The Library of Congress catalogs and those of G. K. Hall & Co. are today the best known book catalogs in this country. G. K. Hall has combined microphotography with modern methods of printing to produce over 1000 volumes of some 100 research collections. The cards, prior to photographing, are arranged by hand. Most of you are familiar with the results.
Automated equipment manufactured by IBM was used in early experiments in making book catalogs and was the method first used by the Los Angeles County Public Library. It is presently in use in a number of special libraries and public libraries. In my opinion, the typeface is not attractive enough to encourage readers in public libraries to use the catalog alone and unassisted, but it is entirely likely that a wider choice of typefaces will soon be available. There are other built-in difficulties with abbreviations and punctuation; there are complications in coding subject heading lists, etc. The IBM printer is one of the most widely used machines to print book catalogs today and could continue to be the preferred system under some circumstances. The circumstances must usually include access to keypunch and printer at no cost or at minimum cost to the library.

This leaves the sequential card cameras of which there are three: (1) VariTyper Corporation’s Foto-List, presently used to produce the Los Angeles County Public Library’s book catalog and the British National Bibliography; (2) Kodak’s List-O-Matic camera, the camera used to photograph information VariTyped on punched cards in the preparation of the new magazine and book selection aid Choice,* and (3) Lithoid’s Com- pos-O-Line camera, used to produce the Free Library of Philadelphia’s book catalog.

What are the advantages and disadvantages of the various methods using a sequential card camera? There are significant differences in cost largely because, in some instances, records must be retyped before being photographed. Foto-List and List-O-Matic cameras do not accept 3 x 5 cards. Therefore, catalog records must be retyped, usually by means of a VariTyper or IBM typewriter. Foto-List photographs one line at a time; the List-O-Matic camera takes 1, 2 or 3 lines at a time.

Regarding typeface, legibility, and attractive format, honors go to Foto-List and List-O-Matic in the examples seen to date. Compos-O-Line can accept 3 x 5 cards and will photograph the top 2-1/8 inches of the card, but the resulting copy is only as good as the original record.

The Compos-O-Line camera was our choice for several reasons. Because the camera does accept 3 x 5 cards, we could use cards we were currently preparing. We are continuing to make card catalogs for the Central Library collection. The cards which make up our so-called master file for the preparation of the book catalog are duplicates of cards multilithed for our Central catalog. To a degree we look upon the master catalog as a kind of by-product of our total operation.

Our basic procedure can be described in three steps. (1) The camera photographs the material on the top 2-1/8 inches of the catalog card; (2) From the resulting film the lithographic plate is produced; (3) From that plate, the requisite number of copies are multilithed.

Clearly, by using the Compos-O-Line camera the printing of a book catalog could be undertaken with a minimum of retooling in the Catalog Department. Also, this may well be an interim method for us, as there are

* After issuing one issue, Choice changed to the Photon process.

Volume 8, Number 4, Fall 1964 • 353 •
many improvements with each passing year. We recognize there could be better methods and cheaper ones available in the near future—we hope there will be. We were reluctant to punch a sea of IBM cards until we were assured that the benefits of a book catalog, as we saw them on paper, existed in actuality.

Compos-O-Line is also the cheapest of the sequential card cameras—at least in the short run. If, as in the case of Montgomery County, Maryland, a library can share equipment owned by the institution or municipality of which it is a part, costs can thereby be reduced greatly. However, we were not in a position to share the cost of equipment or the cost of operating the equipment with another department of the City of Philadelphia.

Our present method also eliminates proofreading and page composition, built-in components of systems using punched cards. Proofreading demands some library staff time, and page composition increases printing costs very markedly.

The last advantage we should mention is that our master file can be easily consulted and easily revised by the individual cataloger or typist who knows nothing about punched cards.

As with any system, there are some disadvantages to using the Compos-O-Line camera in the manner in which we do. Because the camera, in our case, photographs cards prepared in a variety of ways by a number of different typists over a period of several years and with a variety of grades of supplies—low bidder may change annually—copy is inevitably of uneven quality. The results are also of uneven quality. Individual pages of the Free Library of Philadelphia's catalog sometimes show unevenness that is the result of camera malfunctioning or faulty plates, but frequently the unevenness which can be observed is the result of poor card copy.

The second disadvantage of our present procedure is that cards are manually filed. Admittedly, this is time consuming. However, at present, there is no way in which the filing of a dictionary catalog can be completely automated, and punching cards for the purpose of filing when there is no need for retrieval by the same means seems to be questionable economics.

Our catalog does not have the variety of typefaces which are available when records are recopied, but this is not a disadvantage of the system per se. We could use an IBM typewriter of a VariTyp to produce the original card copy and thereby gain a variation in typefaces.

We are sometimes asked to supply a list of book catalog publishers. This request reveals a misconception about the means used to produce book catalogs. While we can mention concerns which have successfully printed book catalogs (G. K. Hall & Co., Boston, Mass.; Science Press, Ephrata, Penna.; and Johnson & Prince, Philadelphia), any printer can print a book catalog if he has the necessary equipment, even if he has never printed a book catalog before. However, before signing a contract, it is essential to establish that the firm is a reputable one, is capable of doing the job, and has bid with all the facts in hand regarding an individual library's requirements.

Library Resources & Technical Services
How much does it cost?

One question which must ultimately interest any librarian considering the publication of a book catalog is “How much does it cost?” It costs a great deal. Like most attempts at cost analysis, however, this is tricky territory. Before giving specific figures, it might be well to mention a few of the variables which affect cost no matter what system is used to produce the book catalog. Some of these are (1) the extent to which present catalog records being transferred into the book catalog can be used without retyping or recopying, (2) the number of cumulations required in any twelve-month period (the cumulative supplements may well cost more than a single annual issue), (3) the number of copies printed and the kind of binding used, (4) the buying pattern of an individual library, and, of course, its book budget, (5) the number of catalogers, since arrearages do not appear in a book catalog any faster than they do in a card catalog, and (6) technological improvements which may soon make it possible to automate some procedures, such as the stripping of film, that is presently done by hand.

It is inevitable that attempts will be made to compare the cost of producing a book catalog with those of producing the traditional card catalog. The comparisons are practically impossible to make with any degree of accuracy since few libraries have reliable cost figures on preparing and maintaining a card catalog. In fact, at this moment we could not estimate the cost of the planning and developing that has gone into the production of our book catalog.

Someone has suggested that a book catalog could reduce the number of catalogers a given library might require. In fact, one librarian asked if arrearages could be eliminated if he introduced book catalogs in his library. If catalogers are not performing clerical duties and are spending their time strictly on cataloging and classification, there is little about the book catalog which is going to lighten their work. A library preparing book catalogs for its own collection will not gain any cataloging time simply because the catalog, as we know it, is being produced in a different form.

Although the library producing the book catalog will not need any fewer catalogers, the libraries using the catalog may find their cataloging can be done faster and more accurately. The libraries in the Philadelphia District are consulting the Free Library of Philadelphia's book catalog in the process of cataloging their own collections, just as most of us have consulted The National Union Catalog. The smaller libraries of Pennsylvania cannot afford the Library of Congress catalogs, but our catalog is furnished them as part of our service to the District.

Savings in personnel costs are possible in the system publishing the catalog, but when achieved, they will occur in clerical positions. A library may require fewer typists, filers, or multilith operators, for example. While these savings could be substantial, they would not be sufficient to enable anyone to conclude that the book catalog was cheaper to prepare and to maintain than the card catalog.

The case for the book catalog, however, does not rise or fall on the
question of costs; it is doubtful if anyone ever published a book catalog for current acquisitions because he was convinced it was cheaper to produce than a card catalog, and it is unlikely anyone will very soon. Is a book catalog worth what it costs? Is reference service worth what it costs? How much should these services cost?

In comparing costs, a book catalog versus a card catalog, we tend to forget that we are not comparing like things. We should remember that we are not trying to obtain the same results. How do we evaluate the convenience of having a book catalog in a private office or in a District library or in another part of the state? How do we put a dollar value on the improved quality of cataloging copy?

Even if you are convinced of the soundness of the above arguments—and you probably aren’t—you still have the finance officers to face. Therefore, we would like to mention the financial experience of two large metropolitan library systems with book catalogs, even though we recognize that, without detailed knowledge of an operation, the gross figures are not very meaningful.

In the first year of operation with the book catalog, the Free Library of Philadelphia spent approximately $45,000. The first year was not a typical year for several reasons. However, the sum of $45,000 obtained one basic volume of the children’s catalog in Grade A binding and six supplements, perfect bound, together with a five-volume basic cumulative issue of the adult and young adult catalog, in Grade A binding, and ten supplements, perfect bound. The five-volume basic edition of the Catalog of Books for Adults and Young Adults contains a total of 102,000 entries and 3,092 pages. 175 copies of this particular issue cost $14,685, or $84 a five-volume set, or $16.80 per volume. The cost of 175 copies of the cumulative supplements ranged from $500 to $4,000 per issue. For the current year, because of a revised publication plan and the need for additional copies, $70,000 has been budgeted.

The Los Angeles County Public Library, whose experience with book catalogs goes back 10 years, estimates that they will spend in the neighborhood of $600,000 over the next five years. Approximately $190,000 of this sum will be used to cover the cost of converting from their old system to the present one, and $154,000 is estimated to be the cost of cumulating 8,000 titles per year for five years into author, title, subject, fiction, and children’s supplements. They further estimate that the cost of cumulating supplements into the basic catalog and reproducing annual issues will be about $256,000 over this period.

Have the requirements of the camera brought about any changes in your cataloging policy?

The next question requires a very short and uncomplicated answer, but since we are asked it rather frequently, it is included here. The question is, “Have the requirements of the camera brought about any changes in your cataloging policy?” The answer is “No.” We do eye each note a little more critically than we did in the past, but if we consider bibli-
graphical notes or lengthy contents notes important, we always include them. We make fewer titles when subjects and titles file next to or very near one another. This has been our expressed policy in the past, but it has not always been observed. The need to adhere to such policy is more evident when 33 entries are displayed on a single page. Some dissatisfaction has been expressed with the book catalog because tracings are omitted. Undoubtedly, some of this criticism comes from those who are using the book catalog as a cataloging aid, but, of course, librarians have long known that tracings are used as a help in finding other material on a subject and for various related purposes by both reference librarians and readers.

**What has been the readers' reaction and how has the staff adjusted to the book catalog?**

This leads to the last question. "What has been the readers' reaction and how has the staff adjusted to the book catalog?" The public's reaction will come as less of a surprise to catalogers than to reference librarians. Prior to the opening of the Northeast Regional Library, the staff there was very apprehensive about the catalog's reception. They felt unsure of the public's reaction to the new situation and believed it might create some awkward problems which would be troublesome to handle. The Children's Department opened first, and, as might be expected, the children found no difficulty whatever adjusting to the new form of their catalog. The staff was agreeably surprised but attributed this happy state of affairs to the adaptability of the young.

A month later the adult and young adult collections were opened to the public. The readers' delight and pleasure in having a book catalog was matched only by their delight and pleasure in not having a card catalog. When the staff realized that the book catalog was going to be equally popular with adult readers, they themselves relaxed, took stock of the advantages, and found they were numerous. One staff member, who was far from enthusiastic at the prospect of using a book catalog, says that now he would not want to work where there wasn't a book catalog.

When the book catalog was first proposed, some staff members were understandably apprehensive about problems of mutilation, theft, and misshelving. As for mutilation and theft, we had the argument that at least we would know what was taken, and that was more than we could tell when the cards were stolen. It did seem likely, however, that there would be times when five copies of Volume IV would be together on one shelf. Actually none of these predictions has come about. The first case of mutilation has yet to be reported, and the volumes are not carried around the building, principally because the readers seem aware that copies are available in strategic locations throughout the building.

To the observation "But a reader is using such a large portion of the alphabet when he consults one bound volume," we would answer, first, that the average reader manages to block access to more drawers of the card catalog than he is consulting, and secondly, some drawers of the card
catalog regularly get heavier use than others. With the book catalog, there are multiple copies of these drawers, so to speak. A popular drawer in Philadelphia, not surprisingly, is the drawer containing the cards on Philadelphia, and now the Northeast Regional Library has twelve copies of this drawer!

One of the advantages readers usually mention is comfort in using the book instead of the catalog drawers and the convenience of being able to scan a page when unsure of the appropriate subject heading or the spelling of an entry. The staff also appreciates these points and the fact that the book can be carried to the workroom for checking book orders, indexes, etc.

Habit is very strong, however, and no librarian contemplating a book catalog should overlook this point. A book catalog is not likely to be used by staff or public while a card catalog is available. On the other hand, public library users in Western Australia and Northeast Philadelphia, where the catalog in book form is the only catalog, encounter no problems. Habits of the staff are of longer standing and are more deeply ingrained than habits of readers. However, the staff of our Northeast Regional Library has been very enthusiastic ever since the readers' acceptance of the catalog became apparent. In our opinion, for readers and staff alike, the book catalog is a proven success.

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31 EAST 10th STREET, NEW YORK 3, N.Y.
Book Catalogs as Supplements to Card Catalogs*

PHYLLIS A. RICHMOND, Supervisor
River Campus Science Libraries
University of Rochester
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DURING THE PAST THREE YEARS, the University of Rochester Library has been engaged in a long-term project to make one-line, short-title, printed catalogs for each of its science libraries. The catalog for the Engineering Library was issued in 1962, that for the Geology-Geography Library in 1963. A third catalog, for the Physics-Mathematics-Optics-Astronomy Library is with the printer; and a fourth, for the Life Sciences Library, is now three-quarters punched.

The catalogs are made with the standard IBM electronic accounting machinery in the University's Data Processing Center. Keypunching has been carried on at the rate of two hours a week since 1961, but this is much too slow, so that in September, the Library will get its own keypunch. The rest of the machines, sorter, reproducer, interpreter, and 407 printer, are used on a rental basis. The annual budget allotment for preparing and printing these catalogs, exclusive of keypunching labor, began at $970 and is now $1200.

The primary purpose of the catalogs is to put an accurate list of all books and journals in the science libraries on the desk of each member of the faculty and research staff in the departments served by each library. These catalogs save valuable faculty time and energy by making it possible to ascertain what is in the library without actually going there. The professor can consult the catalog before ordering books, thus eliminating the expensive nuisance of discovering a duplicate order halfway through the ordering procedure. He can also determine whether the library owns a book before assigning it for reserve. Required reading assignments from books not held are distressing to student and librarian alike.

The second purpose of the short-title printed catalogs is to make it possible for every science librarian to know what is in every other science

*Presented at the spring meeting of the New York Technical Services Librarians, April 10, 1964, and, under the title “Supplementary Short-title Book Catalogs,” at the July 2, 1964 meeting of the Book Catalog Committee Copying Methods Section, Resources & Technical Services Division, American Library Association Conference, St. Louis.
library without calling the Circulation Department at Rush Rhees Library and asking them to look in the main (union) catalog. The Inter-Library Loan Department also makes use of the catalogs as a short cut to determining who has what.

The third purpose of the catalogs is to enable the other libraries in the Rochester area, especially the company libraries, to find out what books are in the University science libraries without telephoning for this information before they send their Inter-Library Loan requests. This is a convenience to us as well as to them.

The printed catalog is a supplement to the regular card catalog in each library; it does not replace it. The one-line entry does not give anywhere near the amount of information necessary to make the best use of a book. It would be extremely abbreviated for a large collection. There are no cross-references in the printed catalogs, so that if the reader does not have a pretty good idea of what he is looking for, that is, if he does not know his author or the accurate title of his book, the catalog is useless. It is strictly a finding tool, not a browsing one.

The one-line entry necessitates extensive use of abbreviations, since only 80 columns can be used in punching information. A reader who knows what he is looking for will have little trouble with these abbreviations, but a full listing is issued with each catalog in case of ambiguity. The short form allows entry of the Library of Congress classification number for each book, but not the book number. This will get the reader to the shelf he wants where he can find books in the desired class arranged alphabetically. The twenty-one columns allotted to the author entry are adequate for personal names, but the names of corporate bodies have to be abbreviated. Some of these are easily recognized, while others, particularly symposia, conferences, congresses and the like, require interpretation. A list of these special abbreviations is also included in each catalog. The abbreviations are kept uniform for all science libraries; we do not separate them by library or subject.

The forty-six column allotment for title is usually adequate except for highly-specialized works such as dissertations, theses, and some conference reports. The final two columns are used for date, beginning with 00 for 1900 and ending in 99 for 1999. Special codes are used as blanket coverage for certain types of materials, such as MS for things published before 1900, MC for monographic continuations which are still being issued, and ND for no date. Periodicals are distinguished by having volumes and dates follow the title so that the final two columns are always blank, making it easy to sort a deck for periodicals.

It turned out that the final column in the section allowed for the classification number was unneeded except in very rare instances because the

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1 A detailed account of the mechanics of making short-title catalogs may be found in Phyllis A. Richmond, "A Short-title Catalog Made with IBM Tabulating Equipment," Library Resources and Technical Services, v. 7, no. 1, winter 1963, pp. 81-90.
2 HS was formerly used, but the current computer sorting program requires free 11 and 12 punches in column 79.
Library of Congress classification numbers, including the decimal, rarely take more than ten places. This column has been used for control with the 407 printer.

Until the Library gets its keypunch, our entries continue to be recorded on graph paper each week from the catalog cards which come through for filing in the science library card catalogs. When we get the keypunch, we shall punch from the cards directly and eliminate this middle step. In beginning a new catalog, we punch directly from the shelf list, drawer by drawer.

After the cards for a library are punched, they are sorted by class number and author, printed on the 407 printer, and the result proofread against the shelf list. Corrections are made, and then four decks are reproduced and interpreted with a special plugboard that gives us initial listings by author, title, and classification number, as well as a deck of periodical listings.

The first printed catalog did not include a section arranged by subject because it would have cost twice as much to publish. We did, however, run off two copies on the 407 printer, which we placed in the Engineering Library, after notifying the faculty and staff that they were available. To the best of my knowledge, there has not been a single request for listing by subject since the catalog was published in January 1962. We have not received any requests for subject listing in the Geology-Geography Library catalog, either.

We also omitted the periodical listing in the first catalog. This turned out to be a bad mistake. The second catalog contained such a list. The demand for information on periodical holdings has been so great that this spring we brought out a special catalog, again made with data processing equipment, giving a list of all scientific journals on current subscription, including those in Rush Rhees Library, and in the Chemistry Library, which is in the process of joining the group of science libraries. The demand for this list has been heavy, not only on our own campus but from the special libraries in our area. It has also sparked a movement locally to make a cooperatively punched union list for all of the scientific and technical libraries in the city. The entries in this catalog are not as full as those in the short-title catalogs, and eventually it will be replaced by a collected periodical list compiled from all the catalogs.

Updating the printed catalogs may be done in two ways: by periodically issuing cumulative supplements comprising the cards punched since the main work was published, or by putting out completely new editions. When the initial catalogs for all science libraries have been made, the updating program will begin. Since book budgets are increasing and the number of titles added each year is running into the thousands, and also because a single volume is much easier to use than supplements, a new edition annually seems the most likely procedure, provided costs are not exorbitant.

We have, as yet unpunched, the wherewithal to make a classified catalog for the Engineering Library. To do this, we first listed the subject
headings for every title. Then we converted these to suitable Library of Congress classification numbers. I do not know whether it is worthwhile to make a classified catalog, but I think we shall try it as an experiment and see what reaction we get from the College of Engineering.

Three of our science libraries have already reached a size where their catalogs are too large to make alphabetizing an easy operation. For example, the author file for the Physics-Math Library is at least twenty-four inches, which is hard to keep in order on a sorter, since hopper pockets only hold about ten and six inches respectively. For this reason, we have been experimenting with use of a computer to mechanize the full ALA Filing Rules. Through the cooperation of Dr. Philip Baumeister, Department of Optics, we have a FORTRAN II program for filing by author, with a subroutine in Autocoder for interfiling names beginning with MC and MAC. The subroutine was first done in FORTRAN II as a term paper and is shown in Figure 1.3

The main program has been run twice on the IBM 7074 (for sample of its print-out see Figure 2). Currently new items can be merged into the master tape in batches of not more than 300 cards. With two additions, we expect to use the program for updating, sorting, and printing the author and periodical listings. The first addition is a subroutine for converting St. to SAINT for filing purposes. This has been written in FORTRAN II, but not converted to Autocoder. The second addition, for the main program, is a routine to interfile title entries with an editing process that will move the first word of the title to the author position for sorting and back again after sorting. (All initial articles have been omitted in keypunching titles.) Listing by title and for abbreviations will be the next additions. We plan to add other sub-routines during the next year as computer funds become available, even things we do not need immediately, because we expect eventually to be recording via an optical scanner rather than by keypunching. Needless to say, to mechanize all of the filing rules is a long-term project, some parts of which will require different input routines than those used at present. We do NOT anticipate changing the rules to fit the machine, but rather wish to devise machine techniques to fit the rules.

Developing the beginning computer program has necessitated some changes in our keypunching procedure. We would like, for example, to merge all of our printed catalogs into one for all science libraries. Because we have used all of our columns on the IBM card for data, we had no way of indicating which title was in which library or where there are multiple copies. Now we are indicating location by putting a code number into the rarely-used column 11 of the classification number area of the punched card. When the machine finds column 11 already occupied, it looks for an 11 ≠ punch, which we use in such instances to indicate that a trailer card with information on it follows. We have also cleared the

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3 Both the program, SHORTTITLE, by Dr. Baumeister and the subprogram in FORTRAN by the author are debugged and operational.
ROUTINE TO INTERFILE MC AND MAC NAMES

TYPE 5
PAUSE
M=IBM
HC=10HC
DIMENSION KA(3), KB(22), KC(10)

10 READ 60, (KA(J), J=1, 3), (KB(J), J=1, 21), (KC(J), J=1, 10)
   (KB(22)=0
   IF(KA(1))=11,28,11
11 CONTINUE

60 FORMAT (2A5, A1, 2A1, 10A5)
   WRITE OUTPUT TAPE 5, 61, (KA(J), J=1, 3), (KB(J), J=1, 21),
      (KC(J), J=1, 10), TFG
62 FORMAT (2A5, A1, 2A1, 10A5, F3.0)
   IF(KB(1)=K) 20, 21, 20
20 IF(KB(2)=MC) 20, 22, 20
C SECOND LETTER IS C
22 TFG=1
   Q=KB(2)
   IF(KB(2)=MC) 20, 22, 20
   IF(KB(2)=MC) 20, 22, 20
   KB(2)=HA
   PUTS A INTO KB(2)
   WRITE OUTPUT TAPE 5, 50, (KA(J), J=1, 3), (KB(J), J=1, 22),
      (KC(J), J=1, 10), TFG
   Q=K=0.
25 WRITE OUTPUT TAPE 5, 62, (KA(J), J=1, 3), (KB(J), J=1, 22),
      (KC(J), J=1, 10), TFG
62 FORMAT (2A5, 5X, 3A5, 3X10A5, 3X15)
   IF(TFG) 64, 201, 65
65 CONTINUE
   IF(TFG) 100, 109, 100
100 D0 108 K=2, 21
108 KB(K)=KB(K+1)
C DELETES A IN MC NAMES
109 CONTINUE
   WRITE OUTPUT TAPE 5, 200, (KA(J), J=1, 3), (KB(J), J=1, 21),
      (KC(J), J=1, 10)
200 FORMAT (3OH AUTHOR LIST FILED BY COMPUTER/ 2A1, 3X3A5,
      3X10A5, 3XI5)
   Q=FG 64
201 STOP
END

Volume 8, Number 4, Fall 1964
Figure 2. Computer Filed Author Listing. University of Rochester Physics-Mathematics-Optics-Astronomy Library. Program by Professor Philip Baumeister, Dept. of Optics. Code in right column is to indicate which library has book.
top of column 79 in our date area for 11 and 12 punches by changing the code for a pre-1900 publication from HS to MS. Both this alternative and similar use of column 11 offer opportunities for shifting into special routines as we need them.

We plan ultimately to transfer our data from magnetic tape to disc, and develop a computer routine for adding new material similar to the following:

1. Read and edit
2. Sort
3. Merge to master
4. Store updated master

For output we would perform the following steps:

1. Read and de-edit master
2. Print de-edited master

Realization of this procedure is some time off, though the sorting problem is forcing it on us sooner than expected. A single, unified, up-to-date printed catalog for all of our science libraries is our next goal.

Supplementary book catalogs should be regarded as a method of selecting part of the union catalog on a subject basis. By the time a catalog gets to the multiple million card mark, necessary for indexing the collection of a large library, filing and entry rules make it difficult for non-librarians to use it easily. Our printed catalogs are subject-oriented, author-title finding lists. The subject-orientation is based on physical location of books in departmental libraries, but it could, if demand arose, conceivably be made entirely independent of this factor. One could, by selecting related categories in the classification system, produce supplementary book catalogs, from the shelf list, in any subject or area study orientation desired.

CODE REVISION IN ST. LOUIS

At a two-day meeting of the Catalog Code Revision Committee in St. Louis, Summer Spalding, the Editor, presented for discussion drafts of several portions of the new code. The Committee, and later the CCS Executive Committee, approved a new schedule which calls for a completed manuscript to be presented to the CCS Executive Committee in the summer of 1966, instead of (as originally planned) 1965. The chief reason for postponed publication is the decision to include in the new code rules dealing with non-book material in addition to those dealing with conventional books.

The Code Committee plans to have a working draft of the rules for conventional books by Midwinter 1965 so that, before publication, the Library of Congress, and perhaps some other major research libraries can try out the draft to test completeness, clarity of expression, and ease of use.

Bernice Field’s Descriptive Cataloging Committee held a day of meetings and made great progress toward complete revision of the Library of Congress Rules for Descriptive Cataloging (1949). These rules also will be included in the final version of the new code.—P. S. Dunkin

Volume 8, Number 4, Fall 1964
The Compact Book Catalog—
by Photographic Process

BOB JONES
Director of Instructional Resources
The Junior College District of St. Louis
St. Louis County, Missouri

BOOK CATALOGS, a thing of the far-gone past, supposedly a thing of the far-out future, are appearing in ever increasing use and form, with varying degrees of acceptance. There appears, however, little or no resistance to the idea that the catalog in book form excels the conventional card catalog file in ease of use and maintainance, and in savings in space and furniture. Many systems now in use are some variation of IBM coding, key punching, print out, etc., which not only requires the technical staff and equipment and the above steps, but prints out in hard-to-read, unfamiliar form, leaving out much of the desired information.

In starting from scratch at a new Junior College District, with a central resources center and three campuses, the opportunity to try something different was hard to resist. Not having any of the IBM equipment, and therefore not being compelled to make use of it whether or not it was really suitable, a number of methods were investigated. Since the LC card contains all of the desired information, in familiar form, the logical conclusion was to get it into book form with as few steps and little equipment as possible; photography offered a solution, but on first examination, many problems as well. It was at this stage that the Compos-O-List® camera came into the picture.

This camera, adapted with a variable aperture triggered by an electronic eye, is capable of photographing the cards individually and automatically at over 7,000 cards an hour. The cards are filed in conventional order by author-title and by subject, sense-marked to indicate how much information is to be photographed, after which the camera adjusts its bite to fit each card. From the negatives, plates are made and printing and binding completed. The results are a clear cut, easy to read and to use book catalog, requiring only the manual operation of filing the cards in desired order, which would have had to have been done anyway, and the coding to adjust the variable aperture.

The advantages are that it is used much as a telephone book, requiring little or no instruction to students and faculty, and that multiple copies can be distributed throughout the libraries, in faculty offices, and in the bookstore. The basic catalog contains, as well as books, lists of periodicals, microfilm, records, tapes, and AV equipment, thus affording a complete listing of all available instructional resources. The faculty can...
tell by scanning a few pages what materials are available in their field, and, from their office, can make reading lists of books in the library rather than copy some obsolete text book bibliography. Students, rather than tie up the card file by thumbing one card at a time, can browse through pages with some fifty (50) entries visible, just as they would browse through books on the shelves. Reference work is easier with a set of the catalogs on each librarian’s desk; and the space, cost, and maintenance of the card cabinets has been eliminated.

A basic problem with this system, as with all others, is keeping the catalog up to date. While few card files are either in proper order or up to date regardless of how much staff is at work, this is no excuse to follow the faults of the old system. Therefore, a system of cumulative supplements was devised, to be issued not periodically, but dependent upon the rate of acquisition of new materials. The first book catalogs, and author-title book and a subject book, listed some 5,000 titles and approximately 20,000 entries; cards for books received after this were filed in each library, thus affording an up-to-date daily supplement. When this card file reaches a certain proportion, these cards are pulled for photographing, and a book supplement is produced; subsequent cards are also kept in a file to be, at intervals, interfiled with the cards from the first supplement. This will result in a cumulative supplement similar, in some respects, to the Readers’ Guide and other periodical indexes. The association of using book indexes just as periodical indexes helps the students in better over-all use of the library, and at no time is anyone required to look more than three places to find a current listing of library holdings. As the size of the cumulative supplement increases, there comes a time when it is advisable to merge the supplemental cards with the basic deck, and reproduce the entire catalog, at this time including deletions as well as additions of materials, and noting special collections, special locations, etc.

This system does require hand filing of the cards (one time), and does require sense marking of the cards to adjust the variable aperture of the camera; but current experiments are being conducted to eliminate the latter step and permit the camera to adjust automatically by light sensing. Methods of eliminating the necessity of making metal plates are also being studied, and quite satisfactory results are being obtained from paper masters. In the supplements, the variable aperture has not been used, rather the camera bite has been adjusted to an optimum fixed space which has eliminated the marking of cards and produced surprisingly little wasted space or cut-off of needed information.

For small runs, it has been found that economics can be had by laying out the cards by hand in a jig and photographing the whole page rather than each card. By using the Multilith Photo-Direct camera in this process, the paper masters are produced immediately, ready for run off on the Multilith. While still requiring the manual shingling of the cards, the savings over the other method are substantial, and either camera approach represents an incomparable savings over purchasing and maintaining a conventional card cabinet file.
392.3

B745

Boas, James Herbert Sleward, 1868-

The large family system; an original study in the sociology of family behavior. With the aid and partial collaboration of Eleanor Stoker Boll. Philadelphia, University of Pennsylvania Press, 1906.

823 p. 22 cm.

301.42

C377

Cavan, Ruth (Shonle) 1896-

ed.


607 p. illus. 23 cm.

Includes bibliography.

392.3

G084

Groves, Ernest Rutherford, 1878-1948.


568 p. illus. 22 cm.

392.3

K99

Kyrk, Hazel, 1886-


xvii, 407 p. illus. 24 cm.


301.42

L177

Lee, Alfred McClung, 1906-


666.01

F248

Fashion Group.


301.42

Glick, Paul C.


x, 540 p. maps, diagrs, tables. 24 cm. (Census monograph series)

Bibliography: p. 502-509.

301.42

H293

Harper, Fowler, Vincent, 1897-


463 p. 27 cm.

392

Sirjama; John, 1911-


viii, 223 p. 22 cm. (The Library of Congress series in American civilization)

Biographical references included in "Notes" (p. 201-218).
There are some intriguing aspects of combining the virtues of direct photography with the rapid sorting and printing of punched cards or computer tape. Alanar Book Processing Center\(^4\) has under development such a procedure whereby only the shelf list is photographed as a basic referral book containing the full card information, from which short author, title, and classification entries are key punched for sorting and run off by IBM. The system has great potential, but the problem of key punching, proper sorting for print out, and keeping the catalog up to date still exists. Institutions possessing the necessary machinery might well use this process, or it can be done on a service basis, just as the camera work is now done.

As in most cases, once a breakthrough into new methods is made, it leads to even better and more efficient methods. It is already feasible for a computer at some central production center to call a computer in a library and print out book orders or book catalogs or whatever is needed; with a little guts and a lot of imagination, there's no telling what will be done next.

REFERENCES

1. Compos-O-List Systems
   815 Cleveland
   Highland Park, New York
   (variable aperture camera)
2. Datagraphies, Inc.
   1706 Washington
   St. Louis, Missouri
   (Compos-O-List camera, fix)
3. Addressograph-Multilith
   3100 Olive
   St. Louis, Missouri
   (photo direct camera)
4. Alanar Book Processing Center
   P. O. Box 901
   Williamsport, Pennsylvania
   (Itek Camera and IBM)

SUBJECT HEADINGS FOR LATIN AMERICA

A Spanish-language list of subject headings for the use of Latin American libraries is being prepared under the direction of the Pan American Union Library, Compilation, based on the LC list, lists prepared by Latin American libraries, and a list assembled by the Pan American Union Library, will be done by Jorge Aguayo with the assistance of Elizabeth Cromwell and under the editorial supervision of Carmen Rovira and general direction of Marietta Daniels Shepard. The Council on Library Resources, Inc., has granted $25,000 to further the project.

Volume 8, Number 4, Fall 1964
The Metamorphosis of the Book Catalogs

CATHERINE MACQUARRIE, Division Chief
Technical Services Division
Los Angeles County Public Library

The book catalogs prepared with IBM equipment have now been in use in the Los Angeles County Public Library for ten years. During this time, we have had some unsolvable problems in connection with their preparation. These problems are the IBM print, the lack of punctuation and diacritical marks, and the increasing bulkiness and unwieldiness of the catalogs. Scheduling also was becoming a problem since we farmed out various parts of the preparation of the catalog: preparing of stencils to the Registrar of Voters, multilithing, binding.

Our branch librarians and the library patrons have used these catalogs and like the way they are prepared, the cumulative supplements, and the arrangement into separate catalogs for adult and juvenile, author, titles, and subjects, and particularly the brief annotations. The librarians were beginning to worry, however, about the space needed for the housing of the volumes. The catalogs take less space than a card catalog, but they are growing by 5 to 6 volumes a year since we add approximately 9,000 titles. The size of each volume is 9” x 13” and about 3/4 inch thick, so they are heavy and awkward to handle. They now are in 52 volumes with next year’s set projected for 57 volumes.

The other point that bothered the branch librarians particularly was the sameness of the print. We used a #407 tabulator for print-out, and our tab cards were punched on a #626 print punch; consequently, the print-out is in all caps. This is monotonous to look at and presents difficulties to the users in that it is hard to distinguish where an author entry ends and the title begins or where the title ends and the annotation begins. As a result, when people copy from the catalog preparing request slips, they often mis-copy an entry.

There are other difficulties. For example, the filing word does not stand out. In the Author Catalog the print is all the same so the author’s name does not catch the eye. In the Subject Catalog the subject headings do not stand out even though we centered them and allowed space above and below. To make them more distinctive, we underlined each subject heading. However, there is no underline key on IBM equipment; therefore we had to underline on the multilith masters by hand, a very time-consuming job.

Punctuation, or the lack of it, also has caused difficulties. We adapted and changed to fit the few punctuation marks that are on the #407 tabulator, but there are times when a question mark, for example, is essential.
These again had to be added to the stencils. Our foreign language catalog lacks diacritical marks which in some cases changes the meaning of the words.

The appearance of the catalogs was becoming a problem. We used good paper for maximum legibility but were using the cheapest bindings made from marble board with a cloth strip down the back. They were designed to last just the life of the edition—from 12 to 18 months. Toward the end of the period the volumes became quite ragged and dog-eared and did not enhance the appearance of the branches. We liked to know that the library patrons were finding the catalogs so usable and consulted them so much that they became worn out; but the catalogs were far from pleasing to look at or handle after the covers became dirty and cracked. However, we did not want to add to the cost by using more expensive covers.

When IBM introduced upper and lower case letters in some of its advanced machines, we considered whether there would be sufficient improvement to warrant changing our basic records for the catalogs. We rejected this for several reasons. In the first place only part of our problems would be solved. In the second place, we were using the machines of the Registrar of Voters who did not have the new machines. We could not justify purchasing a machine for our own use as the catalogs did not take more than 1 day a week machine time to prepare. It was also suggested that we change to tape or drums, but again the print-out was not significantly better to warrant the change, and more problems would be encountered. We tried photography and reduction in size of print. In order to get two columns it was necessary to reduce 4:1 which made the print too small for use by the general public in a library. We ran one issue of the supplement with the reduced print. It took considerably more work, but when we sent out the supplements, everyone complained.

In the fall of 1962 we learned of the possibility of using different print faces through the use of Composo-list machines and high speed cameras. We investigated procedures and methods of adapting these machines to our requirements. After obtaining permission to experiment with the preparation of a couple of our supplements by these methods, the November 1962 Supplement was our first issue. It had many mistakes; entries did not come out as we planned and many problems developed that we had to solve. However, basically, it answered our needs and both our library users and branch librarians liked the appearance of the new supplements and found them much easier to use. The Technical Services staff and the Company who had suggested this method worked together to produce six cumulative issues—to see if the work could be done mechanically, if the various problems of cataloging, such as holdings changes, corrections, last copy discards, could be handled mechanically. The Los Angeles County Chief Administrator's staff made a feasibility study and a budget or cost study and decided that we should go ahead. Towards the end of the period we formulized our catalog requirements, prepared a description and submitted it for bid to the County Purchasing Agent. Several
bids were received. That of Econolist Company was the lowest bid for the five-year period, so they were awarded the contract.

Among the reasons for the change, besides the obvious one of improved appearance from the varied typefaces, were (1) the reduction in size—two column pages—a projected 30 + volumes instead of 57 as projected for the 1964 IBM edition and $12” × 11” instead of $9” × 13” pages; (2) entries easier to read with distinction between the body of the card, the annotations and the entry words (bold face for subject headings and for the author entry in the Author Catalog); and (3) schedules easier to maintain since we would be dealing with one agency rather than several, all of which were subject to delays. Another important point in making the change was that in the years that we had been preparing the IBM Catalogs we had been making changes, increasing usefulness of the catalogs by adding analytics, series, publishers, collation, further notes, as requested by the branch librarians; but we never had had time to go back and re-do the older entries. When making this new conversion we would have the opportunity to improve the whole catalog. We were particularly interested in improving our method of handling classics—both fiction and nonfiction—and the basic authorities in the subject fields. Otherwise, the new catalogs will contain essentially the same information as the old, using as many lines as needed to describe each title.

Cost was one of the most important reasons for seriously considering making the change to the new format, for a change of this magnitude is not undertaken lightly. We reviewed the costs of producing the catalogs and the end product that we were getting as against the proposed new format. The estimated cost was slightly less than our current costs for maintenance and updating the catalogs on an annual basis. Several elements were of importance in our estimates. We had been using the same tabulating cards over and over again to produce the new editions of the catalogs, the main bulk of the cards for ten years. We were told that the life expectancy of the cards was from five to eight years; therefore it was past time to reproduce our basic decks of cards, a considerable expense. Since the catalogs were becoming so bulky, we were beginning to need more furniture for housing them, another added expense which would not be needed with the new format of 30 + volumes. We were running out of multilith time to produce the catalogs so would have to get another machine and operator if we continued on the same schedule. Actually, we already had been forced to go to a 18-month schedule, and it was probable that we would have to go to a 20-month schedule for the 1964 edition or get another multilith machine. The new format would get us back on a 12-month schedule. Supplements become too large when the master editions are on a 18-month or longer schedule, and the master editions become too ragged before replacement.

The conversion of the master tab decks to the format is quite expensive, but the annual maintenance costs after conversion were sufficiently less to absorb the conversion costs. To quote from the letter of authorization from the Los Angeles County Administrative Officer: In terms of cost, although the annual processing expense will, under the Econolist
system, be less, the initial conversion cost will probably not be absorbed for many years. Using the next five years as a basis, we estimate that the present system would cost $524,498. This represents salaries, supplies, and equipment for the portion of the catalog processing which will be done under contractual agreement. This is compared to $562,500 for the same 5-year period if the work would be done under contract as presented by Econolist. The difference of $38,002 represents the initial conversion cost of $82,500 less than the total annual savings for the next five years of $44,498. Spread out over the five year period, this produces an average yearly increase of about $7,600, or 1.4% increase. We do agree that the catalogs prepared by the proposed process would be superior to the present ones. Not only will the catalogs be more attractive, but they can more easily be read by the patron. Also, under the new system, a complete catalog revision of 52 volumes can be prepared annually rather than every 19 months under the present system. This will significantly reduce the time span by patrons of the library and by your staff in researching through supplements to find the desired title. Finally, the new catalogs will be about 40% smaller which will save space and reduce the number of tables needed in your branch libraries. In light of these advances and since County Counsel (Edward Gaylord) advises us that such a contract is legal, we believe you should proceed in firming up the contractual agreements.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Cost to be Deleted</td>
<td>$92,649</td>
<td>$98,111</td>
<td>$103,550</td>
<td>$114,263</td>
<td>$115,925</td>
</tr>
<tr>
<td>Cost of Catalog Processing by Econolist</td>
<td>$172,500</td>
<td>$90,000</td>
<td>$95,000</td>
<td>$100,000</td>
<td>$105,000</td>
</tr>
<tr>
<td>Savings (Loss)</td>
<td>($79,851)</td>
<td>$8,111</td>
<td>$8,550</td>
<td>$14,263</td>
<td>$14,925</td>
</tr>
</tbody>
</table>

The new format used in our current supplements was very well received by the branch librarians and the library users. We even received fan letters from library users congratulating us for making the change to a more pleasing print. Placing a page from each type of print side by side is the best comparison. (See end of article for examples of the old and new pages).

One of the questions to decide for these new catalogs is whether to produce them in the old dictionary catalog arrangement or as divided catalogs. The dictionary arrangement has the advantage of familiarity; however, most indexes and catalogs, from the telephone book to some of the Wilson publications, divide subject from author. When we started in 1952, we had no choice as divided catalogs were most feasible with the IBM equipment. Now we could change to dictionary arrangement, using code numbers to control the arrangement. We have questioned our branches at various times since, and they far prefer the divided catalogs.

Volume 8, Number 4, Fall 1964 • 373 •
AUTHOR CATALOG

HUNTER, DONALD  

HUNTER, EDWARD  

HUNTER, JAMES ALSTON HOPE  

HUNTER, LLOYD PHILIP  

HUNTER, NORMAN  

HUNTER, RICHARD ALFRED  

ADAMS, LOISELLE  

ADAPTATION, BIOLOGICAL  
SEE ALSO  


ADRESSES, SEE  
SPEECHES, ADDRESSES, ETC.

CHILDREN'S CATALOG

SEUBERLICH, HERTHA GRIT  

SEVERN, WILLIAM  

SHACKELFORD, NINA  

SHAKESPEARE, WILLIAM  

HUXLEY, ELSPEATH JOSIELIN GRANT  
Incident at the Merry Hippo. Morrow, 1963.

HUYHNE, RENE  

HYAMS, EDWARD SOLOMON  

HYDE, DOUGLAS ARNOLD  
#335.43 Peaceful assault; the pattern of subversion.

HYDE, HARFORD MONTGOMERY  

ADDICESTONE (Cont'd)  

ADDIS  
291 Frazer, Sir James George. Adonis, 3d ed. The history of Oriental religion. Re-issue, with new Illustrations, of constitute Part 4 of the unabridged "

ADULTHOOD  

SHEPPARD-JONES, ELISABELT  

SHERMAN, THERESA, ILLUS.  
SEE  
J Goven, Christine Noble.

SHIRER, WILLIAM LAWRENCE  

SHORTALL, LEONARD  
EB Sam's first fish. Morrow, 1966

MASEE, WILLIAM EDMAN. SEE ALSO

LICINE, ALEXIS. WINES OF FRANCE. MASELINK, BEN. CRACKERJACK MARINES. LITTLE, 1959.

MASENET, JULES. MANON. 1895.

MASENET, JULES. MANON SEE ALSO

NEILHAC, HENRI. MANON.

MASENET, JULES. THAIS. 1922.

MASENET, PIERRE BESSAND-SEE

BESSAND-MASENET, PIERRE.

MASEY, EDWARD. PLOTS AND PLAYWRIGHTS. 1917.

MASEY, ERNEST DE. FRENCHMAN IN THE GOLD RUSH. CALIFORNIA HISTORICAL SOCIETY. SPECIAL PUBLICATIONS SERIES; NO. 2. 1927.

MASEY, SIR HARRIE STEWART WILSON. NEW AGE IN PHYSICS. HARPER, 1960.

MASEY, MARI. PRINCIPLES OF MEN'S WEAR DISPLAY. 1948.

MASEY, MARGARET ELIZABETH. ERSATZ IN THE CONFEDERACY. 1952.

MASEY, VINCENT. ON BEING CANADIAN. 1948.

MASEY, VINCENT. SPEAKING OF CANADA. MACMILLAN, 1959.

SUBJECT CATALOG

GAME PROTECTION

EVERETT, FRED. PRESENTING, FUN WITH GAME BIRDS. 1954.

HORNADAY, WILLIAM TEMPLE. OUR VANISHING WILD LIFE. 1913.

HORNADAY, WILLIAM TEMPLE. THIRTY YEARS WAR FOR WILD LIFE. 1931.

HORNADAY, WILLIAM TEMPLE. WILD LIFE CONSERVATION IN THEORY AND PRACTICE. 1919.

JORGENSEN, FREDERICK E. TWENTY-FIVE YEARS A GAME WARDEN. 1937.

LEOPOLD, ALDO. GAME MANAGEMENT. 1933.


MOORE, AUDREY. SERENGETI. 1939.

AN ACCOUNT OF THE WILD LIFE AND SAFARI IN THE AFRICAN GAME SANCTUARY, SERENGETI.

SEE ALSO BIRDS. PROTECTION OF.

GAME-LAWS. WILD-LIFE.

CONSERVATION OF.

GAME PROTECTION - CALIFORNIA

C799

GORDON, SETH E. CALIFORNIA'S FISH AND GAME PROGRAM. 1950.

R333.78

U. S. FOREST SERVICE. WILDLIFE MANAGEMENT HANDBOOK FOR FOREST OFFICERS; REGION 5. 1947.

GAME ROOMS. SEE RECREATION ROOMS.

GAME WARDENS. SEE GAME PROTECTION.

Volume 8, Number 4, Fall 1964
They say it is much easier to go directly to the title or to the subject and not to have to explain to library users the complicated filing of a dictionary catalog. We have found that the title catalogs are used most, subject next, and author least, judging from the wear and tear of the volumes in the branches.

A second concern is the type of catalog. There are three types of book catalogs being developed: the finding list or index type used mostly by companies and usually employing just one line per entry with many abbreviations; the type prepared for use by librarians such as the LC catalogs and the University of California catalogs which are simply a photographic reproduction of card catalogs in page form; and the completely remade catalogs such as those of the Los Angeles County which are prepared primarily for the users in a public library. When we have shown the first two styles of catalogs to our librarians, they immediately exclaim that it would be most difficult to train the public to use them.

Since we have been producing the supplements with the new format, many of the other libraries in the State have become interested in our procedures. The State Librarian called a workshop meeting in Sacramento, February 13-14, 1963. This Workshop, made up of the county librarians and other librarians who were members of the union catalog maintained by the State Library, discussed the possibility of converting the State Union Catalog (an author catalog in card form which shows the location of the various titles) to the new format and providing copies for all members. We also discussed the conversion of individual or groups of catalogs to this same format. A summary of the proceedings of the Workshop is included as Appendix A of Book Catalogs, edited by Robert Kingery and Maurice Tauber (Scarecrow Press, 1963, pp. 279-305).

The new format used in our supplements has been so attractive that it has also caused a revival of interest in book catalogs for both individual libraries and groups of libraries working together on a cooperative basis. Many of the district meetings of the California Library Association centered their programs on discussions of the various methods of preparing book catalogs. During the meeting of the California Library Association in San Francisco, December, 1963, the Cataloger’s Round Table meeting was devoted to the subject. Paul Miles, of the University of California at Los Angeles, discussed the book catalogs of the University of California at Los Angeles Library prepared by the G.K. Hall Corporation. Frances Alexander of the Los Angeles County Public Library staff explained the new methods of preparing our catalogs, and I discussed various meetings that were held on the subject of union or book catalogs. Amazingly, we had over 500 librarians attending the meeting, an unheard of number at a catalog meeting. It showed the great interest in the subject both by catalogers and library administrators. Many stimulating questions were asked, and during the rest of the convention it was surprising how often little groups of librarians talked about book catalogs. I was hailed frequently to explain a point or describe something in fuller detail. Cooperative or centralized cataloging in connection with union catalogs for groups of libraries was part of most of these discussions.

Volume 8, Number 4, Fall 1964
The Library Development Act passed by the California Legislature last summer (A. B. 590) promotes cooperation between libraries and the development of library systems. Several groups of libraries are discussing forming systems and cooperating to produce book catalogs, using the same format as presently used by Los Angeles County. These union catalogs would give location and would be used in place of their card catalogs. In order to produce these catalogs economically, the system must have centralized cataloging. The book catalogs would be used in all outlets of the libraries in the system. The development and use of union catalogs for a system of independent libraries will encourage closer cooperation in loaning books, in book selection, in the formation of a last copy depository, and particularly in communication between libraries in the system. Reference and processing centers will become part of each system, or possibly systems can band together to maintain large resource centers as cooperation becomes a reality. A union book catalog prepared by these newer methods, with copies in all the libraries that are members of the system, would be the most effective way to make the centers truly functional.
ANY DISCUSSION of book catalog development in the Montgomery County, Maryland, Department of Public Libraries must begin with grateful acknowledgement to the Los Angeles County Library for magnanimous contributions and cooperation. John Henderson, then the Librarian, Catherine MacQuarrie, then Head of Cataloging, and Beryl Martin, Head of their book catalog, all combined to render the greatest assistance in our initial efforts. They spent two full days with Mrs. Moreland (Assistant Librarian and Cataloger of the U.S. Naval Medical Research Institute) and myself, explaining their whole operation. They were extraordinarily kind in furnishing us a full set of their book catalog, the subject heading code book, and a detailed description of key punching procedures. Later, when we had decided to take the plunge, they provided us, at cost, with two sets of subject heading punched cards (a total of 220,000), and wired the panel for our County's IBM 407 for printout purposes.

Our library system, with thirteen branches, three bookmobiles, and an administrative headquarters, is a department of the Montgomery County government. Administrative headquarters is at 6400 Democracy Boulevard, Bethesda, Maryland. It serves an estimated suburban and rural population of 900,000 living in the 500 square miles immediately north and west of Washington, D.C. In 1963 the libraries and bookmobiles loaned 3,296,000 books from a collection numbering 515,000 at the end of the year.

The fundamental reason for consideration of a book catalog and its eventual adoption was the better service it could provide the 180,000 patrons of the system. Paramount, of course, is the fact that every patron, no matter what facility he may be using (small community branch, bookmobile or large regional library) has at his fingertips the record of the total collection of the Department as well as the location of every book. Another advantage is the ease of duplication so that instead of one card catalog in a library (and none on a bookmobile), showing only the books owned by that agency, any useful number of book catalogs may be distributed to each library. Thus in our larger libraries there are 10 copies of author, title, and subject catalogs for the adult books. This permits the Reference Librarian and the Librarian each to have copies at his desk. In addition, copies are distributed to every one of the County's 35 secondary high schools. Approximately the same distribution is made of the author, title, and subject catalogs for children's books to the libraries and bookmobiles. Each of the 110 elementary public school libraries receives a copy of the children's catalogs.
There are a number of fringe benefits. One is the release of time (both clerical and professional) from filing and withdrawing catalog cards in branches. In our system this is conservatively estimated to effect a saving of 4,000 hours or two full man years. No staff member has been discharged. This permits the released time for more useful employment serving the public directly. Also when an error is made in cataloging or classification, as sometimes happens even in the best of well-regulated families, there is only one place where correction must be made. That is, instead of various communications and new catalog cards for five to thirteen agencies owning a book, one correction is made in the next issue of the book catalog. This naturally reduces the amount of clerical and professional work required for the correction of an error. A corollary to this is the control of catalog information at one point, particularly in filing, so that there is a uniformity throughout the system. This, of course, was not true under the card catalog system, since twenty to thirty people were filing catalog cards, when they got around to it. Another benefit of the duplication of catalogs is that the persons in charge of book selection for the adult and children’s services, catalogers, the Reference and Inter-library Loan Librarian for the entire system, all supervisory librarians, and even the Director, have the catalogs of the holdings of the system within reach on their desks for instant reference.

When we began thinking about the possibility of this method after our return from California, committees of our staff were appointed to review the Los Angeles samples, discuss their applicability to Montgomery County, and make judgments on the efficacy of change. The committees were each made up of members of the staff in various categories, both professional and clerical. From this there came a substantial majority opinion that the inauguration of a book catalog would be advantageous to the staff and public alike. Thus, having the support, almost unanimous, of the staff, the decision was made to begin on January 1, 1962.

Various local governmental problems, outside the control of the Department, postponed the beginning of the operation until January 1, 1963, after which time no catalog cards have been produced. One of our fundamental decisions was to begin the book catalog, issued as supplements to the cataloged collection, with the books acquired after January 1, 1963, rather than to spend several years in preparing the materials for the production of a total book catalog. By this means we felt that we could catch up with the holdings as of December 31, 1962, while we were publishing the current cumulative issues. Another reason was that, with the scheduled opening of a new branch on June 15, 1964, we could include in our book catalog books acquired for this new agency, eliminating need for catalog card cases and catalog cards in the new agency. This has reduced the amount of the backlog to be prepared, since, when we added a title to the new agency, the holdings of all other libraries owning this book were included in the notation in the book catalog.

Before describing briefly the procedures used, I am sure a question in most people’s minds is the relative cost. We had an opportunity to
make a fairly detailed comparison of the cost of our processing with a card catalog system for the full year 1962 and our book catalog operation for the full year 1963. Following is this study:

<table>
<thead>
<tr>
<th>Staff Salaries</th>
<th>Card Catalog 1962</th>
<th>Book Catalog 1963</th>
</tr>
</thead>
<tbody>
<tr>
<td>(In which year 75,365 books were added to the collection)</td>
<td></td>
<td>(In which year 75,864 books were added to the collection)</td>
</tr>
<tr>
<td><strong>Staff Salaries</strong></td>
<td><strong>Staff Salaries</strong></td>
<td><strong>Supplies and Equipment</strong></td>
</tr>
<tr>
<td>Chief, Preparations (1)</td>
<td>$8,888</td>
<td>(1) $9,237 (nine positions continued had salary)</td>
</tr>
<tr>
<td>Principal Cataloger (1)</td>
<td>5,920</td>
<td>(1) 6,217</td>
</tr>
<tr>
<td>Catalogers (2)</td>
<td>11,120</td>
<td>(2) 11,652 increase totaling</td>
</tr>
<tr>
<td>Supervising clerk (1)</td>
<td>4,305</td>
<td>(1) 4,510 $2,091</td>
</tr>
<tr>
<td>Key punch operator</td>
<td>-0-</td>
<td>(1) 4,034</td>
</tr>
<tr>
<td>Clerk-typists (6)</td>
<td>21,180</td>
<td>(4) 14,388</td>
</tr>
<tr>
<td><strong>Total (11)</strong></td>
<td><strong>$51,413</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Supplies and Equipment</strong></td>
<td><strong>Supplies and Equipment</strong></td>
<td></td>
</tr>
<tr>
<td>Catalog cards</td>
<td>$1,200</td>
<td><strong>Catalog Cards</strong></td>
</tr>
<tr>
<td>Catalog Cases</td>
<td>1,850</td>
<td>IBM cards</td>
</tr>
<tr>
<td>Multilith mats</td>
<td>350</td>
<td>IBM card files</td>
</tr>
<tr>
<td>Multilith maintenance</td>
<td>165</td>
<td>Multilith mats</td>
</tr>
<tr>
<td>Typewriter maintenance</td>
<td>110</td>
<td>Elliott stencils</td>
</tr>
<tr>
<td>Acetate tape</td>
<td>900</td>
<td>Elliott maintenance</td>
</tr>
<tr>
<td>Book pockets</td>
<td>430</td>
<td>Typewriter maintenance</td>
</tr>
<tr>
<td>Glue</td>
<td>125</td>
<td>Acetate tape</td>
</tr>
<tr>
<td>Milar book jackets</td>
<td>4,400</td>
<td>Book pockets</td>
</tr>
<tr>
<td><strong>Miscellaneous</strong></td>
<td>35</td>
<td>Glue</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,565</strong></td>
<td>Milar book jackets</td>
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<tr>
<td></td>
<td></td>
<td>Paper</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cover stock</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Binding annual</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miscellaneous</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,763</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Machine Rental</strong></td>
<td><strong>Machine Rental</strong></td>
<td></td>
</tr>
<tr>
<td>Key punch</td>
<td>720</td>
<td></td>
</tr>
<tr>
<td>Print out</td>
<td>480 (Dept's share)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,200</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Pro Rata Share Other Departments, Personnel</strong></td>
<td><strong>Pro Rata Share Other Departments, Personnel</strong></td>
<td></td>
</tr>
<tr>
<td>Print shop operator</td>
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<td><strong>$60,978</strong></td>
<td>or 80¢ per book processed</td>
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<td>or 79¢ per book processed</td>
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From this you can see that the change-over involved only one new type of position—Key-Punch Operator. All this required was one week’s free training at the IBM Education Center of one of our Clerk-typists who was then promoted one grade. It also reduced by one the total number of staff required.

It is realized that this operation might be considered uneconomical if the Department had to rent its own IBM 407, although we are so enthusiastic about the results we might consider this a reasonable expenditure of monies for a vastly more useful service.

Now for a brief description of the method. Naturally the first step is the selection of the titles, which is not in the province of the Preparations Section. Multiple order forms are typed in the offices of the Coordinators of Adult and Children’s Services where the orders of the various branches are combined. From this point on the rest of the operation is entirely within the responsibilities of the Preparations Section. When the books arrive, they are checked in and the original order slip (light card stock) is placed in the first copy which goes to a Cataloger. The Cataloger uses this order form as the work slip.

When the work slip has been completed, it is given to the Supervising Clerk for assignment to a clerk-typist for making an Elliott Addressing Machine stencil (if six or more book pockets and shelf list cards are required) or typing book pockets and shelf list cards (if fewer than six are required). When this operation is completed, the work slip is given to the Principal Cataloger, who uses it as the control card. She assigns the code numbers to the various subject headings and edits the entry for consistency with the book catalog form. This control card is then given to the Key-Punch Operator to punch the necessary cards for the author entry.
These cards are automatically duplicated for the subject detail to be filed under the already-prepared subject heading card (kindness of Los Angeles County).
Then the required cards for the title entry, which varies in form somewhat from the author and subject entries, are punched.
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Volume 8, Number 4, Fall 1964
Since the 026 Key-Punch prints as well as punches, these cards can then be revised by the Principal Cataloger, and they are filed in their proper place in the three categories of author, title, and subject in card files to await the bi-monthly cumulative supplement run-off on the IBM 407. We also produce separate book catalogs for our foreign language and phonograph record collections.

The cards are hand sorted because the experience of the Los Angeles County Library established that, although the cards could be sorted by machine, it took considerably less time to file by hand. We have discovered only one filing error in 6,989 pages produced since Jan. 1, 1963.

Every two months the cards are taken in their file trays to the County IBM Division where they are printed out by the IBM 407 onto continuous perforated Multilith mats.

These mats are revised and subject headings are underlined before being delivered to the County Print Shop for the printing of the necessary number of copies. The distribution indicated above follows upon the completion of the printing work. Sample pages from adult author, subject and title catalogs (six month cumulative supplements) follow.

INTRODUCTION

This Author Catalog supplement lists books added to all Montgomery County public library collections since the publication of the bound Author Catalog. It is issued every two months.

Books are listed alphabetically by authors, editors, compilers, joint authors, and by titles of books for which there is no author.

Works of fiction do not have numbers and will be found arranged alphabetically by author's last name on the fiction shelves. Nonfiction books have numbers which appear at the left of each entry. These numbers show the location of books on the shelves.

S.S. is used for collections of short stories.

The letter R preceding a number indicates that the book may be found on the reference shelves.

Asterisks (*) preceding titles indicate books suitable for young adults.

Symbols showing location are:

B Bethesda

BK Bookmobile

C Central [etc; 15 locations listed]

Library Resources & Technical Services
[Subject Catalog]

PRESIDENTS - U. S. - ELECTION

329.01 MICHENER, JAMES ALBERT. REPORT OF THE COUNTY CHAIRMAN. RANDOM, 1961.


324.73 ALSO REFERENCE B C D F G L F N R V S T W

PRESIDENTS - U. S. - HISTORY - SOURCES

353.032 TOURTELLOTT ARTHUR BERNON. PRESIDENTS ON THE PRESIDENCY. DOUBLEDAY, 1964.


PRESSED GLASS

748.2 REVIT, ALBERT CHRISTIAN. AMERICAN PRESSED GLASS AND FIGURE BOTTLES. NELSON, 1964.

PRICE POLICY

338.8 MEANS, GARDINER COIT. CORPORATE REVOLUTION IN AMERICA. ECONOMIC REALITY VS. ECONOMIC THEORY. CROWELL, 1962.

PRICES

R338.0973 COMMODITY YEAR BOOK. COMMODITY RESEARCH BUREAU.

PRIMROSES

635.932 GENDERS, ROY. PRIMROSES AND POLYANTHUS. BY R. GENDERS AND H. C. TAYLOR. CRITERION, 1954.
[Title Catalog]

324.73 PRESIDENTIAL ELECTIONS, BY N. W. POLSBY
P778P
818 PRESIDENTIAL PAPERS, BY N. MAILER
M219P
C
B
E365MP
363.032 PRESIDENTS ON THE PRESIDENCY, BY A. B. TOURTELLOT
T732P
B
613 PREVENTIVE MEDICINE AND PUBLIC HEALTH, BY M. J. ROSENAU
R813P
S
ALSO REFERENCE
B. D. L. F. T. W
323.4 PRICE OF LIBERTY, BY A. BARTH
B284P
B. C. D. F. G. L. F. N. R. H. R. V. S. W.
PRICE TAG FOR MURDER, BY S. DE BEAUVIOR.
B. C. D. F. G. L. F. R. V. S. W.
S. S.
PRIDE OF FELONS, -- MYSTERY WRITERS OF AMERICA
B
PRIME OF LIFE, BY S. DE BEAUVIOR
B. C. D. L. F. N. R. V. S. T. W
B386BP
332.67 PRIMER FOR PROFIT IN THE STOCK MARKET, BY H. KAHN
K12P2
B. C. D. F. G. L. F. N. R. H. S. T. W
FOR OTHER EDITIONS, SEE AUTHOR CATALOG.
335.4 PRIMER ON COMMUNISM, BY G. W. GRONYN
C947P2
B. D. L. F. R. V. S. H. S. W.
FOR OTHER EDITIONS, SEE AUTHOR CATALOG.
709.017 PRIMITIVE ART, BY D. FRASER
F041P
D
759.1 PRIMITIVE PAINTERS IN AMERICA, 1750-1950.
L764P
BY J. H. LIPMAN, ED.
D. S. W.
635.932 PRIMROSES AND POLYANTHUS, BY R. GENDERS
G325P
D. S.
320 PRINCE, BY N. MACHIAVELLI
M149P
D. F. G. P. R. H. S. W.
FOR OTHER EDITIONS, SEE AUTHOR CATALOG.
A333E PRINCE CONSORT, POLITICAL BIOGRAPHY, BY F. EYCK
D. L. F. S.
B
PRINCE OF THIEVES, BY J. J. LYNX
M285L
B. C. D. L. F. S. W.
PRINCESS CASAMASSIMA, BY H. JAMES 2 V.
B. D. F. L. F. S.
510 PRINCIPLES AND APPLICATIONS OF MATHEMATICS FOR
U58AP COMMUNICATIONS-ELECTRONICS. -- U. S. DEPT. OF
B. D. S. T. W
THE ARMY.
590.12 PRINCIPLES OF ANIMAL TAXONOMY, BY G. G. SIMPSON
S613P D. W.
574 PRINCIPLES OF BIOLOGY, W. G. WHALEY
W582P L. F. R. V. T. W.
347 PRINCIPLES OF BUSINESS LAW, BY E. R. DILLAVOU
D. S. W.
D578P7 FOR OTHER EDITIONS, SEE AUTHOR CATALOG.
364 PRINCIPLES OF CRIMINOLOGY, BY E. H. SUTHERLAND
S566P6 B. D. G. S. T. W.
330.1 PRINCIPLES OF POLITICAL ECONOMY AND TAXATION, BY
A488P D. RICARDO
D. W.
651.26 PRINCIPLES OF PUNCHED CARD DATA PROCESSING,
V266P BY R. G. VAN NEST
B. D. W.
621.56 PRINCIPLES OF REFRIGERATION, BY R. J. DOSSAT
D724P W

Volume 8, Number 4, Fall 1964
BOOK CATALOG FOR BALTIMORE COUNTY
PUBLIC LIBRARY

The Baltimore County Public Library, Towson, Maryland, has signed a contract with Documentation, Inc., Bethesda, Maryland, for a book catalog. In the production of the catalog, Documentation, Inc. will employ the advanced computer system originally developed for the publication of the National Aeronautics and Space Administration indexes.

The Baltimore County Adult book catalog will be published in three parts: author, title, and subject volumes. A separate juvenile catalog will also be issued in author, title, and subject volumes. The first edition of the catalog will contain all titles added to the system since 1959, approximately 55,000 entries. There will be monthly cumulative supplements for the adult catalog and quarterly cumulative supplements for the juvenile catalog. Titles added to the system before 1959 will be incorporated gradually into the monthly cumulative supplements. A complete new catalog will be issued annually.

Work has begun on the source cards for the first edition of the catalog which is expected to be ready for use by late fall of 1964. Full entries for each title will be given in the author catalog: the subject and title catalogs will give call number, author's last name and initials, short title, and publication date. All entries in all volumes will show holdings for each library in the system.

The cost of the first basic catalog has been estimated at $18,000 to $22,000. The cumulative supplements will vary in cost, according to monthly input, from an estimated $600 for the January 1965 supplement to $1,000 for the November 1965 supplement. The cost of the second complete catalog, to be published in December 1965 has been estimated at $8,000.

Sets of the book catalog will be placed in all 14 branches and the three bookmobiles of the Baltimore County Public Library and in all Baltimore County public schools. The catalog will be available for purchase by other libraries, government agencies, business and industrial firms, at a cost of $80.00 for the complete set with supplements; $55.00 for the adult catalog only, with supplements; $25.00 for the juvenile catalog only, with supplements.

PRINCE GEORGE'S COUNTY, MD.

The Prince George's County Memorial Library also signed a contract in July with the Science Press, Inc., of Ephrata, Pennsylvania, to produce a book catalog of the adult collections of the County system. IBM cards and the Eastman Listomatic Camera will be employed to produce author, title, and subject volumes. Supplements will be issued monthly with annual cumulated volumes.
Reader Services Aspects of Book Catalogs*

**IRA HARRIS, Graduate Student**
**Rutgers University**
**New Brunswick, N. J.**

**Introduction**

Library catalogs, despite the rash inferences of some of their critics, have the fundamental purpose of aiding the user. Since all the efforts that go into the production of library catalogs have serving the reader as an end purpose, the title of this investigation may appear to seek for artificial separations within the topic. However, if we look at the literature on the subject of the current revival of book catalogs, what do we find? We find articles which (1) explain the technological and historical factors of this revival; (2) tell how book catalogs are made; (3) discuss costs; (4) treat advantages and disadvantages of book catalogs, in comparison to card catalogs. Some writings cover more than one of these aspects, and some include discussion of book catalog use, such as, for example, those which do cover the pros and cons. But very few articles treat only book catalog use.

Reader services aspects of book catalogs ought to include information on how book catalogs are used; in what ways catalog use is facilitated by having it in book form; how the user likes it; what, in terms of use, the book catalog does that is different; what changes in the patterns of library service the book catalog is likely to encourage.

Unfortunately, the literature does not yet answer these kinds of questions very extensively. Most of the cookbook and testimonial categories of writing at the present time cover either How-to-make or How-I-made my book catalog, although there are examples of testimonials purported to represent the sentiments of both readers and staff concerning use preference.

The book catalog revival is recent, and most of the material which referred to readers' service at all was found in the 1963 compilation by Robert E. Kingery and Maurice F. Tauber, *Book Catalogs*. This is not accidental, for the articles included here were assembled on request of an ALA committee on book catalogs, and (despite some duplication of content) original contributions were solicited to fill in some gaps. Happily, the "use" gap was one so recognized, and while the resulting contribution has major faults, it could not be expected to do the whole job. Basically, the compilation is a good one, for it snare articles of value that have appeared in recent years, and attempts a comprehensive coverage.

* Paper prepared for a Seminar in Technical Services, Rutgers University Graduate School of Library Service, Spring 1964.

*Volume 8, Number 4, Fall 1964* · 391 ·
Some Specific Articles Which Discuss Use

No attempt is made to impose any consistency on the varied coverage of the topic here represented, nor is an attempt made to indicate what else is covered in the articles chosen. These are not the only selections which speak of use, although few others were found which devoted substantial attention to it. In order of their appearance the selections might be designated as follows: An article on scholarly use, in broad terms; a pro-and-con article; two endorsements; a case study; an article which identifies trends; and, finally, a brief comment on an informal talk.


Throughout the rise and getting-out-of-hand of the card catalog, the scholar has never been happy with, nor used extensively, a catalog on cards; whereas because of his long familiarity with bibliographies in book form, the book catalog ‘looks good like a bibliography should.’ Whether in alphabetical or classified form, the book catalog spreads its contents before the user with a transparent and obvious efficiency that a tray of cards can never achieve. One cannot scan a bank of cards, in which each is given equal emphasis and none contributes to the differentiation between woods and trees.

He adds that the scholar does not appreciate fine bibliographic detail, but likes his citations the way he is used to seeing them elsewhere: simple and uncluttered.

Shera notes that in all other excepting library applications, the card symbolizes that which is transitory, impermanent, subject to constant alteration and change . . . librarians have entrusted to one of the most impermanent of record forms their one and only inventory of the totality of the bibliographic store.

Yet he finds scholarship dependent on the archival function of libraries, and in this sense sees a conflict between the form and intent of recording.

In the remainder of the article, he discusses the advantages and disadvantages attributed to the two forms, and observes that the electronic devices which now facilitate publication may eventually assume catalog functions themselves. All of this he sees in the large context of improving bibliographic control of the scholar’s materials. He does characterize the scholar’s bibliographic world, into which the book catalog has been introduced, and on the basis of this characterization presumes that the book catalog will be a more attractive, a more compatible, device to the scholar than the card catalog has been.


Library Resources & Technical Services
In examining the feasibility of substituting book catalogs for card catalogs, their format, in the light of the use to be made of them, the number of copies necessary and their location for easy consultation, the volume and kinds of use to be provided for, are all pertinent considerations.

In effect, says Miss Tysse, we have ample evidence that catalogs can be published, and experience in doing so, yet whether a printed book catalog can successfully replace the public dictionary catalog in a large library is not so easy to determine, and about such a substitution there are many misgivings on the part of users depending upon its completeness and up-to-dateness.

The author sees these advantages of book catalogs for the library user (parentheses enclose my quick interpretations): Mobility (you can take it with you); Multiple copies (it's everywhere); Visual superiority (many entries can be seen simultaneously); Suitability for photocopying (for bibliography-compilation); Physical ease of access (whole drawers of cards in one manageable volume); A clue to scholarly resources in other libraries (if distributed widely); A key to area resources in library systems.

Few of the disadvantages she lists have meaning for the user, although this is what she initially set out to list. She speaks of the expense and difficulty of publishing, the difficulty of making changes, and the book's susceptibility to wear, mutilation, and theft. (On the last point she admits that cards can be stolen, too). The question of wear, plus some of the other drawbacks she mentions, seem to be related to a concept of the book catalog in few or even single copy form, as one might own a file of the National Union Catalog. She wonders, for example, about mobility—what will everyone else use while one patron is making a photocopy, or is off in the stacks with it? Only two disadvantages remain as logically supportable, in this listing, from the user's view: Obsolescence and the need for checking several alphabets.

Miss Tysse devotes a good deal of discussion to the physical vulnerability of book forms, introducing some figures on heavy book use, but makes no reference to Wilson indexes or telephone books in this regard.

Two examples are given of the rejection by users of the printed book form of catalog, the absurdities of which are obvious even in the summary given here: A study of use at the Library of Congress of 15 sets of the printed catalogs seemed to indicate that when librarians are the users, they will choose instead to work with the card catalog. A testimonial solicited from one reference librarian at Princeton states that a 1922 Finding List in book form has never taken the place of the card catalog.

The author brings up the possibility of using the National Union Catalog as an individual library's printed catalog, but offers evidence that local adaptations would make it so changed as probably to confuse the user; the University of California at Berkeley found that its holdings were only 15% of the total.

Volume 8, Number 4, Fall 1964
Calculations on the possible substitution of a printed book catalog for a card catalog, in terms of present levels of use, are inconclusive; she suggests that multiple copies of a printed catalog “would facilitate use and relieve some of the present pressure on the central catalog.” And that perhaps only the subject part of the catalog should be presented in book form. Her conclusions are:

In view, however, of the experience of such libraries as the Library of Congress and Princeton, and the everyday experience of reference and other service librarians, printed book catalogs representing the entire library collection can never fully supersede the flexible card catalog, that ingenious, if cumbersome and expensive, device so much more adaptable to additions and changes.

One has the feeling that the conclusion may well be a true one; yet this article provided no real support for it.


A description of the operation of the Los Angeles County catalog, including some testimony in regard to use. This is by an avowed partisan:

We feel that our book catalog offers many advantages over the conventional type of library card catalog including logical arrangement, compactness, and a vastly greater number of cross references provided as aids to readers . . . indispensable tools of value to patrons in requesting specific books or subject material and to branch librarians in locating books in the branch and suggesting titles for use by patrons, in addition to their importance to subject specialists and regional librarians in the areas of reference work, book selection, discarding and assignment.

As an index to the system-wide collection he sees savings in time for locating materials outside the immediate branch.

Of reader preferences, he states that not only the branch librarians but patrons as well are enthusiastic.

They find the bound volumes easier to use than cards and what is available on a given subject can be seen at a glance; the separate volumes serve as indexes and may be carried directly to the shelves.

Some of the other alleged virtues have to do with the divided form of the book catalog, which seems to be a characteristic at least partly related to the book form in this description. At least, some uses apparently are furthered by the combination of these two features:

In order that teachers and school curriculum advisers may know of the material available to pupils, copies of the Children's Catalog are supplied to the school districts throughout the county. This helps to eliminate the possibility of a teacher assigning a particular title for outside reading that may not be obtainable through our branches.

This article was refreshing for its honest admission of enthusiasm, yet the extent of staff and public enthusiasm must be taken largely on faith.

While historical background and administrative concerns involved in the development of the Los Angeles County Library catalogs are certainly related to reader services, only a few portions of this article treat services directly.

The Los Angeles County Library has come to regard the printed book catalog as an active, positive ‘salesman’ for its services, an effective ‘display window’ for its merchandise, and as an instrument by which it has been able to improve professional services to the public. Experience has been that the printed book catalog is attractive psychologically to the public, that it is easy, simple, and convenient to use.

Mr. Geller cites appreciation on the part of the public for the reading-level guides in the *Children's Catalog*; for the subject division, which serves as an ‘instant’ bibliography, and for the annotations, “which save time for both patrons and staff and provide valuable insights into the contents of the collection.”

He claims that there are direct, tangible benefits from the printed book catalog which are not possible with the card catalog; yet in spite of these benefits, “The biggest single problem encountered with the use of the printed book catalog was acceptance.” He offers a number of plausible explanations for this, but concludes that both staff and patrons became converted, as “the superior qualities of the printed catalog became apparent with use. . . .” Whether this is an indication of brainwashing, or whether the staff in Los Angeles are less hidebound than the staff at Library of Congress,

It is of interest to note that the staff of the Central Headquarters has both the system's union card catalog and the printed book catalog . . . the staff uses the printed catalog as a matter of preference.

In conclusion, he testifies that their printed catalog, a child of necessity, “. . . has been an instrument for growth and a vehicle for improved public service, which is, after all, our reason for being.”

How much of this is romanticized speculation? Certainly if staff and patrons do actively like a book catalog, we ought to know about it. Yet can we rely on this kind of reporting?


This is a case study. The University of Rochester’s newborn departmental libraries in science and engineering were given temporary author files while their card catalogs were being made.

The lack of a catalog was a severe handicap to the librarians. The faculty and students survived fairly well, probably because neither group really knows how to make effective use of a catalog. In fact, the faculty in each library were so
used to getting along without a catalog that when one was finally completed, they did not use it. . . . Since the faculty did not come to the catalog, it seemed logical to devise some way of taking the catalog to the faculty.

And, since duplicate orders were a major problem,

it was decided to make a short title printed catalog from standard 80 column IBM cards and give a copy to each faculty member to keep in his office. The punched card form was chosen because, in the long run, this could be more readily updated.

Other uses made of this printed catalog included letting all departmental personnel, especially those having responsibility for book selection, know what other departments had without going to the main union catalog. This was seen as helpful in intralibrary loans because it cut down on the 'do you have—' step.

This printed catalog was possible because the University already had both a computing and a tabulating center, and because collections were new. The remainder of the article provides the technical details of the operation. Mrs. Richmond concludes with an account of the results:

The ordering of books already in the library has practically ceased. Books not in the library are rarely assigned for reserve reading. The faculty in the libraries which do not yet have printed catalogs are asking when they will have them. Interlibrary loans to the industrial research libraries have increased. There is a widespread demand for a list of scientific periodicals in the whole library system, which can be satisfied, complete with holdings for each library, when the project of making short title catalogs is finished.

This was a straightforward, factual account of one particular instance of the use of a printed book catalog. No claims were made for its superiority not supported by the evidence given; it is not presented as the only possible solution to the problem; no generalizations are advanced by the author about possible applications in other libraries.


A carefully-reasoned approach, in which the card catalog is not ordered out into the snow. Its virtues are accorded full respect, yet the question is asked

. . . whether the card catalog will serve as well in the next half century or even in the next decade. The catalog is one of the means—the principal one, it should not be forgotten—of making available to readers the resources of a library. As readers' requirements change, so service patterns change, and so perhaps catalogs should change.

She cites these examples of changing concepts of service:

Growing acceptance of the idea that a given library's service to its community requires access to resources outside its own immediate jurisdiction;

library cooperation, an old story to librarians,
is no longer a new concept to our readers. The increase in requests for inter-
library loans and the up-surge in the non-resident's use of libraries of all kinds
reflect the reader's changing views toward the availability of library materials.
He recognizes that no single library may have everything he wants, and in his
search for what he needs, he is unhampered by any concern for political or
campus boundaries.

Miss Brown cites the increase in quantity of published material as a rea-
son to expect increased pressures for cooperative buying. In presenting
these two developments, that is, the need for regional library service and
the need for specialization-of-fields, she seeks to identify the ways in which
the form of library catalogs may be affected: "The card catalog can only
be consulted in one place and a given entry can only be consulted by one
person at a time."

Duplication is difficult, and congestion at the catalog has resulted in
ranch-style card cases which not all libraries have the floorspace to adopt.
Because of the development of new techniques,

It now seems likely that book catalogs could be produced which would provide
the same information as the card catalogs and also have one additional feature,
namely, easy accessibility by readers at widely scattered geographical points.

This is economically feasible today and is likely to become more so in the
future, yet

The suggestion that some catalogs might be produced better in book form than
housed in a catalog cabinet is not made in the interests of economy. It is neces-
sary to state this, since any suggestion made by a cataloger is suspected, especially
by reference librarians, of being motivated solely by reasons of economy. Better
service, measured in terms of improved catalogs and easier access, to library
collections through these catalogs, is the consideration.

This article is an analysis of trends in patterns of library service which
would logically appear to require a change in present forms of area
bibliographic control. Applied to the library system in Pennsylvania,
and considering some factors and alternatives not recounted here, there
is also general applicability for the use of book catalogs in other Amer-
ican public libraries, which is recognized by the author. Her presentation
is distinguished by an insight into the changing conditions of service, and
an awareness of what might be termed the historic appropriateness of the
development of book catalogs at the present time. Miss Brown shuns
enthusiastic endorsement, yet manages through a kind of clarity of vision
to convey a sense of indisputable rightness to her conclusions.

Brown, Margaret C. Talk to Rutgers Library School students at the North

Miss Brown discussed the use of book catalogs in general, and their
use by the Philadelphia Library in particular. She noted that despite
all the writing on the topic, there is not much in the literature about use,
about the reactions of staff and readers.

Volume 8, Number 4, Fall 1964
She was critical of discussions of cost, saying that in comparing book and card catalog costs you are comparing peaches and apples, since the book catalog does things that the card catalog cannot do. For example, the library in which we met has no public card catalog at all, but copies of the book catalog were in evidence at every turn, from stack areas to references librarians’ desks. Under the Pennsylvania Plan, 50 libraries in the Philadelphia District legally look to the Free Library as a regional resource center. These libraries receive the book catalog. Miss Brown also noted that some of the local libraries were using the book catalog in their own processing operations.

She is convinced that the book catalog is more expensive than the old system, but she asks: What is the cost of, how do you measure the cost of service?

Essentially there is a commitment here to provide a new level of service, and with this commitment established, she feels that we should stop merely counting costs and work actively to cut these costs we have already decided to meet.

Concluding Comment

While much of the literature on book catalogs refers both directly and indirectly to reader use, factual investigations of use are not heavily represented, and we need more of them. Many of the opinions about book catalogs, both those in favor and those opposed, appear as just that: opinion. As long as two kinds of opinions exist, they tend to be inconclusive. While the bases for rejection of the book catalog tended, in the use article from the compilation, to be vulnerable, the enthusiasm of some of the advocates represented in other sources was equally suspect.

The treatment of the subject which was primarily an analysis of trends in library service, the case study, and the talk about one library system’s experience in using book catalogs—all these seem to point to employment of this form of catalog for uses unattainable with the old form.

The need for further study and research on reader services aspects of book catalogs is clear, and the chronicle of things we don’t know could be readily compiled. The book catalog, however wide its distribution, brings to the reader, after all, not the book itself, but only the record of the book. How much difference does this make, in the ultimate circulation patterns? Will such records reduce the volume of requests received by the largest libraries, particularly from distant points? Does the reader get what he goes to the catalog to find, any more frequently, any more quickly? Undoubtedly, as more libraries adopt book catalogs, more will be written about their use, and it is not unreasonable to expect that a little of what is written will be of a quality equal to the best of these selections.
DEVELOPMENTS OF RECENT YEARS make it increasingly clear that we are at the beginning of a new era with respect to the form and method of production of library catalogs—an era in which an old product, the book catalog, has been revived as a result of new technological developments, and now challenges the card catalog as the basic device for maintaining our bibliographic records. It is not yet apparent how widespread or how rapid the change from the card to the book catalog may be, but because of the clear superiority of the book catalog on the points of ease of scanning and ease of reproduction of multiple copies, and because of the hope it offers of reducing or eliminating the clerical work involved in catalog preparation and maintenance, it is essential that we give careful consideration to the feasibility of a book catalog in many library situations.

Of the several possible methods for producing a book catalog, the most revolutionary one is production by a computer. The product, being basically similar to other books catalogs, is reasonably familiar to librarians; the production method as yet is not. This paper represents an attempt to relate the general parameters of computer operations to the accepted goals and procedures of our present cataloging operations, considering whether these goals and procedures can, should, or must be modified to take advantage of computer techniques and capabilities. In view of the wide range of computer capabilities and of the sizes of library catalogs, generalizations are risky, but certain basic questions may be identified.

In any consideration of the possibility of applying computer techniques to an existing operation, the first step must be a rigorous analysis of the present procedures in their totality. This step, usually done in flow chart form, is necessary because a computer cannot operate or make decisions on the basis of incomplete information, as a human being frequently can and does. This analysis often reveals illogical or inefficient steps in the present operation, as well as gaps in our knowledge of the total process. The second step involves a careful consideration of both present and future goals and products: What are we producing? Does it meet our needs? Do we want something different?

Having, then, analyzed present procedures and considered desired...
products, it remains to analyze the machine's capabilities and operations, to answer the questions: Can the machine do the job as it is planned? If not, are there alternative ways of achieving the desired results? Or, should the job be re-planned? (The question of relative cost is of course of basic importance, but will not be discussed directly here.)

In considering the present goals and procedures of cataloging as they are reflected in the card catalog, we may identify three broad areas of relevance to our topic:

1. Descriptive cataloging, including entry
2. Subject control, through subject headings
3. Filing

*Descriptive Cataloging*

With regard to descriptive cataloging, three goals may be discerned:

1. To provide a description of the physical object
2. To provide one or more “entries” or “access points”, with a full description of the work at each point
3. To “explain” the reason for each entry, that is, to show why it has been made

The techniques for achieving these goals are essentially identified in the American Library Association *Cataloging Rules for Author and Title Entries* and in the Library of Congress *Rules for Descriptive Cataloging*.

Looking first at our techniques for description of the physical object, the objectives of descriptive cataloging are, in the familiar words of the *LC Rules*: “(1) to state the significant features of an item with the purpose of distinguishing it from other items and describing its scope, contents and bibliographic relation to other items and (2) to present these data in an entry which can be integrated with the entries for other items in the catalog and which will respond best to the interests of most users of the catalog.” To accomplish these objectives, we organize the description into three major parts:

1. The “body of the entry”, consisting of the title, the subtitle, if any, the author statement (in some instances), the edition statement, if any, and the imprint
2. The “collation”
3. “Notes”, used as necessary

We employ a format utilizing sentences and paragraphs, working under basic but not unanimous agreement as to what information should be placed where, and in how much detail. Application of the rules involves examination of the title-page and other parts of the item being cataloged and organizing the derived description into the parts noted above. In passing it may be noted that the tendency to place title-page information in the body of the entry persists, although such a procedure is much less mandatory than under earlier rules.

The *Rules for Entry* provide guidance in determining the various...
entries (other than subject headings) for a work and in selecting one of
these as the so-called "main entry." In most instances, an attempt is made
to select a person or a corporate body as the main entry and the person or
group so selected is considered to be the "author" of the work. The main
entry is frequently, though not always properly, referred to as the "most
important" entry for the work. Hopefully, the rules provide sufficient
guidance that the same main entry will be selected by all persons catalog-
ing the work, so that listing in union catalogs and other single-entry bib-
liographic tools will be consistent, recognizing, of course, that complete
unanimity for all titles cataloged is unlikely.

In applying the rules, the cataloger first considers the physical object,
noting what information is given on the title-page, where it appears, and
with what degree of typographic prominence. He may also take account
of other information found in the work, occasionally even information
found outside the work. He then applies the "logic" of the rules to de-
terminate the "main" and "added" entries to be made, seeking always to
anticipate the "user's" approach and convenience as much as possible.
However, the "logic" (at least the logic of "authorship" and "main en-
try") sometimes conflicts with the assumed, stated, or demonstrated con-
venience of the user. Thus, for maps, it is frequently asserted that area or
subject is a more important entry than the author entry; the recent
Standard for Descriptive Cataloging of Government Scientific and Tech-
nical Reports, prepared by the Committee on Scientific Information of
the Federal Council for Science and Technology, calls for main entry
under corporate body for all reports, even if personal authors are iden-
tified; for laws, we reject the authorship principle, making entry under
an arbitrary "form" heading instead of under the legislative body re-
sponsible for them. To an extent, but not completely, the "added entries"
solve the problems raised in these and other situations.

Why, then, do we establish a "main entry" for each item cataloged?
What are the functions of the main entry? At least five reasons or func-
tions may be discerned. First, in most instances we feel the necessity of
assigning primary responsibility to some person or corporate group, that
is, of establishing the "author" of the work, on the assumption that selec-
tion for purchase or use may be influenced by this assignment of responsi-
bility. Second, in single-entry listings, the main entry represents the only
access point. Third, hopefully, we establish an "authority" for subsequent
bibliographic references to the item. The fourth and fifth functions are
more practical than theoretical: the main entry provides a convenient
device for sub-arrangement of items under a given added entry and for
locating all the entries for a given item in the catalog.

As a part of the authorship principle, the rules also provide that all
of the works of a single author, either personal or corporate, shall be as-
sembled at one point in the catalog. This collocation is achieved by ad-
hering to the use of a single, un-varying form of the author's name, which
must differ in some respect from any other similar names in the catalog.

The third goal of descriptive cataloging, explanation of the relation-
ship of a heading to the item described, may be explicit, as in the case of editors, translators, and second authors, all carefully identified in the heading; it may be implicit, as in the case of main entry, where the format of the card identifies the entry as the author: or it may be tacit, that is, not shown directly and determined only by a reading of the card.

Subject Headings

In selecting the headings by which we provide subject access to our collections, we attempt to select a single word or phrase, usually from an “authority” or “standard” list, which encompasses the “specific” contents of the item being cataloged. The term or phrase, however, must be capable of being used for more than one item in the collection. We attempt to minimize the user’s difficulties in several ways: by following the practice of specific entry consistently, by “pre-coordinating” terms to form concepts, e.g., “Classification—Music”, and by a straight alphabetic filing of multi-word headings. The structure and punctuation of multi-word headings vary considerably, again in response to supposed user convenience, as we utilize adjectival phrases, inverted adjectival phrases, prepositional phrases, inverted prepositional phrases, and subdivided headings. No attempt is made to limit the length of the heading. In practice, we frequently find it necessary to use more than one heading for an item, either because it treats of more than one subject (the subjects not being subordinate to a single more generic term) or because no “existing” heading (existing, that is, in our authority list) covers the concept.

Filing

The various entries for the cataloged item are then arranged in either a single or a divided file (the latter usually in no more than two sections), with a growing tendency toward “straight alphabetic” filing arrangement insofar as possible. The “filing medium,” that is, the part of the card which must be considered in filing, may consist of one, two, or three parts. In the case of main entries, the entry itself must be filed; unless it is the title of the work or represents the only entry for the “author” in the catalog, sub-arrangement by title (the second part) will be necessary. In the case of added entries, the third part may be added to the filing medium, with necessary consideration being given in some instances to the added entry, the main entry, and the title. Practice varies both between libraries and within a single library on the point of regarding the main entry in the filing of added entries; that is, filing of added entries may be either direct to the title or indirect through the main entry. Subject entries are sub-arranged either by the main entry or by the date.

Computer Techniques and Capacities

A computer has been defined as “a device capable of accepting information, applying prescribed processes to the information and supplying the results of these processes”.¹ For present purposes, its functions may be

may be identified as reading (that is, accepting information), computing and sorting (that is, applying prescribed processes) and printing (that is, supplying the results). As applied to the cataloging process, we may say that the computer can

1. reproduce information with, if desired, either the addition of designated new information or the deletion of designated parts of the original information
2. sort, that is, file information at designated points
3. print the results.

How do these abilities relate to the established goals and procedures of cataloging? Our techniques have for the most part worked well in our established technology of a catalog made up of cards produced by the typewriter (or some substitute therefor), but even in the past our goals and procedures have not been accepted without question. For the most part, the implications of these questions could not be thoroughly explored because of the limitations of the existing technology. At the least, the computer provides a chance for experiments with new formats and new methods of display for our bibliographic record, and makes it necessary to re-examine our goals and procedures.

Questions Regarding Descriptive Cataloging

With regard to our present procedures of descriptive cataloging, there are three basic questions. First, do we organize the information in the most effective manner? Are there situations in which material from the title-page, traditionally placed in the body of the entry, might more effectively be presented in "note" form? Second, do we need the same amount of information at each entry? Third, is the author statement as necessary as we have assumed? Further, might it be more effectively presented in note form?

Questions Regarding Entry

With regard to present procedures relating to rules of entry (other than subject headings), again, three basic questions may be raised. First, is it necessary, assuming multiple entry points for a work, to establish a single entry as the "main entry"; may we not, instead, think in terms simply of "entries" rather than "main and added entries" for a work? This question relates to our conception of the basic function of the catalog—is it primarily a finding list or does it seek to go further and become, so to speak, an authority list, determining the "author" for each work listed? Second, is it necessary always to explain the reason for an entry? Undoubtedly, we must do so in cases such as editors and translators, so that we do not present a misleading entry, but can we logically explain our present practice of using the term "joint author" on only one of the two entries for a work of joint authorship? Third, is it essential to assemble at one point and identify as such the works of a single author? If no attempt were made to distinguish the various Smith's in our catalog, it

*Volume 8, Number 4, Fall 1964*
would be easier to locate “Smith’s Principles of Chemistry” than it is at present. Are there individual libraries or library situations in which the need for assembling the works of a single individual is so slight as to lead us to prefer the suggested alternative?

Questions Regarding Subject Headings

With regard to subject heading practice, two basic questions may be identified. First, do we provide a sufficient number of headings for an item? (Certainly we provide far fewer on the average than are being used in indexing the technical report literature.) Second, should subject headings describe the contents of the item, as at present, or should they merely indicate the contents? That is, should we continue to use our pre-coordinated phrases as necessary, as opposed to the currently fashionable post-coordinated “descriptors” so widely used for indexing report literature? Although both of these questions are of fundamental importance in our procedures of bibliographic control, they are not as crucial to the format of the catalog as the others being discussed here and they will not be considered further.

Questions Regarding Filing

With regard to filing techniques, three questions may be asked: First, how far can and should the practice of straight alphabetic filing be applied? Second, in sub-arranging under our present added entries, is it more useful to file by the main entry or by the title of the work? Third, in sub-arranging under a subject heading, which pattern is more useful: sub-arrangement by main entry or by date of the item?

The Computerized Catalog

Figure 1 illustrates a possible new pattern for a computerized catalog, as compared with present practice. The entries on the left reflect our present practices, with full entries under the first author, the second author, and the subject entry, the latter two entries being duplicates of the first with the addition of the added entry heading. Assuming a printed catalog which stresses brief name entries for ease of scanning and arranges its subject entries in order of cataloging, on the assumption that subject entries are created for browsing, rather than locating a particular item, we might have a catalog with entries like those on the right. Here, instead of a main and an added entry for the two authors, we have simply two entries, each indicating only the entry, the title, the edition and the imprint. We have taken advantage of the computer’s ability to rearrange, to add, to subtract data. We have given very brief information under the name entries, on the assumption that the user looking under a name is looking for a single work, or all of the works with which an individual is identified, and not for full bibliographic information concerning those items. We have given fuller information under the subject entries to aid the user in selecting from among the several works on this subject in our library.
The filing problem remains, however, and it may prove to be the single element of the process which will make the application of computers to cataloging most difficult. There are two major problems here. First, a computer can handle readily only straight alphabetic filing (not to mention the difficulties introduced by punctuation). Second, the length of the filing medium creates certain practical problems. With regard to the first problem, the findings of the detailed study made of the feasibility of programming the ALA filing rules for computer filing in connection with the University of Illinois Chicago Undergraduate Division Library project on mechanization of library processes are of interest:

1. A complex coding system must be developed so that the various data which constitute an entry can be recognized and manipulated by a computer.

2. Codes from this system must be assigned manually by a librarian and translated to a specially designed coding form before the input data for a data processing system could be created.

3. Quite large and comprehensive tables must be developed and
be accessible to the computer during the running of the program. Such tables do not now exist.”

In the light of these findings, the following recommendation was made: “It is felt that most nuances of library filing rules, no matter how worthy their original reason for existence, are largely lost not only upon most patrons but also upon most librarians. If library cataloging is to be economically assisted by computers and automation, the filing rules should be simplified. Ideally, the arrangement should be straight alphabetical letter by letter to the end of the word, i.e., follow a typical sort routine already available for computers.”

The problem of length of the filing medium may also prove a very serious one. A human being can scan as many characters as necessary to file a catalog card, and we have as yet imposed no constraints on the length of our subject headings or on our other entries. If the computer is to file as efficiently as a human being, the length of the sorting area must be as great as that of the maximum entry to be filed, which will run well over one hundred characters. Sorting of this magnitude is costly, and, as a result, some of the presently operational systems utilizing computers have employed numerical codes to represent names or subject headings, to effect more economical filing.

Administrative Questions

Although the purpose of this paper has been primarily to explore the technical questions relating to a computer-produced book catalog, there are two closely related administrative considerations which should be discussed briefly. First, it is a commonplace in enlightened library theory, if not practice, at least as reflected in our literature, that work once done should not be repeated. This assertion is made most frequently with relation to bibliographic verification work in the acquisition and cataloging departments. The introduction of any sort of mechanization in the library will emphasize this position even more, since it is a basic tenet of machine operations that data be recorded only once in the total system. Strict application of this idea to bibliographic processing would call for initiating the bibliographic record of an item when it is ordered, in as close to complete form as possible, the record to be changed or supplemented as necessary later. In the last analysis, the question arises: Can we catalog a book when we order it? Obviously not, in many cases. But if we are ordering from a Library of Congress proofsheet and we ordinarily follow LC practices in our cataloging, perhaps we can. The advantage of such a procedure would be that both acquisition records and catalog records might be produced from a single typing. In any case, it would seem that we may soon be able to consider a system in which we change

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2 Ibid., p. 5.

Library Resources & Technical Services
and add to a basic record as an item moves through the processing cycle, rather than one in which we create separate, partially duplicative, records at different stages in the cycle.

The second administrative consideration relates to the psychological problems involved in changing from an essentially manual system to an essentially mechanized system, particularly on the point of the degree of technical knowledge necessary to be attained by the user of the machine. The analogy between the computer and the automobile on this point has by now become a commonplace: just as the driver of the automobile need know very little of what goes on under the hood, so the cataloger in a computerized system need know very little about why the lights are blinking. After the basic goals and decisions have been established (not that this is simple) and programs written to accomplish the goals, the original form of input to the computer may be quite similar to that used presently. Specifically, if the bibliographic information can be presented in a form similar to what Fasana has called "machine-interpretable natural format," employing various simple devices to impose precision on the data, the cataloger's work-sheet may look only slightly different from that of today.

Summary

A computer-produced book catalog is certainly possible; its format may or may not be much different from that of our present card and book catalogs, depending mostly on our own preferences in the matter. A computer-produced book catalog is desirable to the extent that any book catalog is desirable; if the filing problem can be solved, eliminating possible human errors in filing, it becomes even more desirable. "Feasibility" remains a question, at least if we include the question of cost. Book catalogs are being produced by computers today, but for the most part in relatively small, technical libraries with ready access to a computer. There is great need for experimentation, with close attention to cost, both of present and proposed methods, in a wide variety of types and sizes of libraries, before the question of feasibility can be answered. In this period of experimentation, the precepts, patterns, and products of the past must be carefully scrutinized, and only those of firmly established and continuing validity and utility permitted to influence our judgment of feasibility.


COMMENDABLE PRACTICE

The University of Oklahoma Press has announced that henceforth each of its books will carry, either on the copyright page or in its colophon, the life expectancy of the paper used in the book.

Volume 8, Number 4, Fall 1964
HARRY BACH'S VIEWS on allocation of library funds in academic libraries, as opposed to complete library control, expressed in his recent article, "Why Allocate," seems so ingenuous as to require rebuttal. He apparently sees two mutually exclusive alternatives; namely, complete control by the faculty or complete control by the library, and never the twain shall meet. This is an oversimplification of a problem so complex that it does not respond to such facile compartmentalization. Would that it were as simple as he makes it appear.

It is not difficult to agree with Mr. Bach's first statement, "Most academic librarians will no doubt agree with Lyle's statement that the book fund is one of the most important items in the library budget." It becomes more difficult when he continues, "Fewer academic librarians, however, are likely to agree with the view that in their handling of the book budget, college and university librarians for the most part have not been living up to their responsibilities." On the contrary, considering the magnitude of the task of supporting the great variety of areas of study, research, and scholarship represented by today's academic institutions, an unbiased view might well be that they have done a superb job in developing collections of outstanding richness and fertility.

In quoting figures from studies by Muller, Ellsworth, Lyle, and Richards showing little change in percentages of libraries allocating funds and not allocating funds, Bach draws the following totally unwarranted conclusion: "From these figures it can clearly be seen that essentially there have been no significant changes among academic libraries over the last twenty to thirty years in their manner of handling their book funds." As most academic library administrators know, there is infinite flexibility in the method of allocating funds, the degree to which they are allocated, and the control which is exercised over the use of such allocations. It is in these matters that the administrator demonstrates the subtlety of his understanding of the academic needs to be served, his ability to harness library staff and faculty into a smoothly pulling team which utilizes the strengths of both, and denies the possibility of autocratic control on the part of either library staff or faculty. This is an area of constant evaluation and change.

Is it true, as Bach says, "The librarian who favors faculty responsibility for the development of the book collection must by implication favor non-allocation and the librarian who favors library responsibility for the development of the book collection must by implication favor allocation"? And if true, is it significant? The problem is not so simple. Allocat-
tion or non-allocation do not represent, or at least should not represent, the sine qua non of the academic librarian's philosophy in regard to collection building. We are not engaged in internecine warfare in which librarians and faculties vaunt their superior capacities, defend the citadel of library book funds, and storm the professional towers of the opposition. We are rather engaged in a common effort to achieve a common goal: namely, to implement the educational purposes of the institution by the most effective and efficient means. To do this we must utilize every resource at our command, and certainly we cannot afford to ignore the superb reservoirs of knowledge and skill represented by the highly trained specialists of the college and university faculty. Taking a strong position on allocation or non-allocation immediately blinds the librarian to the realities of what is always essentially a local situation.

Academic institutions are infinitely complex; differ radically in their purposes; have developed historically in patterns unique and peculiar to themselves; possess faculties of varying tempers, backgrounds and abilities; are administered in an endless variety of ways; and are served by libraries good and bad, well financed and poorly financed, mammoth to miniscule in both their collections and operations. And libraries are administered by librarians learned and ignorant, trained and untrained, rigid and flexible, autocratic and democratic. To assume that blind adherence to a single administrative pattern will produce a uniform, high-quality result is nonsense. It is to assume that regardless of varying conditions, librarians can take refuge in a formula; and it is a denial of the obvious fact that great libraries have been built under both systems.

It is difficult not to carp at several of Bach's bland and unsubstantiated assertions. For example, he says, "Librarians are much more likely than faculty to engage in systematic, thorough, and impartial book selection. Librarians have at their disposal both a greater variety of selection tools and more time. Something is wrong if they don't." As to system and thoroughness, this is a debatable claim, not easily susceptible to proof. As to impartiality, who has ever said that selection should be impartial? The East Asian expert, the biochemist, and the Renaissance scholar excel because of their partiality, and they often help build not good, but great collections because of their fervor. On what basis can the librarian, exercising complete control of selection, tell the psychologist that he does not need the *Journal of Experimental Psychology*, or that he should have *Psychosomatic Medicine*? How much better to grant that the specialist knows what is taught in his courses; that he is intimately connected with curriculum development with a consequent insight into library needs; that as a director of research he is interested in meeting research needs; and that he is a competent subject specialist whose expert knowledge of his field exceeds that of the librarian: even of those who would have the temerity to suggest that they can meet the whole corps of experts on their own ground. When Bach suggests that librarians have at their disposal both a greater variety of selection tools and more time, it is timely to suggest that faculty members should have at their disposal the same
selection tools, and full access to them, (and in Mr. Bach’s words, “Something is wrong if they don’t”); and as to time, many librarians would agree that teaching faculty commonly have as much or more of that than the hard-working academic librarian.

Is it not possible to have the best of both worlds? To allocate to the departments of the institution, by whatever reasonable formula, a portion of the library’s funds, and then demand and expect that in order to build good support for instruction and closely oriented research collections, the departments will analyze library collections in cooperation with library staff, and from their specialists’ recommendations purchase both wisely and well? This does not deny the possibility of retaining under library control funds for developmental purposes, or indeed some degree of control over all expenditures. Library funds can be used for purchase of materials of general interest, items not purchased from departmental allocations but considered essential by the library staff; major sets, backfiles, etc., required to support rapidly developing areas; or simply additional financial support for departments at the discretion of the librarian, who should be in close touch with departmental needs and consequently in a position to make accurate judgments.

In quoting a variety of authorities, Bach charges that allocation requires an excessive amount of red tape and bookkeeping; that allocations tend to remain fixed for too long a period in disregard of changes in the curriculum; and that allocation leads to waste, with some departments having too much money and some with too little. As to red tape and bookkeeping, it is reasonable to assume that a library should know the degree of financial support given the respective departments of instruction regardless of its fund distribution and book selection system; that if allocations remain fixed in disregard of changes in curriculum, this is an abuse of the allocation system—not a flaw; and that it is a simple matter to help spend the money of departments with too much, and provide additional support for those with too little. If unwise, last-minute spending is the rule, this can be prevented by setting a series of deadlines, by which time specified percentages of departmental allocations must be encumbered or they revert to the library general fund. This encourages assessment of collections and development of desiderata lists by departments; spreads the ordering and consequent work load of the Acquisitions Department throughout the year; provides a reasonable basis on which to reduce allocations for departments which do not effectively use funds provided; and with funds reverting to the library general fund throughout the year, allows ample time for careful and discriminating selection by library staff.

In the last analysis, however, the key to collection building does not lie in a partisan approach to allocation versus non-allocation. The key is sound appraisal of the specific institution, its traditions, organization, needs, stage of development, and a complex of other factors; and from this appraisal developing a system which produces results within the framework of the facts. By their fruits ye shall know them!
I AM DELIGHTED at Mr. Hanes' spirited reaction to my article "Why Allocate?" In an election year it is only too becoming to have some controversy. It strikes me, however, that Mr. Hanes' rebuttal to my "oversimplification" of the problem is in itself oversimplification. According to him I see the problem of allocation versus non-allocation as a fight between the good guys and the bad guys; the librarians, on the one hand, are the good guys who, if given the chance to exert complete control over the book budget, would sally forth to achieve the good society surpassing the New Deal and the Fair Deal. The faculty, on the other hand, are the bad guys who, through pugnaciousness and undue interference, have prevented librarians from attaining their goals.

I beg to submit that Mr. Hanes must have missed the main point of the whole article, at least he did not refute it. Therefore, he must either have missed it or, in spite of his other item by item rebuttals, agree with it. The main point I was trying to make was that book selection in academic libraries should be done by the librarians with the aid and advice of the faculty rather than by the faculty with the aid and advice of the librarians. It is my contention that it should be the librarians' main responsibility to formulate an acquisition policy and to implement it. It should be the librarians' main responsibility to engage in planned and systematic book selection. It should be the librarians' main responsibility to evaluate their collections and to take the necessary remedial steps for strengthening their resources.

How can librarians possibly meet these responsibilities without being seriously hampered by the allocation of funds to the instructional departments? I am certainly not advocating that librarians secede from the academic community by ignoring "the superb reservoirs of knowledge and skill represented by the highly trained specialists of the college and university faculty." Faculty participation in book selection is indispensable. One could only wish that more than a handful would ever participate! However, the faculty ought not be in the driver's seat. It has been shown that if they are, appalling gaps very often develop. Danton in his book *Book Selection and Collections: a Comparison of German and American University Libraries*, cites the Waples-Lasswell study:

Of nearly five hundred English, French, and German works in the fields of the social sciences judged by specialists in those fields to be of primary importance, Harvard held 65 percent, and the universities of Chicago, California, and Michigan, 49, 40 and 31 percent respectively. The New York Public Library,
on the other hand, where book selection is, of course, entirely the responsibility of a corps of subject specialist librarians, held 92 percent . . .

And Danton continues:

More recently the Williams study revealed the generally poor showing of American university libraries in holdings of foreign titles from eight countries. The study further showed the New York Public Library ranking in either 1st, 2nd, 3rd, or 4th place for each of the eight countries, in a group which included more than thirty university libraries.

Do these figures support Mr. Hanes’ claim that the individual faculty member “is intimately connected with curriculum development with a consequent insight into library needs”? Perhaps it is all very well for a faculty specialist in his partiality—a word which in book selection Mr. Hanes evidently prefers to impartiality—to concentrate on the History of Southeastern Mongolia in the 18th Century, but who will take care of books dealing with the French Revolution or the Siècle Louis XIV, let us say, if the specialist decides that Southeastern Mongolia is now in the mainstream of historical thinking?

To quote Mr. Hanes: “By their fruits ye shall know them”.

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Library Resources & Technical Services
Increasingly, librarians have felt the need for more accurate cost data. The prime reason for this need has been in the development and presentation of the budget which is the instrument used to determine and obtain the funds for the library's forthcoming fiscal period. Since libraries do not charge for the service they render their users, they must derive the funds necessary for their operations and growth from supporting bodies such as federal, state, or local governments, private institutions, and industrial firms.

Historically, the budget has been prepared by the departments, then accumulated and presented in an in-line form. This form lists the needs by categories, such as personnel, rents, utilities, supplies, materials, equipment, etc. The budgeting authorities try to evaluate these budgets in terms of some criteria; and, in many instances, the librarian has been disappointed in the resulting allocation. It also has become quite evident that the budgeting authorities, by their control of funds, are a policy making body for the library.

In order better to present the library's needs and impress upon the budgeting authorities their role in policy making, some libraries have adopted performance budgeting. In its simplest terms, the goal of performance budgeting is to prepare, analyze, and interpret the financial plan in terms of service and activity programs, rather than limiting the budget to a detailing of objects of dispersement.

It has been found that performance budgeting, besides providing a more easily-understood statement of what is to be accomplished with the requested funds, can present a more accurate statement of needs, provide a more equitable allocation of funds, allow for carefully controlled expenditures of funds, give performance and cost control, and serve as a planning tool.

In academic libraries there has been a trend toward budgeting by formula. This is the result of current trends toward centralized government for state-financed institutions of higher education and attempts by these bodies to set up standards.
Performance budgeting and budgeting by formula are two of the modern trends in library financing, but these methods can be improved by cost accounting. Cost accounting is a means of sharpening these existing tools.

In this paper both process cost accounting and job cost accounting are discussed. Process cost accounting is directly applicable to the concept of performance budgeting and forms a logical foundation for the performance budget. Job cost accounting provides the means for establishing more realistic standards for individual libraries. It delves into the problem of what costs should be, rather than just accepting costs as they are, and thus it is also very useful for performance budgeting. Performance budgeting and formula budgeting are only as good as the basic costs on which they are built, and cost accounting is a means of improving these basic unit costs.

So that the ensuing discussion of job cost accounting and process cost accounting will be clear, a brief summary of cost accounting theory is given. This theory is the basis upon which both the process and job cost accounting models have been developed. The intent of these models is to present some guidelines for cost accounting in a library, and to show the usefulness of such data in library administration.

**Theory of Cost Accounting**

Cost accounting is a special field of accounting concerned with the determination of "costs". It is used chiefly in manufacturing industries to determine the unit costs of products. In deriving unit costs, the costs of operating various departments or processes are also developed. Cost accounting is useful to managers because it tells them how much each product costs to produce. It gives them some idea of the price they must charge to cover costs. Accurate and timely information for planning and controlling future operations is derived from a cost accounting system.

The cost of a unit of product is composed of three elements: (1) the direct material required to make the product, (2) the direct labor employed to produce the product, and (3) the overhead applicable to the product. The first two of these costs are known as direct costs and the third as an indirect cost. The direct material cost of a unit of product is the cost of a unit of raw material times the number of units of raw material employed in the unit of product. The unit cost of raw material can be determined from the purchase invoices. Direct labor cost is the hourly time the worker spends on a unit of product multiplied by his hourly wage. These two direct costs vary with output. The third element of the cost of a product is more difficult to determine. Overhead costs include depreciation on machinery and buildings, utilities, managers' salaries, insurance, maintenance, and miscellaneous supplies. Few of these costs can be associated in any close manner with the particular product. Most of them vary as a function of time rather than as a function of output. The total of these overhead costs is estimated for a period. This total is then allocated to the units produced in a systematic manner. Generally,
overhead is allocated to the product on the basis of the time or the labor cost of the workman in making the product.

The manager generally has no control over overhead costs. Therefore many accountants argue that statements would be more useful if product costs did not include fixed overhead costs as the manager then could see how well he is controlling variable costs. Product costs would only include variable costs, and no arbitrary allocations would be necessary. Fixed costs would be shown as period costs. This concept is known as direct costing and is gaining recognition.

However, assuming that we go along with conventional full absorption costing, the cost of a product is made up of direct materials, direct labor, and applicable overhead costs. There are two methods of accumulating these costs. One is on the basis of a particular job order and is called job order cost accounting. The other is on the basis of the processes the product passes through and is called process cost accounting. A process is often identifiable with a department. Unit costs for each process are developed and applied to the product as it passes through production. The nature of the product determines which system is used. The job order system is used where a company is producing for special orders or a wide variety of products. Examples of industries using a job order system would be print shops, construction engineers, toy manufacturers, and ship builders. Process cost accounting is used where the final product is a homogeneous mass rather than a collection of distinct units. Flour mills, breweries, chemical plants, and paper mills are examples of industries using process cost accounting. Regardless of which method is used, the same kinds and totals of costs are accumulated and distributed.

In order to attain better control over costs, standard costs are established for material, labor, and overhead. These standard costs show what costs should be, assuming a normal, efficient level of operation. They provide a yardstick for measuring actual costs. Managers are enabled to detect deviations from the standard quickly and take action to correct the situation.

Materials and labor standards are generally established on the basis of the expected performance. The material used and the price paid for it, the worker's wage rate, and the time allowed to do the work are ordinarily closely related to actual conditions. Standard costs are set after reviewing past costs, talking with individuals in charge of operations, and making some time studies. Standards must be set at a reasonably attainable level and should be reviewed and updated periodically.

After reviewing cost accounting theory, one might say that this is all very good for a factory, but ask, "What good is it for libraries?" Libraries are not factories. How can the detailed analysis of cost accounting be applied here? Is there any similarity between the operations of a business and a library?

The answer to these questions is that there is a definite similarity. If we consider the functions of a profit-making firm, their operations con-
sist of (1) acquiring the material, (2) processing the material, and (3) delivering the processed material. In simpler terms, their main functions are purchasing, production, and selling. The library also performs such functions. In the library these functions are called acquisitions, cataloging, physical preparations, and circulation. In other words, the library acquires materials—books, periodicals, documents, microforms, audiovisual materials, etc. These materials are processed, that is, they are cataloged, marked, and shelved. Lastly, they are delivered through the circulation or loan service. The two sets of functions (in factory and in library) are similar, and so the ideas of cost accounting can be adapted to some extent to libraries. That is, cost accounting is applicable to those operations within the library in which the book is handled as a physical object and where no particular knowledge of, or judgement upon, the intellectual content of the book is necessary. The more professional the nature of the work, the less amenable is it to cost accounting. Among those areas where we feel cost accounting is applicable are ordering, preparations, and circulation. Book selection, cataloging, and reference work, on the other hand, are subject to such variations (since they deal with knowledge and judgment rather than with physical objects) that they can be given only general and not absolute cost standards.

Process Cost Accounting

Process cost accounting is similar to performance budgeting: In both, costs are accumulated according to functions or processes. Process cost accounting in more exact in its approach, since it allocates depreciation and maintenance to functions whereas performance budgeting treats these as separate items.

In process cost accounting, the direct costs of material and labor and the indirect cost of overhead are accumulated according to functions or cost centers. These costs are spread over the items processed in a fashion to determine an equitable cost per item.

In a library, there are two main functions, technical services and public services. Each of these functions can be divided into cost centers. We have selected seven cost centers to use as examples—ordering, cataloging, preparations, circulation, book selection, reference, and literature searching. (See Tables 1 and 2).

For each of these cost centers, the direct materials used are the materials which can be directly associated with the product. Order work, cataloging, physical preparations, and circulation use many forms, cards, printed cards, envelopes, and stamps which are direct materials. Reference uses comparatively fewer direct materials. Direct labor is the professional and clerical work directly associated with the units of output. Any indirect labor costs, such as the salaries of managers, department heads, and janitors, are included under that heading.

Determining the items and amount of indirect costs is not as easy as determining the direct costs associated with each cost center. Indirect costs are defined as not being directly associable with the final product. Many
indirect costs are incurred for the benefit of all the departments, and some reasonable bases must be established for allocating these costs to the departments or cost centers. The indirect costs to consider and a reasonable basis for their allocation are as follows:

<table>
<thead>
<tr>
<th>Indirect Costs</th>
<th>Basis of Allocation to Each Cost Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bldg. depreciation or rental and maintenance (40 yr. life)</td>
<td>square feet</td>
</tr>
<tr>
<td>Equipment depreciation and repair (5 year life)</td>
<td>% of equipment</td>
</tr>
<tr>
<td>Computer depreciation or rental and maintenance (5 year life)</td>
<td>% of time</td>
</tr>
<tr>
<td>Book depreciation and maintenance (10 year life)</td>
<td>number of books</td>
</tr>
<tr>
<td>Insurance (Fire, theft)</td>
<td>square feet</td>
</tr>
<tr>
<td>Pensions, insurance (health, life)</td>
<td>number of people</td>
</tr>
<tr>
<td>Light</td>
<td>KW hours</td>
</tr>
<tr>
<td>Heat</td>
<td>cubic feet</td>
</tr>
<tr>
<td>Water and power</td>
<td>square feet</td>
</tr>
<tr>
<td>Telephone</td>
<td>number of phones</td>
</tr>
<tr>
<td>Janitor and gardener</td>
<td>square feet</td>
</tr>
<tr>
<td>Branch library and staff</td>
<td>number of people</td>
</tr>
<tr>
<td>Misc. supplies</td>
<td>department use</td>
</tr>
<tr>
<td>Indirect labor</td>
<td>department use</td>
</tr>
</tbody>
</table>

Most of these indirect costs are quite common in business, and their basis of allocation is generally accepted. There are a few indirect costs listed which are worthy of further mention. Depreciation on books is a fairly new idea. It is felt that this cost should be allocated to circulation in order to determine an appropriate cost per loan. It should be noted that the appropriate book cost to amortize is the net purchase price plus the costs of processing. This is the cost of the book on the shelf. An average useful life of ten years is assumed for books. Useful life implies the time span over which the book will be used. For some libraries and for certain books this useful life may be increased or decreased. For instance, many scientific books may have little value five years after publication. Literary works in a research library may last thirty or forty years or even increase in value with age. However, in the model developed here, ten years is assumed as a normal useful life for books.

Neither indirect nor direct administrative costs are allocated to any department. Administration includes the librarian and assistant librarians plus the staffs for personnel, public relations, business, and maintenance. These administrative costs should not be allocated because they would distort the unit costs. Salary costs constitute approximately 2/3 to 3/4 of a library’s budget. If a portion of the administrators’ salaries (which are the highest salaries in the library) were allocated to ordering, for instance, this salary cost would be quite material in relation to the other indirect non-salary costs, and would cause the indirect costs to be out of proportion. Administration is a distinct function, and its costs should be kept separate as they are in business.

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The indirect costs listed are general in nature, and a particular library may want to delete some or add a few special costs peculiar to that library. Bases of allocation might be slightly different in each library.

### TABLE I
**ANNUAL INDIRECT COSTS AND THEIR DISTRIBUTION TO LIBRARY DEPARTMENTS**

<table>
<thead>
<tr>
<th>Costs</th>
<th>Alloc. Basis</th>
<th>Technical Services</th>
<th>Public Services</th>
<th>Adm.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Order</td>
<td>Cat.</td>
<td>Prep.</td>
</tr>
<tr>
<td><strong>Depreciation</strong> (if not renting)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type</td>
<td>life</td>
<td>Bldg.</td>
<td>sq. ft.</td>
<td>x</td>
</tr>
<tr>
<td>Equip.</td>
<td>5 yr.</td>
<td>% equip.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Computer</td>
<td>3 yr.</td>
<td>time</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>*Books</td>
<td>10 yr.</td>
<td>No. bks.</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Jrnals</td>
<td>20 yr.</td>
<td>No. Jns.</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Repairs and Maint.</strong></td>
<td></td>
<td>Bldg.</td>
<td>sq. ft.</td>
<td>x</td>
</tr>
<tr>
<td>Equip.</td>
<td>% Equip.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Computer</td>
<td>time</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Files</td>
<td>% Files</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Books</td>
<td>No. bks.</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rentals (if renting)</strong></td>
<td></td>
<td>Bldg.</td>
<td>sq. ft.</td>
<td>x</td>
</tr>
<tr>
<td>Computer</td>
<td>time</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Photo Reproduction Equip.</td>
<td>per page</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td>Ins. (Fire, Theft)</td>
<td>sq. ft.</td>
<td>x</td>
</tr>
<tr>
<td>Light</td>
<td>KW hrs.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Heat</td>
<td>cu. ft.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Water, power</td>
<td>sq. ft.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Telephone</td>
<td>no. phones</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Janitor, Gdner.</td>
<td>sq. ft.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Adm. Salaries</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Branches</td>
<td>% staff</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Pensions</td>
<td>% staff</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Misc. Supplies</td>
<td>Dept. use</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Indirect Lab.</td>
<td>Dept. use</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Total Indirect Costs</strong></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

Note: These costs should be based on a normal rate of activity.

*The book cost to be amortized is the net purchase price plus the cost of processing the book.*
## TABLE 2
UNIT COSTS AS DETERMINED BY PROCESS COST ACCOUNTING

<table>
<thead>
<tr>
<th>Costs</th>
<th>Technical Services</th>
<th>Public Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Professional</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Clerical</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Total Direct Cost</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total Indirect Cost (see Table 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Costs</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

Unit Cost of Order = Tot. ordering cost

Vols. ordered

Unit Cost of Cat. = Tot. cat. cost

Vols. cataloged

Unit Cost of Preparations = Tot. prep. costs

Vols. processed

Cost Per Book Processed = ordering + cat. + preparations

Tot. circ. cost

Cost Per Loan = Tot. circ. cost

Vols. loaned

Cost Per Title Selected = Tot. selection cost

Titles selected

Cost Per Search = Tot. search costs

No. of searches

Cost Per Reference Question = Tot. reference cost

No. of questions

After the total indirect costs for each cost center are determined, they are added to the total direct costs of each center. This gives the total cost of each center. From these total costs some useful figures can be derived:
The unit cost of ordering, cataloging, and preparing are necessary to determine the cost per book on the shelf. The depreciation on the cost per book on the shelf is allocated to the circulation department as an indirect cost. Some other figures which would be useful to the ordering and cataloging departments are:

- **Unit cost of ordering** = \( \frac{\text{total ordering cost}}{\text{average No. of vol. ordered}} \)
- **Unit cost of cataloging** = \( \frac{\text{total cataloging costs}}{\text{average No. of vol. cataloged}} \)
- **Unit cost of preparations** = \( \frac{\text{total preparations costs}}{\text{average No. of vol. prepared}} \)
- **Cost per book processed** = \( \frac{\text{unit cost of ordering} + \text{unit cost of cataloging} + \text{unit cost of preparations}}{\text{average net purchase price} + \text{average cost per book processed}} \)
- **Cost per book on shelf** = \( \frac{\text{average net purchase price}}{\text{average cost per book processed}} \)

The cost per title ordered and cost per title cataloged might serve as standards for the ordering and cataloging departments. They would also be useful in establishing budgetary controls.

The cost per loan is the total circulation cost divided by the average number of volumes loaned. The total cost of reference work was broken down into book selection, literature search, and reference questions. A literature search is defined as any reference question which takes more than a half hour to answer. Reference questions refer to quick answers or the preparation of short bibliographies. Most of the cost of reference work is professional salaries and reference books. Any averages obtained by dividing the total cost of each type of reference work by the units of output are not too meaningful. The cost per title selected equals the total selection cost divided by the average number of titles selected. The cost per literature search is the total literature search cost divided by the average number of searches. Job costing would be more appropriate for determining the cost of each search. The cost per reference question is the total reference question costs divided by the average number of questions.

A difficulty with process cost accounting is that it does not take into account differences in the materials processed. Process cost accounting results in one unit cost figure which is applied to all kinds of materials. However, for a library handling diverse types of materials, the cost of processing each unit of material can vary greatly.

To take into account these variations another kind of cost accounting, job cost accounting, is appropriate.
Job Cost Accounting

Job cost accounting is used in situations where the units of output are quite diverse in nature and cost. Each unit of output or job requires special amounts of direct material, labor, and overhead. The cost of producing each unit of output or batch of units may vary considerably due to the special requirements of the particular output. Job cost accounting is thus more meaningful for the library's acquisitions and cataloging departments. Each book or set of books requires a different amount of material and time to process. Each book is unique and hence an average cost may be misleading when applied to a particular book. A cost of ordering and cataloging a particular kind of book would be more meaningful.

Although each book is different, there are certain classes of books, some of which are easy to order while others are difficult. Some books are fairly easy to catalog, while others are very difficult to catalog and there are various degrees of difficulty in between these extremes. Most books can be fitted into some class of difficulty of ordering and cataloging. Therefore, it seems feasible to determine the cost of processing a book according to its degree of difficulty of ordering and cataloging. This "degree of difficulty" approach is practical where a determination of the processing costs of each individual book would be ridiculous.

To illustrate this "degree of difficulty" job processing approach, a hypothetical model has been developed. The costs shown by this model are completely fictitious; it is presented only to show the approach or technique of job costing. An individual library could follow this method to establish a job cost system, although its system might be much more complex. A careful analysis of the particular library would have to precede the establishment of job costing.

Hypothetical Job Costing Model

In our model, we started by saying there are five classes of difficulty of ordering and five classes of difficulty of cataloging. These five classes of difficulty are easy, fair, average, difficult, and very difficult. We have chosen three basic types of library materials—serials, government documents, and monographs. Monographs were further divided into nonfiction (which includes reference and bibliographic works), fiction, popular fiction, children's books, rare books, foreign language books, and out of print books. The difficulty of ordering or cataloging these types of materials often depends on the particular type of library—we have used public, special, and college libraries as examples of library types. For each of these types of library it was hypothesized how difficult it would be to order and catalog a particular category of book (See Table 3). This classification of difficulty and of library materials would have to be done by an experienced librarian for the specific library.
TABLE 3
QUALITATIVE ANALYSIS OF ORDERING AND CATALOGING VARIOUS TYPES OF MATERIALS

<table>
<thead>
<tr>
<th>Type of Material</th>
<th>Public Library</th>
<th>Special Library</th>
<th>College Library</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Order</td>
<td>Cat.</td>
<td>Order</td>
</tr>
<tr>
<td></td>
<td>Car.</td>
<td>avg.</td>
<td>avg.</td>
</tr>
<tr>
<td>Serials</td>
<td>fair</td>
<td>avg.</td>
<td>avg.</td>
</tr>
<tr>
<td>Gov't. Documents</td>
<td>easy</td>
<td>easy</td>
<td>easy</td>
</tr>
<tr>
<td>Monographs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-fiction</td>
<td>avg.</td>
<td>avg.</td>
<td>avg.</td>
</tr>
<tr>
<td>Fiction</td>
<td>avg.</td>
<td>fair</td>
<td>avg.</td>
</tr>
<tr>
<td>Popular Fiction</td>
<td>easy</td>
<td>none</td>
<td></td>
</tr>
<tr>
<td>Children’s Books</td>
<td>avg.</td>
<td>fair</td>
<td></td>
</tr>
<tr>
<td>Rare Books</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out of Print Books</td>
<td>diff.</td>
<td>diff.</td>
<td>diff.</td>
</tr>
</tbody>
</table>

Ordering

The above difficulties of ordering various types of materials were translated into costs. In ordering, the cost of book selection is not included since it is usually done by a variety of professional people at various times. Only the clerical portion of the job of bibliographic checking, placing the order, receiving and follow-up were included in the cost of ordering.

For each class of difficulty of ordering, we assumed a certain amount of clerical time was needed. (See Table 4). This represents an average time and would have to be determined by a time study and professional judgment. Assuming clerks earn $1.50 an hour, the costs of the direct labor for each class of difficulty can easily be computed:

TABLE 4
HYPOTHETICAL CONVERSION TABLE OF TIME TO COSTS
Assume: clerical wages = $1.50 per hour

<table>
<thead>
<tr>
<th>Ordering</th>
<th>Degree of Difficulty</th>
<th>Clerical Time</th>
<th>Wage Rate</th>
<th>Clerical Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Easy</td>
<td>10 min.</td>
<td>$1.50 hr.</td>
<td>$ .25</td>
</tr>
<tr>
<td></td>
<td>Fair</td>
<td>15</td>
<td>1.50</td>
<td>.38</td>
</tr>
<tr>
<td></td>
<td>Average</td>
<td>20</td>
<td>1.50</td>
<td>.50</td>
</tr>
<tr>
<td></td>
<td>Difficult</td>
<td>60</td>
<td>1.50</td>
<td>1.50</td>
</tr>
<tr>
<td></td>
<td>Very Difficult</td>
<td>1 day</td>
<td>1.50</td>
<td>12.00</td>
</tr>
</tbody>
</table>

It was assumed that the direct material for each order would be constant at $.10 per order. This would be the cost of the forms, envelopes, and stamps used. A hypothetical assumption was made that overhead would cost $.25 per labor dollar. This figure could be determined by totaling the expected indirect costs for ordering for a period (see Table 2) and dividing this total by the expected ordering labor cost for the pe-
Period. Labor cost was chosen as the basis of distribution since it varies as a function of time as do most of the indirect costs. Also, the indirect costs seem to increase with the higher paid employee or higher labor cost—separate office, telephone, more expensive equipment, etc. The labor costs can also be derived from payroll records very easily. Just straight labor hours might be used as a basis for spreading overhead cost if this were thought to be more equitable.

Given the above assumptions regarding direct materials, labor, and overhead charges, it is possible to derive a unit cost of ordering. A unit cost for ordering a book of fair difficulty (15 minutes of clerical time) would be computed as follows:

\[
\text{Direct labor} \times \frac{1}{4} \text{ hour} \times \$1.50 \text{ per hour} = \$0.38 \\
\text{Direct material} = \$0.10 \\
\text{Applied overhead} \times \$0.25 \times \$0.38 = \$0.09 \\
\text{Total cost of ordering} = \$0.57
\]

**Cataloging**

In the cataloging department, the labor cost was divided into professional and clerical costs. For a certain class of difficulty, the professional and clerical cost depends on whether printed cards are used. To take account of this factor, the clerical and professional times were hypothesized, assuming that printed cards were either used or not used. These times are shown in Table 5. The times given are only hypothetical and would have to be determined by a time study or professional judgment.

<table>
<thead>
<tr>
<th>Clerical</th>
<th>Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy</td>
<td>15</td>
</tr>
<tr>
<td>Fair</td>
<td>20</td>
</tr>
<tr>
<td>Average</td>
<td>30</td>
</tr>
<tr>
<td>Difficult</td>
<td>60</td>
</tr>
<tr>
<td>Very Difficult</td>
<td>120</td>
</tr>
</tbody>
</table>

Note: p.c. means printed cards are used.

We assumed clerical help earns $1.50 per hour and professionals earn $3.00 per hour. Multiplying the times by the rates per hour we developed total clerical and professional costs assuming either that printed cards are used or not used. (See Table 6.)

*Volume 8, Number 4, Fall 1964* • 428 •
**TABLE 6**

**HYPOTHETICAL CONVERSION TABLE OF TIME TO COSTS**

<table>
<thead>
<tr>
<th>Cataloging</th>
<th>Professional Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clerical Time</strong></td>
<td><strong>Clerical Cost</strong></td>
</tr>
<tr>
<td>min.</td>
<td>min.</td>
</tr>
<tr>
<td>Easy</td>
<td>15</td>
</tr>
<tr>
<td>Fair</td>
<td>20</td>
</tr>
<tr>
<td>Average</td>
<td>30</td>
</tr>
<tr>
<td>Difficult</td>
<td>60</td>
</tr>
<tr>
<td>Very Difficult</td>
<td>120</td>
</tr>
</tbody>
</table>

**Total Clerical and Professional Cost for Cataloging**

<table>
<thead>
<tr>
<th>Cataloging</th>
<th>p.c.</th>
<th>No. p.c.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy</td>
<td>$ 1.13</td>
<td>$ 2.25</td>
</tr>
<tr>
<td>Fair</td>
<td>1.50</td>
<td>3.00</td>
</tr>
<tr>
<td>Average</td>
<td>2.25</td>
<td>4.50</td>
</tr>
<tr>
<td>Difficult</td>
<td>4.50</td>
<td>9.00</td>
</tr>
<tr>
<td>Very Difficult</td>
<td>35.00</td>
<td>70.00</td>
</tr>
</tbody>
</table>

**TABLE 7**

**HYPOTHETICAL RESULTS OF ANALYSIS**

<table>
<thead>
<tr>
<th>Ordering</th>
<th>Cataloging</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct material per unit</td>
<td>Direct material per unit</td>
</tr>
<tr>
<td>Rate of applying overhead</td>
<td>Rate of applying overhead</td>
</tr>
<tr>
<td>= 10 cents</td>
<td>= 10 cents</td>
</tr>
<tr>
<td>= 25 cents per labor dollar</td>
<td>= 50 cents per labor dollar</td>
</tr>
</tbody>
</table>

Direct materials in cataloging were assumed to be $ .30 if printed cards are used and $.15 if printed cards are not used. An overhead rate of $.50 per labor dollar was hypothesized. (See Table 7).

Given the above information, the cost of cataloging a particular book can be ascertained in the following manner. Let's assume the book to be cataloged is easy to catalog and no printed card is available. The cost of cataloging would be computed as follows:

Direct Labor (Table 6—easy book) = $2.25
Direct material (Table 7—No. p.c.) = .15
Applied overhead $.50 × $2.25 = 1.12

Total cataloging costs = $3.52

Examples of how to determine the standard unit cost of ordering and cataloging various documents are given below.
(1) A serial in a public library and printed card used. From Table 1, ordering costs are "fair" and cataloging costs are "average."

Ordering
Direct Materials (Table 7) = $ .10
Direct Labor (Table 4) = .38
Applied O/H $.25 X .38 = .09

Unit Cost to Acquire $ .57

Cataloging
Direct Materials (Table 7) = $ .30
Direct Labor (Table 6) = 2.25
Applied O/H $.50 X $2.25 = 1.25

Unit Cost of Cataloging $3.80

Total Cost to Acquire and Cat. $4.37

(2) A rare book in a college library (No. p.c.). From Table 1 a rare book is "very difficult" to acquire and catalog.

Ordering
Direct Material (Table 7) = $ .10
Direct Labor (Table 4) = 12.00
Applied O/H $.25 X $12.00 = 3.00

Unit Cost to Acquire $15.10

Cataloging
Direct Material (Table 7) = $ .15
Direct Labor (Table 6) = 70.00
Applied O/H $.50 X $70.00 = 35.00

Unit Cost to Catalog $105.15

Total Cost to Acquire and Cat. $120.25

(3) A children's book in a public library (p.c). From Table 1, a children's book is "average" to order and "fair" to catalog.

Ordering
Direct Material (Table 7) = $ .10
Direct Labor (Table 4) = .50
Applied O/H $.25 X $.50 = .13

Unit Cost to Acquire $ .73

Cataloging
Direct Material (Table 7) = $ .30
Direct Labor (Table 6) = 1.50
Applied O/H $.50 X $1.50 = .75

Unit Cost to Catalog $2.55

Total Cost to Acquire and Cat. $3.28
A nonfiction book in a college library (p.c.). From Table 1, a nonfiction book is “average” to order and “difficult” to catalog.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ordering</strong></td>
<td></td>
</tr>
<tr>
<td>Direct Material (Table 7)</td>
<td>$0.10</td>
</tr>
<tr>
<td>Direct Labor (Table 4)</td>
<td>$0.50</td>
</tr>
<tr>
<td>Applied O/H $0.25 × $0.50</td>
<td>$0.13</td>
</tr>
<tr>
<td><strong>Unit Cost to Acquire</strong></td>
<td>$0.73</td>
</tr>
<tr>
<td><strong>Cataloging</strong></td>
<td></td>
</tr>
<tr>
<td>Direct Material (Table 7)</td>
<td>$0.30</td>
</tr>
<tr>
<td>Direct Labor (Table 6)</td>
<td>$4.50</td>
</tr>
<tr>
<td>Applied O/H $0.50 × $4.50</td>
<td>$2.25</td>
</tr>
<tr>
<td><strong>Unit Cost to Catalog</strong></td>
<td>$7.05</td>
</tr>
<tr>
<td><strong>Total Cost to Acquire and Cat.</strong></td>
<td>$7.78</td>
</tr>
</tbody>
</table>

The foregoing analysis illustrates the method of deriving unit costs for particular books. Many variations and complexities could be introduced into the model to make it fit a particular library. For instance, there are variations in cataloging which a library might employ for certain books. Perhaps it uses L.C. proof sheets, or photo brief listing or another form of limited cataloging for certain types of materials. Regardless of the particular methods or materials used, the unit costs of direct materials, labor, and applied overhead could be altered to meet the individual situation.

The preceding discussion has attempted to convey the basic principles of cost accounting and show how this tool can be applied in the library. A model was developed using process cost accounting which should aid in the implementation of performance budgeting. Through process cost accounting a logical framework is developed for accumulating and segregating costs. The model provides a convenient method for estimating such costs as the cost per book on shelf, the cost per book processed, and the cost per loan. Because these average costs are general in nature, a job costing model was developed to refine them into cost per class of book. This gives a more valid cost picture and should be of use in planning within specific departments.

The application of these cost accounting models will have several benefits in the library. Standards of performance will be more easily established. The improved knowledge of costs will aid in administrative planning. Budget requests can be substantiated by a detailed analysis of costs. And one last important aspect of any cost measurement system should be mentioned. When an active program such as that which would be necessary in order to implement a cost measurement system is undertaken, the people within the system become more cost conscious, and there is a general tendency to seek out more efficient methods of operation.
TABLE 8

HYPOTHETICAL STANDARD COSTS FOR ORDERING, CATALOGING AND PREPARING VARIOUS TYPES OF LIBRARY MATERIALS IN THE PUBLIC LIBRARY

<table>
<thead>
<tr>
<th>Types of Material</th>
<th>Ordering</th>
<th>Cataloging and Preparing</th>
<th>Total Cost per Book</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Serials</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$.38</td>
<td>$2.25</td>
<td>$4.50</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.09</td>
<td>1.12</td>
<td>2.25</td>
</tr>
<tr>
<td><strong>Total Cost per Serial</strong></td>
<td>$.57</td>
<td>$3.67</td>
<td>$6.90</td>
</tr>
<tr>
<td><strong>Gov’t. Document</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$.25</td>
<td>—</td>
<td>$.25</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>—</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.06</td>
<td>—</td>
<td>1.13</td>
</tr>
<tr>
<td><strong>Total Cost per Doc.</strong></td>
<td>$.41</td>
<td>$3.53</td>
<td>$3.94</td>
</tr>
<tr>
<td><strong>Monographs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Fiction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$.50</td>
<td>$2.25</td>
<td>$4.50</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.12</td>
<td>1.12</td>
<td>2.25</td>
</tr>
<tr>
<td><strong>Total Cost per Bk.</strong></td>
<td>$.72</td>
<td>$3.67</td>
<td>$6.90</td>
</tr>
<tr>
<td><strong>Fiction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$.50</td>
<td>$1.50</td>
<td>$3.00</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.12</td>
<td>.75</td>
<td>1.50</td>
</tr>
<tr>
<td><strong>Total Cost per Book</strong></td>
<td>$.72</td>
<td>$2.55</td>
<td>$4.65</td>
</tr>
<tr>
<td><strong>Popular Fiction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$.25</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.06</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Cost per Book</strong></td>
<td>$.41</td>
<td>$</td>
<td>$ .41</td>
</tr>
<tr>
<td><strong>Children’s Book</strong></td>
<td></td>
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</tr>
<tr>
<td>Direct Labor</td>
<td>$.50</td>
<td>$1.50</td>
<td>$3.00</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.12</td>
<td>.75</td>
<td>1.50</td>
</tr>
<tr>
<td><strong>Total Cost per Book</strong></td>
<td>$.77</td>
<td>$2.55</td>
<td>$4.65</td>
</tr>
<tr>
<td><strong>Foreign Language Bks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$1.50</td>
<td>$4.50</td>
<td>$9.00</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.36</td>
<td>2.25</td>
<td>4.50</td>
</tr>
<tr>
<td><strong>Total Cost per Book</strong></td>
<td>$1.96</td>
<td>$7.05</td>
<td>$13.65</td>
</tr>
</tbody>
</table>

Continued on next page
### TABLE 8 (Cont.)

<table>
<thead>
<tr>
<th>Out of Print Books</th>
<th>Direct Labor</th>
<th>Direct Material</th>
<th>Applied O/H</th>
<th>Total Cost per Book</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1.50</td>
<td>$4.50</td>
<td>$9.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$10</td>
<td>$30</td>
<td>$15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$36</td>
<td>$2.25</td>
<td>$4.50</td>
<td></td>
</tr>
<tr>
<td>Total Cost per Book</td>
<td>$1.96</td>
<td>$7.05</td>
<td>$13.65</td>
<td>$9.01</td>
</tr>
<tr>
<td></td>
<td>$9.01</td>
<td></td>
<td></td>
<td>$15.61</td>
</tr>
</tbody>
</table>

### TABLE 9

**HYPOTHETICAL STANDARD COSTS FOR ORDERING, CATALOGING AND PREPARING VARIOUS TYPES OF LIBRARY MATERIALS IN THE SPECIAL LIBRARY**

<table>
<thead>
<tr>
<th>Types of Material</th>
<th>Ordering</th>
<th>Cataloging and Preparing</th>
<th>Total Cost per Book</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Serials</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$ .50</td>
<td>$2.25</td>
<td>$4.50</td>
</tr>
<tr>
<td>Direct Material</td>
<td>$ .10</td>
<td>$ .30</td>
<td>$.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>$.12</td>
<td>$1.13</td>
<td>$2.25</td>
</tr>
<tr>
<td>Total Cost per Serial</td>
<td>$.72</td>
<td>$3.68</td>
<td>$6.90</td>
</tr>
<tr>
<td><strong>Technical Reports and Gov't. Documents</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$ .38</td>
<td></td>
<td>$4.50</td>
</tr>
<tr>
<td>Direct Material</td>
<td>$ .10</td>
<td>$.15</td>
<td></td>
</tr>
<tr>
<td>Applied O/H</td>
<td>$.09</td>
<td>$2.25</td>
<td></td>
</tr>
<tr>
<td>Total Cost per Doc.</td>
<td>$.57</td>
<td>$6.90</td>
<td>$7.47</td>
</tr>
<tr>
<td><strong>Monographs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Fiction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$ .50</td>
<td>$2.25</td>
<td>$4.50</td>
</tr>
<tr>
<td>Direct Material</td>
<td>$ .10</td>
<td>$.15</td>
<td></td>
</tr>
<tr>
<td>Applied O/H</td>
<td>$.12</td>
<td>$1.12</td>
<td>$2.25</td>
</tr>
<tr>
<td>Total Cost per Book</td>
<td>$.72</td>
<td>$3.67</td>
<td>$6.90</td>
</tr>
<tr>
<td><strong>Foreign Language</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$1.50</td>
<td>$4.50</td>
<td>$9.00</td>
</tr>
<tr>
<td>Direct Material</td>
<td>$.10</td>
<td>$.15</td>
<td></td>
</tr>
<tr>
<td>Applied O/H</td>
<td>$.36</td>
<td>$2.25</td>
<td>$4.50</td>
</tr>
<tr>
<td>Total Cost per Book</td>
<td>$1.96</td>
<td>$7.05</td>
<td>$13.65</td>
</tr>
<tr>
<td><strong>Out of Print</strong></td>
<td></td>
<td></td>
<td>$9.01</td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$1.50</td>
<td>$4.50</td>
<td>$9.00</td>
</tr>
<tr>
<td>Direct Material</td>
<td>$.10</td>
<td>$.15</td>
<td></td>
</tr>
<tr>
<td>Applied O/H</td>
<td>$.36</td>
<td>$2.25</td>
<td>$4.50</td>
</tr>
<tr>
<td>Total Cost per Book</td>
<td>$1.96</td>
<td>$7.05</td>
<td>$13.65</td>
</tr>
</tbody>
</table>

- 428 -

*Library Resources & Technical Services*
<table>
<thead>
<tr>
<th>Types of Material</th>
<th>Ordering</th>
<th>Cataloging and Preparing</th>
<th>Total Cost per Book</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Serials</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$ .50</td>
<td>$2.25</td>
<td>$ 4.50</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.12</td>
<td>1.13</td>
<td>2.25</td>
</tr>
<tr>
<td><strong>Total Cost per Serial</strong></td>
<td>$ .72</td>
<td>$3.68</td>
<td>$ 6.90</td>
</tr>
<tr>
<td><strong>Gov’t. Doc.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$ .25</td>
<td>—</td>
<td>$ 2.25</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>—</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.06</td>
<td>—</td>
<td>1.13</td>
</tr>
<tr>
<td><strong>Total Cost per Document</strong></td>
<td>$ .41</td>
<td>$ 3.53</td>
<td>$ 3.94</td>
</tr>
<tr>
<td><strong>Monographs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Fiction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$ .50</td>
<td>$4.50</td>
<td>$ 9.00</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.12</td>
<td>2.25</td>
<td>4.50</td>
</tr>
<tr>
<td><strong>Total Cost per Book</strong></td>
<td>$ .72</td>
<td>$7.05</td>
<td>$13.65</td>
</tr>
<tr>
<td><strong>Fiction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$ .50</td>
<td>$2.25</td>
<td>$ 4.50</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.10</td>
<td>.30</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
<td>.12</td>
<td>1.13</td>
<td>2.25</td>
</tr>
<tr>
<td><strong>Total Cost per Book</strong></td>
<td>$ .72</td>
<td>$3.68</td>
<td>$ 6.90</td>
</tr>
<tr>
<td><strong>Rare Book</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$12.00</td>
<td>—</td>
<td>$ 70.00</td>
</tr>
<tr>
<td>Direct Material</td>
<td>.50</td>
<td>—</td>
<td>.15</td>
</tr>
<tr>
<td>Applied O/H</td>
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<td>—</td>
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*Volume 8, Number 4, Fall 1964*
BIBLIOGRAPHY

This bibliography includes articles dealing with cost allocation for specific libraries, methods of budgeting and cost analysis, and some articles which would be helpful in determining cost factors. Material which justifies library costs on the basis of the value or necessity of library service and that which describes administrative procedure are outside the scope of this bibliography. The literature was searched for the past 15 years, with some important items of earlier date also included.


Conversations with: Page Ackerman, Assistant Librarian in Charge of Budget and Personnel, UCLA; Tony Hall, Library Operations Survey, UCLA Library; Rudolf K. Englebarts, Head of Cataloging, UCLA Library; Helen More, UCLA Library; Barbara Boyd, Instructor, School of Library Service, UCLA.


Library Resources & Technical Services


Organization charts of University of California Library, Berkeley; University of Michigan Library; Los Angeles Public Library; Aerojet-General Corp., Technical Library, Sacramento, Calif.


This article has an excellent bibliography of all major works on cataloging costs, 1900-1953.


A divisional annual report is, of course, simply the sum total of the individual section and committee efforts which take place within the division. It would be difficult to choose any one focus of activity that would describe the primary activities of the RTSD Division during the past year. The projects were many and varied. I would like to take this opportunity to thank all the members who worked so imaginatively and diligently in 1963/64.

The Bookbinding Committee continues to serve as the focal point to which librarians can address binding problems and suggestions. The Committee has several options for action, which include calling the attention of publishers to binding problems. At present the major bookbinding activity is being conducted by the Library Technology Project through a series of local and field tests administered by the W. J. Barrow Research Laboratory in Richmond, Virginia.

No serious constitutional problems were called to the attention of the Bylaws Committee, although they had to adjudicate minor points concerning questions of enlarging the Executive Committee of CMS and whether members of discussion groups had to be members of the section under which the group was established.

The Book Catalogs Committee was created during the year with the appointment of Ian Thom, Chairman, and Andrew Osborn (Ser.), John Dawson (Acq.), Wesley Simonton (CCS) and David Weber (CMS). The committees for Resources, Documentation, Interlibrary Cooperation, and Bibliography are represented by their respective Chairmen. The Committee has started its work by establishing procedures for an information clearing house on book catalogs, reviewing cataloging rules to determine if modifications would be desirable for a book format, and beginning the draft of a proposal for grant support which would be used to determine the most satisfactory method to be used in converting a card catalog to book form.

Joe Treyz should receive acknowledgement for the imaginative work he is doing as the RTSD Representative on the ALA Membership Committee. His annual report states: “This year significant progress was made in a drive to place an RTSD representative on each state membership committee. The year started with representatives on fourteen committees. By Midwinter representation had increased to thirty committees, and to date RTSD has forty-two representatives on thirty-six committees.”

The Organization Committee concerned itself primarily with the scope and function of the Planning Committee and the Resources Com-
It also entertained the refreshing notion that some existing committees should, perhaps, be abolished.

Recognizing that organizational mechanics do not allow time for the Board to plan program activities of the Division, the Planning Committee was established several years ago for this purpose. The following are examples of some ideas that this Committee has produced: (1) a periodic review of projects which have been in operation a sufficient length of time to permit an assessment of success or failure; (2) an oral history of technical services; (3) reader reaction to book catalogs and card catalogs; (4) the present location of great book collections which are no longer associated with their original owner; (5) a bibliography of serial bibliographies; (6) development of a teaching machine for nonprofessional in-service training; and (7) a directory of technical service floor plans and flow charts. The Planning Committee also prepared several alternate plans that are designed to produce a more effective committee structure.

The Public Law 480 program at the present time is authorized to use counterpart funds in the United Arab Republic, Pakistan, India, Indonesia, Burma, and Israel for the acquisition of indigenous library materials which are deposited in American libraries. The present Congress refused to extend the program to cover Yugoslavia and Poland. John Dawson, the RTSD representative to the PL 480 program, reports that, in addition to its usual program of supporting research libraries, some 300 college libraries were selected this year to receive special "package" collections of basic materials published in India, Pakistan, and the UAR.

The RSD/RTSD Interdivisional Committee on Public Documents expended most of its energies in combatting Congressional refusal to implement previous legislation authorizing the depository distribution of non-GPO publications. A $5,000 grant was received from the Council on Library Resources to construct a list of non-GPO publications that would illustrate the importance of the material that we wanted to have distributed. Directly, or indirectly the Committee efforts were successful, as the House Appropriations Subcommittee recently approved a program to start the distribution of non-GPO materials by using the Department of Interior and the Census Bureau for a pilot study.

One of the problems faced by a national organization is keeping in touch with local activity. This important job has been handled by Doris Ransom, Chairman of the Council of Regional Groups. Regional activity is reported in LRTS. Doris now has some thirty regional groups under her wing.

The Resources Committee continues its work through two subcommittees. The Subcommittee on Micropublishing projects issued a number of reviews during the year, and attempted to initiate a newsletter that would permit greater flexibility in timing. The Subcommittee on the National Union Catalog brought us somewhat closer to the time when the retrospective National Union Catalog will be made available in some form for distribution. One of the final determinations is to settle the question of whether the record should be transcribed into machine

Volume 8, Number 4, Fall 1964
readable form. The Subcommittee is also advising the Library of Congress on the implementation of its proposed national register of master copies of microforms.

What should be the ratio between a book budget and a staff budget in a library of a given size? We are all familiar with popular lament rising from the fact that book money is relatively easier to obtain than staff. Helen Welch, Chairman of the Standards for Technical Services Committee, is now working to establish a statistically-valid ratio that can be used to answer this type of question. The ratio will be known as the Technical Services Cost Ratio.

Although no details will be given here, acknowledgement should be made of the discussion groups—presently, those involving Technical Services Directors of Large Research Libraries; a similar group from middle-sized research libraries; and a third group now forming for large public libraries. These groups have been holding some discussions with a very high substantive content.

RTSD Acquisitions Section
Annual Report, 1963/64

JAMES W. BARRY, Chairman

Bookdealer-Library Relations Committee. Conflict in scheduling prevented going ahead with plans for the approved Pre-Conference Institute at St. Louis. Study of the several ramifications in the problems of centralized purchasing of books, the low bid premise, and unqualified book jobbers is long overdue, particularly in the interest of school as well as municipal and state college librarians. Rather than prolong the delay, publication on several pertinent topics will be undertaken during next year. Several able people have agreed to prepare articles under the direction of the Chairman, Carl Jackson, for publication in library journals or as an ALA monograph. The Executive Committee favored publication as a monograph, since distribution in this format can reach more of the people immediately. The Chairman hopes that acceptable manuscripts will be available for final consideration at the Midwinter meeting in Washington. This published material would serve as working papers should a later meeting on the subject prove desirable.

Unfair practices, or questionable practices, continued to occupy the attention of the Committee. An exhaustive and, undoubtedly for the
Chairman, exhausting investigation of the ethics and legality involved in the Rizek case was brought to a conclusion during the year. A limited statement intended to alert other libraries to the dangers of becoming involved in like situations was issued by the ALA Publicity Office in February. Several additional libraries reported unsatisfactory dealings with over a dozen companies operating out of New Brunswick, New Jersey. A Federal attorney reviewed the case file and gave his opinion that there is true evidence of fraud. He in turn referred the case to the Department of Justice, Criminal Investigation Unit.

Committee on U.S. Congresses and Conferences Without Fixed Headquarters. (Joint) The Committee members have exchanged ideas by correspondence and met in St. Louis. After several false starts, they are now considering coverage by field of interest as a valid approach. Essentially an ad hoc group, this Committee is charged with investigating the problem area and proposing solutions.

Cost of Library Materials Index Committee. The “Library Microfilm Rate Index,” prepared as a master’s thesis, will be acceptable for publication after minor clarifications and revision in format requested by the Committee. Another privately-prepared index was submitted but returned for revision. A “Rare Price Index” will be considered after advice on the validity of the proposed procedures is received.

An article on the indexes and their suggested application, including a list citing publications carrying indexes, will be prepared by Marietta Chicorel in connection with her larger undertaking, “A Use Study of the Cost of Library Materials Index.” Her suggested questionnaire and statement of proposed objectives of the study were reviewed and discussed in St. Louis. The questionnaire will be tried on a selected group of libraries prior to the Midwinter meeting.

International Organizations Publications Committee. Discontinued by Executive Committee action at Mid-Winter. The functions are achieved by the bibliographies issued by the Union of International Associations.

Committee to Compile a List of International Subscription Agents. (Joint). The List was published and received favorably. A smaller Committee to Revise the List of International Subscription Agents was appointed to receive reports from agents and libraries as well as to evaluate the need for information to be published as supplements or as revised editions of the original list. Procedures for this activity are not yet completed, but publicity, for the publication and for the present committee, is vitally needed if the group is to function effectively. Interest was expressed in a Directory of Back-Issue Periodical Agents, as a supplement or companion volume to the List. The Chairman will continue her efforts to get an expression of interest and details of procedures in use by the individual who has undertaken this as a private project.

Policy and Research Committee. Several projects are now under consideration in the Committee for recommendation to the Executive Com-
mittees on action. Committee members have undertaken exploratory studies or short projects in four areas sanctioned by the Executive Committee. The results of these studies will be reported back for acceptance as reports or assignments for fuller investigation. The areas under study are (1) an examination of variant pricing policies, for library and general subscriptions, employed by selected journals. Preliminary findings will appear in LRTS. (2) A bibliography of existing written acquisitions policies is being prepared. (3) A leaflet for handout in reply to requests for information on value, disposition, and handling of old book finds is being prepared and will be compared with a similar brochure offered by a non-library group. (4) A list of duties of acquisitions librarians is being compiled for comparison with the list of course offerings in library school catalogs. The objective is to single out possible areas of needed training not presently offered in formal course work. Members of the Section were requested at the membership meeting in St. Louis to submit problems or projects they consider worth the attention of this screening group. The Committee Chairman or the RTSD Executive Secretary will receive suggestions.

Reprinting Committee. In the early years, culling out of titles worthy of reprint, identifying for publishers a reasonable library market, and encouraging them to undertake the printing were goals which met with reasonable success. Significant changes in the reprint publishing trade over the years since Reprint Expediting Service Bulletin, the voice of the Committee, was established at the Philadelphia Conference in 1955, called for a new evaluation of the objectives of this Committee. Publishers undoubtedly still welcome title suggestions but need less “encouragement” to get the book into print. Bibliographical control of their output appears as a new problem. The Chairman, encouraged by the Executive Committee, has his vigorous and industrious committee doing an intensive analysis of the Bulletin; consideration of its nature, reviewing of objectives and plans for its future were taken up at a spring meeting. The Committee and the Service emphasized the need for suggestions from the field of titles needing to be reprinted.

Assistant Editor, LRTS, (for Acquisitions). The outstanding services of Dorothy Bevis ended with her resignation, under the pressures of other duties, in mid-May. A formal letter extending the appreciation of the Section was written. No replacement had been named at the writing of this report.
As a professional group, the Cataloging and Classification Section attempts both to advance the broad goals of the profession and to provide the members of the profession with ever more useful tools and techniques to get the daily job done. The work of the Section is essentially carried on by its several committees, with many able assists from the Division’s Executive Secretary.

The Section’s committees may be divided into two groups, those concerned with the professional substance of our work and those concerned with the housekeeping activities of the Section. Inevitably, our attention focuses on the work of the former group, and we tend to take for granted the work of the latter. However, the Bylaws Committee, the Committee on the Award of the Margaret Mann Citation, and the Nominating Committee represent some of our most demanding assignments, and the Section is indebted to the members of these committees for their services. The Bylaws Committee has this year drafted a new article for the Bylaws, relating to the organization of discussion groups, for consideration by the Executive Committee; the results of the activities of the Mann Committee and the Nominating Committee have been made known through the usual channels.

The work of those committees concerned with the professional substance of our work ranges widely, from activities relating to the traditional work of the cataloger, attempting to fashion new tools to do the old job more efficiently, to activities responding to the demands posed by new materials and new technologies on our time-honored procedures.

Thus, work on revision of the ALA Cataloging Rules for Author and Title Entries and the Library of Congress Rules for Descriptive Cataloging has occupied the major attention of three of our committees: the Catalog Code Revision Committee, the Descriptive Cataloging Committee, and the Far Eastern Materials Committee. The Library of Congress has been increasingly involved in this work during the past year, with LC staff members working closely with our committees, in an attempt to ensure revisions of our basic codes which can be accepted by all segments of the profession. Although it has proved impossible to meet the schedule calling for completion of the new rules for entry at the St. Louis Conference, substantial progress has been achieved on these rules and particularly on the Rules for Descriptive Cataloging, and it is now hoped that it will be possible to issue a single work combining rules of entry and

Volume 8, Number 4, Fall 1964

WESLEY SIMONTON, Chairman
of description for both books and non-book materials, an eventuality which had not been contemplated earlier. (Other accomplishments of the Descriptive Cataloging Committee include completion of rules for Persian transliteration and several other items which have been or shortly will be published in Cataloging Service. Their review of RDC has resulted in completion of the revision of Chapters 3 and 10 and initial criticism of proposed revisions by the Library of Congress of the chapters on music and motion pictures.)

As other illustrations of concern with traditional problems, the Classification Committee has responded to a request from the Special Classifications Committee of the Special Libraries Association in a project to collect more classification schemes for the SLA Classification Center and has prepared a “Statement on Types of Classification Available to New Academic Libraries”; the Subject Headings Committee has a subcommittee working on the compilation of a bibliography on subject heading theory; the Cataloging Policy and Research Committee has been active in a number of areas, most notably in regard to the possibility of centralized cataloging.

By way of activities looking to the future, several straws in the wind may be noted. The Cataloging Policy and Research Committee has communicated to the Chairman of the Library Standards for Microfilm Committee of the Copying Methods Section the necessity for writing into the “Microfilm Norms,” currently being drafted, a statement that the film target include all elements of cataloging of the item being filmed. This Committee has also reviewed the Standard for Descriptive Cataloging of Government Scientific and Technical Reports, prepared by the Committee on Scientific information of the Federal Council for Science and Technology. It has also discussed the current experiment in automated LC card preparation by means of tape, including the possibility of distributing LC cataloging copy by long distance transmission. The Classification Committee, in its statement of types of classification available to new academic libraries, has reviewed not only the traditional advantages and disadvantages of the Dewey and the Library of Congress classifications, but has also included a section on the adaptability of each to computer operations.

On behalf of the Executive Committee, I extend our thanks to the members of all these committees for their work in furthering the objectives of the Section.
FOUR MEETINGS OF the Copying Methods Section Executive Committee were held during 1963/1964: the first two at the ALA Midwinter Conference in Chicago, January-February 1964, and the last two at the 1964 ALA Conference in St. Louis.

Copying Methods Section committees are working on a number of interesting possibilities or projects which are now close to completion or well along, such as: preparation of a brochure to describe current types of photo-reproduction, their characteristics and costs; preparation of a list of photo-copying experts to advise librarians; and the manuscript prepared by the Committee on Library Standards for Microfilm which is about ready for publication. At the Midwinter meeting, the Executive Committee voted its full support of the report of the ALA Committee on Copyright Issues as noted by Roscoe Rouse, CMS's Liaison Officer with that Committee, and asked that this information be communicated to Chairman Gosnell of the ALA Committee. Mr. Rouse noted the increasing interest of publishers in the growing use of copying devices stating that the publishers' primary concern is for royalties from the future development of rapid copying devices.

CMS's representative to the RSD-Interlibrary Loan Committee, David Heron, noted the increasing need for coordination of information concerning copying costs and services between those responsible for services and those responsible for interlibrary loans, and also reported that RSD gave wide distribution to a questionnaire about practices in photo-substitutions for interlibrary loans; he reported on this at the RSD program meeting in St. Louis.

Samuel Boone reported for the By-Laws Committee that wider participation in the discussions of the Executive Committee could be achieved by amending article VIII, section 1, increasing the number of members at large. However, the Executive Committee decided to invite the Chairman of the Policy and Research Committee to attend CMS Executive Committee meetings and extended this principle to another committee chairmen of the Section.

Gordon Williams, immediate Past President, determined that there are no immediate plans for a revised edition of the Brinkley Directory, and Mrs. Rodell reported that the Section has no plans for a pre-conference program for the 1965 Conference.

David Hoffman, Head, Information Services, Library Technology Project, discussed a microfiche filing system and also outlined the con-
tents and status of the proposed Hawken manual on reprography. Charles LaHood, Chairman of the Policy and Research Committee, and Allen B. Veaner, Assistant LRTS Editor for Copying Methods Section, were appointed as CMS representatives to LTP for this project.

It was noted that Hubbard Ballou, Head of the Photographic Services at the Columbia University Library, now writes a column for LRTS entitled "Copying Methods Notes."

Correspondence related to complaints received before the Midwinter Conference by the Chairman from various sources about unsatisfactory microfilm, and damage to original materials in Xerox 914 copying, were turned over to Mr. Hoffmann of LTP at Mrs. Rodell's suggestion inasmuch as these matters appear to be mechanical or technical problems related to the performance of machines.

At the St. Louis meeting the CMS membership approved a proposed change in the membership of the Policy and Research Committee and the terms of office of the Committee members. Hereafter, members of the Committee will serve five-year terms, each member serving as chairman during his 5th year, leaving the committee after completing his term as chairman.

Officers for 1964/65 were announced as follows: Chairman, David Weber; Vice Chairman and Chairman-Elect, Frazer Poole; Secretary, Dorothy Comins; Past Chairman, Robert K. Johnson; Member-at-Large, William S. Budington; LRTS Assistant Editor (ex officio), Allen B. Veaner; Executive Secretary, Elizabeth Rodell (ex officio).

The St. Louis program, sponsored jointly by the CMS and RTSD's new Book Catalog Committee, was on the book catalog.

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RTSD Serial Section Annual Report, 1963/64

ROLLAND E. STEVENS, Chairman

Publications

Of the several activities of the Section during the report year, publication was most important and most deserving of first mention. The notable event of the year was the appearance, under the imprint of the ALA Publishing Department, of LISA, the List of International Subscription Agents. Publication of the list was the culmination of several years' work by Elizabeth Norton and members of her ad hoc committee, and the results fully justified the effort. A part of the Committee has been retained in order to collect information and to evaluate the need for a revision of the list in several years: John Veenstra, Roma Gregory, and Elizabeth Norton, Chairman.

Library Resources & Technical Services
Several excellent articles on serials and binding were published in *Library Resources and Technical Services*. These were the result of the continual and unflagging work of Stephen Ford, Assistant Editor for Serials of LRTS. Mr. Ford's searching for suitable manuscripts elicited these articles plus several others that were either rejected or returned for revision. For publication of the short "how-to-do" note on serials practice, consideration is being given to institution of a regular "Serials Notes" column in LRTS.

**Research**

During the year, William Huff's Policy and Research Committee adopted a plan for rotating the chairmanship, so that each member of the Committee will serve as chairman during his five-year term, thus ensuring continuity of activity in the Committee. The Committee has decided not to establish a separate clearing house for collecting, coordinating, and disseminating information on the automation of serials work, but rather to channel such information to the office already established in the Library Technology Project under Joseph Hoffman for the coordination of information about automation in library work generally. In St. Louis the Executive Committee approved recommendations of the Serials Policy and Research Committee to appoint two ad hoc committees: one for further study of the feasibility of compiling a bibliography of bibliographies of serials; the other to gather information from librarians on policies and practices for reporting serials holdings of a library to inquiring users. A further recommendation of this Committee was that the Section's interest in standardization of the location on serial issues of number and volume and in standardization of certain other publishing practices be communicated to Committee Z99 of the American Standard Association.

**St. Louis Conference**

The program at the membership meeting in St. Louis was centered on the mechanization of serials records. Participants in the well-attended meeting were George Vdovin (University of California, San Diego), Estelle Brodman (Washington University School of Medicine Library), and Louis Schultheiss (University of Illinois, Chicago). Dr. Brodman's paper was read by Evelyn Moore (Washington University School of Medicine Library.) A critique of the three papers was given by Howard Dillon (Ohio State University). The program was directed to the serials librarian, or person responsible for the serials work, in the medium-sized or small library and included discussion of computerization and other means of mechanization.

A proposed change in the by-laws, permitting five-year terms to members of the Serials Policy and Research Committee, was approved by the Executive Committee, will be published as approved in a forthcoming issue of *Library Resources and Technical Services*. 

*Volume 8, Number 4, Fall 1964*
Committees

Other committees operated normally. The Nominating Committee under the chairmanship of Margaret Ayrault, moved quickly and efficiently to draw up a full panel of nominees by the time of the summer conference in Chicago. Charles Hughes reports for the Duplicates Exchange Union Committee that the number of members (about 300) continues to increase. These are medium-sized and small libraries who exchange duplicates with one another by means of mimeographed lists, under the guidance of the DEU Committee. The mailing chores of this Committee have now been assumed in the ALA office of the RTSD Executive Secretary. The Committee on U.S. Congresses and Conferences without Fixed Headquarters (usually called Committee on Roving U. S. Congresses, or CUSCACWFH by lovers of acronyms) had met, but the Chairman, Mary Kahler, reports only preliminary skirmishing and exploration up to the present time and expects to report further progress later. The International Organization Publications Committees was discharged with thanks by the Executive Committee at Midwinter, 1964, at the request of its Chairman, Paul Spence, since the need for the Committee is now being fulfilled by the monthly and annual publication of the Union of International Associations. Bernice Field, ALA representative to the Joint Committee on the Union List of Serials, reports that editorial work on the 3rd edition is almost complete, and publication in five volumes is expected in 1965.

I am sorry to report that the Section’s Secretary, Helen Becker, had to submit her resignation, for reason of ill health, shortly before the Midwinter, 1964, meeting.

In concluding this report I wish to thank the chairmen and members of the various committees of the Section, the members of the Executive Committee, and especially the Executive Secretary of the Division.

Report of the RTSD Executive Secretary, 1963/64

ELIZABETH RODELL, Executive Secretary

THE CURRENT MOVES ever more rapidly in the direction of a national pool of library resources, and the term “technical services” (seldom used, I am told, in other countries) becomes ever more apt as the centralization of records makes feasible the use of technology in making and maintaining them.
As the outlines of a national plan for libraries are dimly discerned, part of our problem becomes one of timing, of mobilizing our resources and records so that the component parts of the system reach the same place at about the same time.

Part of the task of our Headquarters Office is to assist the individual librarian, becalmed in some backwater, get his bearings and join the main stream. One may disapprove of the one-man public library, like the little red schoolhouse, and wish it would go away, but there are thousands of them, and some of them write to ALA. Some of them had courses in library science a long time ago. There are increasing hundreds of church librarians for whom nobody in particular seems to be responsible. There are former filing clerks in business and teachers in public schools who by a laying on of hands one day found themselves called librarians.

Even persons with library school degrees may find themselves bewildered on their first jobs. This includes some workers in large systems. There are even experienced librarians who to their chagrin have been swindled by book dealers. There are head librarians whose catalogers have eloped with commercial book processing services, or whose college presidents are obsessed by automation. There are school librarians who must obtain bids on every book they buy. There are catalogers, afraid of electric typewriters, who wake up to find themselves heads of technical processes, and responsible for ordering machines to reproduce catalog cards. The days when the cataloger's keyboard had no dollar sign are over; almost everyone nowadays is conscious of costs, of the need to prepare and justify a budget. What should be the ratio of clerical to professional help? How should paperbacks be processed? Should we join a regional processing center? Subscribe to proof sheets? Convert our serial records to punched cards? Should our college library reclassify to LC? Divide its card catalog? Print it in book form?

Questions like this, indicative of the trend in technical services, must be answered, or referred to a committee chairman, or a specialist. Occasionally a new kind of problem is referred to one of our planning committees for study. Many letters about kinds of equipment are referred to our Library Technology Project, which becomes increasingly useful with the growth of its files and personnel. Inquiries from individual librarians, then, take priority over other demands upon our office. Conceived for the individual librarian are the conference programs, planned by our officers assisted by our staff, on which we work the year 'round.

It would be futile to deny that much of our work is with the organization itself. Someone must labor to keep the machinery in motion. Our committee structure in RTSD now includes over fifty committees, three discussion groups, thirty affiliated regional groups. This structure is, of course, manned by busy librarians with full-time jobs in which they earn their living. The Executive Secretary tries to help them discharge the responsibilities they have accepted for committee work. If a committee is to be useful, it must meet; you may be interested to learn that while the Midwinter meeting is reserved for closed committee meetings, at the St.
Louis Conference our RTSD committees scheduled over eighty meetings to carry on their work. (If you shudder at all those committees, you may be cheered to learn that our planning committees conceive their function to include scavenging of committees which are no longer useful.)

In 1963/64, we added to our labors at Headquarters by taking over the clerical operations of the Duplicates Exchange Union. Formerly membership lists were issued annually; we have just mimeographed a semi-annual listing of members, whose numbers increased from 250 to over 300 this year. The circulation of LRTS has grown spectacularly; the press run of 7,200 we planned for this summer's issue had to be increased to 8,500.

In an effort to cut down on work, we have arranged for the William Byrd Press to retain and sell back numbers of our journal for a year. Another step to reduce congestion in our office was to have the calls to meeting, minutes, proposed and accepted standards of the American Standards Association's Committee on Photoreproduction, which we sponsor, mimeographed and mailed out from the office of its secretary in New York. Funds for this purpose have been recommended by PEBCO. The shortage of clerical help, however, still remains our greatest problem.

RTSD has not and perhaps will never solve the basic problems I have mentioned before; increasing the representation of all kinds of libraries on our committees, and drawing in each year new persons with fresh viewpoints. This is not easy to do, and those of you who complain may not realize that many times when a familiar name reappears on a committee list it means that three or four others were asked to serve but were unwilling to work, or unable to promise to attend conventions.

This year, as before, I have eagerly accepted invitations to meet with regional groups, and have attended conferences of importance to technical services librarians. In the fall of 1963 I attended the University of Chicago Graduate Library School Conference on Library Catalogs and the Chicago conference of the American Documentation Institute. I talked to the North Carolina Regional Group of Catalogers and the Catalogers' Workshop of the Indiana and Kentucky library associations. In Washington I spoke to the Potomac Technical Processing Librarians and visited the Library of Congress. This spring I attended the Rutgers Seminar on Alphabetic Subject Indexing, participated in a meeting of the Planning Committee in Washington, and visited the National Libraries of Agriculture and Medicine. In May I spoke to the Chicago Regional Group.

Relations between RTSD and other divisions of ALA are important and sometimes complicated. Again this year we have had considerable business with the Reference Services Division, with whom we share the Public Documents Committee, and which is making a Catalog Use Study; with the Association of College and Research Libraries; with the American Association of School Librarians, many of whom are starting technical processing centers; with the Library Administration Division, with which we share a concern for statistics for the technical services and the
physical arrangement of technical processes departments; and with the ALA Publishing Department, the Membership Committee, the Recruiting Office, the International Relations Office, the Interdivisional Committee on Documentation, and the Library Technology Project.

Also important are relations with organizations outside of ALA. Some of these are the Special Libraries Association, with whom we established and will work to enlarge the Loan Collection of Classification Schemes and Subject Headings Lists; the Music Library Association, with which our Cataloging and Classification Section is setting up a committee on the classification of phonorecordings; the American Documentation Institute; the (English) Library Association; and the Association of Research Libraries, with whom we have had a peculiarly intimate relationship this year, with its Executive Secretary serving as our president. I think all of us in RTSD can see the advantage we have derived from the last-named relationship, and hope as much as I do that ways may be found to strengthen this tie in future years.

Regional Groups

DORIS RANSOM, Chairman
Council on Regional Groups

THE COUNCIL OF REGIONAL GROUPS met at the ALA Conference in St. Louis with 14 members present. A lively discussion of topics previously suggested by group chairmen kept the meeting in session past its scheduled time. Most of the topics for discussion were tied in with the Chairman's appeal that individual regional groups hold audience-participation meetings at which solutions to common problems could be shared by the participants. Some of the suggestions for this type of meeting were (1) comparison of copying methods used in different sizes and types of libraries, (2) pros and cons of centralized cataloging from the user-library's point of view, (3) evaluating and selecting equipment for technical services. Other topics of discussion included the "cards with books" program, book catalogs, and the cooperative cataloging program being studied by the Association of Research Libraries. All of the suggestions were viewed as possible program subjects for regional group meetings, and names of possible speakers on the topics completed the discussion.

At the annual Council of Regional Groups luncheon the 47 persons present were about equally divided between regional group representatives and national officers. Informal seating and a short free period before the next meeting made possible the interchange of greetings and ideas.

Sandwiched between the two meetings of the Council was the business meeting of the Resources and Technical Services Division, at which...
the Chairman of the Council of Regional Groups made her annual report
to the membership and presented the petition to affiliate with RTSD of
the Technical Services Round Table of the Ohio Library Association.
This petition was approved by the membership, and the new group was
welcomed as the 30th regional group.

Nine spring meetings of regional groups have been reported in time
for inclusion in this issue.

The Texas Regional group of Catalogers and Classifiers heard Ralph
Parker (University of Missouri) read a paper on book catalogs; follow-
ing the program, the group voted to affiliate with the Texas Library As-

The New York Technical Services Librarians heard Margaret C.
Brown (Free Library of Philadelphia) and Phyllis A. Richmond (Uni-

Gerald Jahoda (Florida State University Library School) spoke to the
Resources and Technical Services Roundtable of the Florida Library
Association on the topic “Can Technical Services Be Mechanized?”

The Oklahoma Library Association Division of Technical Services
heard a panel discussion entitled “Focus on Change: What’s New in
Cataloging;” Ethel Thompson (Oklahoma City Curriculum Library)
described the centralized cataloging shared by 106 school libraries in
Oklahoma; Sam Smoot (Tulsa City-County Libraries) described his li-

Catherine MacQuarrie (Los Angeles County Public Library) reported
to the Southern California Technical Processes Group on cooperative cata-
logging projects in California which have resulted from the Library De-
velopment Act. William J. Griffith (Anaheim Public Library) described
the automating of his library’s ordering and cataloging processes, follow-
ing which Robert Michalske described the procedures used in Anaheim’s
automated system.

The Catalogers Section of the New Jersey Library Association heard
a panel consisting of Maurice Tauber (Columbia University School of
Library Service), Arthur Brody (Bro-Dart Industries), Robert Durkin
(IBM Laboratory Library), and George Moreland (Montgomery County, Md., Public Libraries) discuss book catalogs for smaller libraries, a topic based on a working paper by Theodore C. Hines (Rutgers University Graduate School of Library Service).

The Northern Ohio Technical Services Librarians held an informal discussion meeting at which ideas on new ways of solving problems, new methods, and new equipment were contributed by various members to provide a lively and useful program. Robert W. Evans (Oberlin College Library) then made a progress report on the proposed Ohio Bibliographic Center sponsored by the Ohio College Association.

Robert Rosenthal (University of Chicago) read a paper on "Rare Books in Libraries" at the meeting of the Chicago Regional Group.

The Ontario Resources and Technical Services Group heard Katherine Ball (University of Toronto Library School) speak on the mechanization of information retrieval. During the business meeting which preceded Miss Ball's talk a timely discussion of centralized cataloging and cataloging costs resulted from the report of the group's Centralized Cataloging Committee.

CATALOGING POLICY AND RESEARCH COMMITTEE
REPORT, 1963/64

At the 1963 annual conference, the Cataloging Policy and Research Committee and the Executive Committee of the Cataloging and Classification Section reviewed the purpose, duties, and procedures of the Cataloging Policy and Research Committee, and the following statement was agreed upon at Midwinter 1964 for incorporation into the Section Manual:

1. To consider areas for research and investigation in the field of cataloging and matters involving cataloging policy, and to recommend to the Cataloging and Classification Section Executive Committee appropriate action or needed studies, together with proposals for initiating action or undertaking investigation.

2. To keep informed as to research in progress, and developments in the general area of bibliographical control.

In addition to meetings at the annual conferences and at Midwinter, the Cataloging Policy and Research Committee held two-day sessions at the Library of Congress in December and in May.

During 1963/64 centralized cataloging has been the Committee's major concern. At its December meeting, in which the Librarian and Deputy Librarian of Congress and the Executive Secretary of the Association of Research Libraries participated, the Committee's LC liaison representative, John Cronin, presented alternative plans involving cooperation between the Library of Congress and the Association of Research Libraries to improve printed catalog card coverage and to prevent the simultaneous cataloging of titles owned by

Volume 8, Number 4, Fall 1964
more than one library in North America. Under Plan I the National Union Catalog would be developed by explicit requests for full card copy from participating libraries for titles not already represented. Under Plan II a centralized cataloging agency would be developed at the Library of Congress to which the book itself, if not already represented in the National Union Catalog, would be sent for cataloging before being incorporated into the collection of the participating library. Plan II was preferred by all those present since it would produce standard card copy with fewer delays and make more effective use of the limited supply of qualified catalogers. As a beginning, it was suggested that Farmington Plan titles, over which the research library community already has some control, be handled in this manner.

The usefulness of a study updating John Dawson’s findings (Library Quarterly 27:1, Jan. 1957) was considered, but the conclusion was that available resources should better be directed to developing a pilot program at the Library of Congress, since the need is self-evident or adequately revealed by the Dawson report. The committee assisted Mr. Skipper in the preparation of a brief questionnaire to members of the Association of Research Libraries to secure gross data on the proportion of available printed card copy to copy prepared locally in research libraries.

Mr. Cronin presented his proposals to the Association of Research Libraries at its Midwinter meeting in a draft statement: “Centralized Cataloging of Current Foreign Publications . . .” The Association referred Mr. Cronin’s proposals to its newly appointed Committee on Shared Cataloging.

At its spring meeting, the Cataloging Policy and Research Committee considered the adequacy of present cataloging tools for a comprehensive centralized cataloging program and for automation, recognizing the unlikelihood of any imminent major changes in these tools. The current experiment in automated Library of Congress card preparation by means of tape was discussed, with its implications for production of cards and book catalogs, and its possibilities for distributing card copy by long distance transmission of tape data.—Ruth C. Eisenhart, Secretary

PROPOSED AMENDMENT TO THE CCS BYLAWS

Article X. Discussion Groups.
Sec. 1. Establishment. Any group of ten or more members of the Section interested in discussing common problems which fall within the object of the Section may form a discussion group upon written petition from the group, and upon approval by the Executive Committee. The petition shall include the purpose of the group and the requirements for membership, if any.

Sec. 2. Membership. Membership is open to members of the Section who are interested in the purpose of the group and who fulfill the requirements for membership in the group.

Sec. 3. Officers. Each group shall elect a chairman annually. In addition to his regular duties, the chairman shall see that the group’s activities are limited to discussion of common problems within the purpose of the group, that the group engages in no activity in conflict with the program of the Section, and that the Section Bylaws are observed by the group.

Sec. 4. Discontinuance. Each group shall continue in existence until its usefulness has ceased when it shall be dissolved by action of the Executive Committee.

Change in numbering of Article X to XI, XI to XII, and XII to XIII.
In an earlier column I tried to show why the microfiche met with so much resistance in its attempt to establish itself on this side of the Atlantic. I noted that we resorted to any number of dodges in order to give the ribbon microfilm the flexibility and ease of manipulation of the sheet version. It is these adaptations, the aperture card and the microfilm jacket, that I want to discuss at this time. The former has established a position that is reasonably secure. The latter will most likely be replaced by the microfiche, except in those cases where updating by the addition or removal of material is an important factor. The jacket is the cumulative version of the micro-transparency, just as Microtape is the cumulative form of the micro-opaque.

As with so many developments in microphotography, the positioning of a frame of microfilm in a window cut in a card was suggested many years before the practical version came along. One of the true pioneers in microfilming in this country was Dr. Atherton Seidell. In 1934 he noted the difficulties faced by scientists gathering information, commenting on the brevity of the notes that could be made on filing cards. He suggested that microphotographs be made of the original research papers, and the resulting strips of film be pasted in a window in the filing card. He went on to remark that equipment was available at that time for such a system.

Almost ten years were to pass before conditions were ideal for such a technique. By 1943 the Office of Strategic Services was deep in its task of gathering information about all parts of the world where the U. S. armed forces might be engaged. Photographs, maps, and other forms of graphic information were flooding in to the files of this intelligence unit. How was this collection to be made manageable? Microfilm was being used to collect, condense, and disseminate material; but this seemed to apply only to large masses of collective information, not unit records such as a picture or a map which might be wanted by itself. IBM machines were available for processing information if it could be put onto tab cards. John F. Langan, Chief of the pictorial Records Division, was responsible for the classification, storage, and retrieval of photographs. He had been experimenting with the idea of mounting film frames in tab cards ever since 1940, receiving less than no encouragement from the manufacturers of such equipment. In the O.S.S. one of his superiors was Wilmarth Lewis, a
scholar who was most familiar with library problems. With Dr. Lewis's encouragement and backing, Langan was able to perfect his idea to the point where there was a chance to show its practicality. Even IBM was willing to grant that it might work (though it took them another twenty years to become fully convinced), and the Langan aperture card was born.

It was no easy job mounting the pane in the window, and this was a window that was to be subjected to excessive handling. Besides being put into and taken out of storage drawers, the cards must be rapidly shunted through sorting equipment. Metal wires would brush past the windows (unless the machines could be radically adapted) causing the inserted film to be scratched. If the cards bent too much, or if the seating of the microfilm on its frame of adhesive was not perfect, the machines served as excellent ejectors of microfilm chips. I suspect that Mr. Langan's critics were often tempted to say, "I told you so." The early equipment for mounting the film in the card was entirely a hand operation, more by sense of feel than by sight. Then came reader-mounters (where one could view the image of the microfilm on a screen during mounting) followed by automatic mounters capable of fantastic speeds. At first it was necessary to duplicate the card files by going back to the original ribbon negative and reprinting from it and subsequently remounting the second generation ribbon. Later card-to-card printers were produced, and with the advent of diazo and Kalvar film, it was possible to print and process copy cards (e.g. Duplicards) very easily and quickly. The IBM machines were re-designed to be easier on the cards, but many users began to make use of image-less duplicate decks of cards for sorting operations, going to the aperture card by hand when the wanted cards were known.

All of this took a number of years and the combined efforts of many interested parties. The War was over, and commercial applications had to be found to support research and development. The land records and title insurance fields were prime prospects. They dealt with what were most often unit records, where minimum search times were desired, and where there was a high ratio of change in the records. Other fields investigated were hospitals (X-ray films), police departments (mug shots), and advertising agencies (art files). The Langan Film 'N File system be-
came known as Filmsort. This company during the '50s was a part of the Miehle-Goss-Dexter printing and paper equipment manufacturing company, and then became a subsidiary of 3M in the '60s. Windows began to appear in all manner of cards: needle sorted as well as electronically sorted, and standard hand-sorted filing cards of all shapes and sizes. Windows appeared in all portions of the card in many sizes. The situation was crying for standardization.

Engineering drawings have always been a problem to their curators. They are large, they require frequent updating, they may sit idle for long times and then be referred to very heavily, and copies are needed on irregular and unpredictable schedules. The many branches of the Department of Defense were finding themselves increasingly involved with engineering drawings. With every new installation (usually at distant parts of the globe), with every new company contracting for defense orders, and with each new item of armament being designed, the increase in the number of these drawings and their problems were growing at exhorbitant rates.

Aperture cards seemed to be designed for this job, and every salesman rushed out to get a share of this promising business. It soon looked as if there would be as many diverse systems based on the aperture card as there were agencies involved. By the mid-'50s it was apparent that some order would have to be drawn out of this chaos. It was not long before one noticed whenever two or more microfilmers got together, the phrase "DOD triple ought nine Committee" arose in their conversation. This Department of Defense Committee 0009 was responsible for engineering document reproduction systems. They set up a number of conferences at which representatives from government and industry got together to thrash out the many problems involved in the program for using aperture cards. The outcome of all this work was a collection of documents setting forth a series of standards and specifications for engineering data microreproduction.

These publications are by no means static for they are revised, updated, and corrected constantly. To pick one example from many: when the program began, there was fundamentally only one basic type of aperture card, the Filmsort version. Here the film is held by an adhesive frame around the edge of the window. In 1960 a new type, the Microseal card, began to appear. Here the film is suspended in the window within.
a pocket of optically-clear Mylar. The 1960 version of the military specification was superseded in 1962 by a new one which included the new card. The recent introduction of an even newer card (by Bell & Howell and others), which uses no adhesive but bonds the film to the card by use of supersonic welding, will no doubt bring forth either a change or a new edition of the spec.

The magnitude of the job that was accomplished by the DOD 0009 EDMS program can be partially shown by the fact that the most readily available compilation of the most used of these specifications is a 151-page booklet. It would be pointless here to list all the details covered, but I do want to note a few points as I think they have a bearing on future work for a library approach to this problem.

It was soon found that there was no point in standardizing the intermediate and end stages in the program if the original documents themselves were not brought under control. This involved sizes, formats, location of information on the drawings, and a start at specifying the quality of the line-work. Needless to say, this does not apply to back files of engineering drawings anymore than it would to the bulk of what we already have in our library stacks. It does apply to the new material being created, and here we can draw a valid analogy. Are we making sure that what is being produced now to go into our collections (and presumably a lot of this will end up as microforms) is being prepared with the possible microfilming and reproduction from a microfilmed stage in mind? There is a need here for close cooperation between ASA committees Z39 and PH5.

A lot of thought was given to the microfilm stage itself. Details such as the type of film to be used, the density of the microfilm image, the resolution characteristics of the film, the positioning and centering of the document within the frame, and the procedures for its inspection: all these are aimed at a microfilm image that can be put to use later in the aperture card and the subsequent hard-copy reproduction with the least trouble. The choice of four reduction ratios to be used might at first blush appear to be a crippling limitation of the camera operator’s freedom, if he has one of those versatile models that can run the gamut of ratios from 1/5 to 1/30. When you realize that it requires a reading machine with a similar versatility to keep up with the camera, the limitations make more sense. If it were possible to use a camera at one fixed ratio, it would be even easier to build a simple and inexpensive reader to match it. This leads us right back to the preceding paragraph, since we must have a certain amount of variation in our cameras to match the multifarious sizes of originals that we have in our libraries. Because the Mil-D aperture is a fixed size, in a fixed location on the card, in a card of a fixed size, it is possible to build small, simple, and reasonably inexpensive readers to use with them. It was thinking along these same lines (by many of the same people) which is behind the current standards for the microfiche and the hopes that it will result in more efficient equipment for output.
Two interesting side-effects of the DOD use of the aperture card may be seen in the following. In the '30s it was common to find 35 mm microfilm appearing in two frame sizes: the standard 18 × 24 mm frame common to professional movie film, and the 24 × 36 mm frame familiar to the miniature camera user, both of these on perforated film. In the '40s the appearance of cameras capable of making images of variable size on non-perforate 35 mm film cheered the hearts of microfilmmers, as this gave them more freedom in matching the film to the size of the document. The aperture card brought a reversion to the fixed aperture camera, in that it requires a standard two-inch pulldown of film to ensure that the film frame will completely fill the aperture in the card. The other change can be seen in the 16 mm vs 35 mm race. Up until the '50s there were a great many more exposures made on 16 mm film than on 35 mm. With the advent of large projects based on the aperture card (usually 35 mm, though some are geared to 16 mm) the balance is shifting so that the trend is not as much biased towards 16 mm.

In the last two years have appeared a number of interesting developments associated with the aperture card. The first was the introduction in 1962 of the 3M Filsort 1000-series Processor-Camera. Instead of being loaded with a roll of conventional microfilm, this unit is charged with a deck of tab cards already bearing film apertures, in this case unexposed film. The camera makes an exposure of the document (which may be 18 × 24 inches in size, four sheets of 8½ × 11, or two sides of an 11 × 17 original), processes the film within itself to the accompaniment of much whirring and clanking, and delivers the finished aperture card in just under a minute. All of this takes place in a desk-sized unit, obviating the necessity for separate camera, processor (and dark-room), and mounting equipment. For a library dealing in unit records (maps, charts, pictures, and the like) this would appear to be an excellent start on a simplified information retrieval and dissemination system based on the aperture card.

And speaking of IR (as who isn’t today), a good many of these monsters are delivering their output in the form of an aperture card. In some cases there is a choice of reader-screen display, hardcopy enlargement, or aperture card. In others the aperture card is a partial blow-up from an ultra-micro storage film, thus reversing the two-step reduction of the original document to the microfilm storage at the input stage. For most of these applications there is no attempt to use the card in a sorting operation; it is merely a handle by which one can conveniently carry away and make use of the information stored in the window.

Last year Xerox decided to branch out from the end-product area of aperture card operations. A great deal of the success of the DOD EDMS program was due to the excellent equipment produced by Xerox (24C Copyflo and 1824 Printer) to make it possible to get inexpensive paper prints from aperture cards. They now have equipment that allows the user (and he had better be a large user) to make his own aperture cards on his premises.
It was 1963, also, when the IBM Company finally set the seal of its approval on the aperture card. One felt all along that they really didn't approve of these large holes (they prefer them 1/16 by 1/8 inch) that people were making in their cards. Now they are in it completely, and as can be expected, have come up with some excellent equipment to handle (read and copy) aperture cards. With IBM, Xerox, and 3M (not to mention AT&T and DOD firmly behind the aperture card, we can expect to find steady development in this field, and assuredly library applications will increase in the next few years.

Before closing, I should make at least a token mention of the allied form, the microfilm jacket. If you punch too many holes in a card, you weaken it. If you steal too much space out of an EAM card, you are depriving it of coding area. These factors and the one already mentioned (of making it possible to add material from time to time) were the reasons for developing the film jacket. These appear in two forms: acetate jackets (short strips of microfilm are slipped into channels formed between sheets of acetate bonded together) and paper jackets (the film is slid into open channels cut in the double-thick card). They are made in most of the sizes common to filing equipment. There is even one version (the Snap Jack) which can be snapped into an aperture in a card. The Patent Office (which handles documents averaging six pages in length) has an active system using a jacket holding both micro- and macro-information. The jacket is that microform spanning the area between the ribbon version and the microfiche. It has the advantages of both versions and should be considered when an application does not call for complete conversion of one to the other. It is interesting that there has been more conventional library interest so far in the jacket (The Human Relations Area Files and the Archives of American Art) than in the aperture card. The microfiche is already changing this.

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REVIEWS

(Editor's note: Reviews published in this magazine have a deliberately chosen view point. That is, reviewers are asked to consider publications primarily on the basis of their meaning and contribution to the areas of our interest: the building of library collections and the absorption, care, and control of the materials comprising the collections.)


Some critics expected this new magazine to be as impressive immediately as American Heritage or Fortune. After all, Choice had been in the planning stage for five long years. This fact is unashamedly announced in each issue of Choice along with such items of more useful information as: (1) the magazine is "written by experts and edited by librarians," (2) is intended to be "a monthly current book selection guide to aid colleges and junior colleges in strengthening their library collections with the best of academic materials to be found among the more than 20,000 books now being published annually in America," and accordingly in the course of each year (in eleven issues) (3) will "carry evaluations of approximately 2,500 titles most useful in academic libraries," (4) with the selections limited to subjects represented in the liberal arts curriculum.

Volume 8, Number 4, Fall 1964
The first three issues of *Choice* give ample evidence that these purposes are being fulfilled. Notwithstanding its inability to emulate bulky and glossy ancestors issued for the masses, *Choice* is a most promising youngster.

Arranged under sensible and convenient subject headings, the evaluations of 200 or so books in each issue constitute the substantial heart of *Choice*. In presenting the evaluations the editors have adopted a system which might be debatable. The printed evaluations are said to be the "opinions" of the consultants rather than their "actual words". This job of editing, rewriting, and condensing is done primarily in the interest of keeping the evaluations from being too lengthy. Debatable or not, the system is off to a successful start. The evaluations are relevant, pithy, and readable. Averaging approximately 150 words in length, the reviews in their essence can be absorbed rather quickly by a skimming reader. Last but not least, almost all the books reviewed are worthy of consideration for library acquisition.

The format of *Choice* is professional and reasonably attractive. The editor wasted no time in demonstrating his zeal for developing improvements. Because perfect alignment and uniform "white space" were not achieved in the inaugural number, the editor abandoned the sequential camera method of producing the magazine, and arranged to have the subsequent issues produced by using the more versatile Photon process.

Already *Choice* is giving bonuses to its readers. In addition to the book-by-book reviews, the issues include the titles of subject lists and thoughtful discussions of the value of specific volumes containing recommended titles. Promised for the future are evaluations of "guides to the literature" and the more discursive subject bibliographies.

Straightforward and concise, this is a no-nonsense publication. There are no jokes or cartoons. Illustrations appear only in the handsome advertisements. Domiantly, the magazine reflects the confidence possessed by the editors in the high value of *Choice* to busy college librarians. This confidence is completely justified.—Clarence Gorchels, College Librarian, California State College of Palos Verdes

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**RANGANATHAN AT RUTGERS**

The Rutgers University Graduate School of Library Service has received from the National Science Foundation a grant to continue its seminar series on "Systems for the Intellectual Organization of Information".

During the 1963/64 year three seminars were held, studying the Universal Decimal Classification, Syntol, and Alphabetico-specific Subject Indexing. The next (the fourth) is announced for November 19 and 20, 1964. On the first day S. R. Ranganathan will discuss his Colon Classification; the second day will feature a discussion of panelists, including Jesse Shera, Robert S. Taylor, and Maurice F. Tauber.

Further information may be obtained from:

Dr. Susan Artandi, Assistant Professor
Graduate School of Library Service
Rutgers, the State University
New Brunswick, New Jersey

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*Library Resources & Technical Services*
INDEX

Volume 8, 1964

A
ABBREVIATIONS. "Proposed American Standard for Periodical Title Abbreviations" (Cummings) 91-92.

Abdul Huq, A.M. see Huq, A.M. Abdul
ACQUISITIONS. "Another View on Allocation" (Hanes) 408-410.
— "Another View on Allocation: A Rebuttal" (Bach) 411-412.
— "Difficulties in Procurement of U.S. Scientific and Technical Publications in Pakistan" (Huq) 47-50.
— "Highlights in Acquisitions" (Chicorel) 112-125.


"ALA Filing Rules" (Seely) 15-25.

ALLOCATION OF FUNDS see BOOK BUDGETS
ARCHIVES. "Some Fundamentals in Arranging Archives and Manuscript Collections" (Finch) 26-34.


AUTOMATION see DATA PROCESSING

B


Baltimore County (Md.) Public Library. [Note on its Book Catalog] 390.

Barry, James W. see RTSD. Acquisitions Section.


"Bind or Film: Factors in the Decision" (Peele) 168-171.

BOOK BUDGETS. "Another View on Allocation" (Hanes) 408-410.
— "Another View on Allocation: A Rebuttal" (Bach)
— "Why Allocate?" (Bach) 161-165.

BOOK CATALOGS. "A Book Catalog at Work" (Brown) 349-358.
— "Book Catalogs" (Parker) 344-348.
— "Book Catalogs as Supplements to Card Catalogs" (Richmond) 359-365.
— "The Compact Book Catalog" (Jones) 366-369.
— "The Computerized Catalog" (Simonton) 399-407.
— "The Metamorphosis of the Book Catalogs" (MacQuarrie) 370-378.
— "Montgomery County Book Catalog" (Moreland) 379-389.
— "Reader Services Aspects of Book Catalogs" (Harris) 391-398.

BOOK SELECTION. "Another View on Allocation" (Hanes) 408-410.
— "Another View on Allocation: A Rebuttal" (Bach) 411-412.
— "The Library and the Academic Community" (Burdick) 157-160.
— "Why Allocate? (Bach) 161-165.

Boston University. "The Classified Catalog at Boston University, 1948-1964" (Herrick) 289-299.

Bourne, Charles. Methods of Information Handling, review of, 334.


Brown, Margaret C. "A Book Catalog at Work," 349-358.


BUDGETS, BOOK see BOOK BUDGETS


C

THE CATALOG. "Organization Theory and the Card Catalog" (Sr. Robert Mary) 329-333.

Volume 8, Number 4, Fall 1964

CATALOG, BOOK see BOOK CATALOGS

CATALOG, CLASSED. "The Classified Catalog at Boston University, 1948-1964" (Herrick) 289-299.

CATALOG, DIVIDED. "Does Dividing the Catalog Relieve Congestion?" 310-316.

CATALOG CARDS. "Equipment and Methods in Catalog Card Reproduction" (Treyz) 267-278.
--- "Library Card Reproduction by Xerox Copyflo" (Veaner and Fraser) 279-284.
--- "One Picture is Worth a Thousand [Typed] Words" (Jorgensen) 196-198.

--- FILING. "ALA Filing Rules" (Seely) 15-25.

CATALOGING CODE see CATALOGING—RULES

CATALOGING. "Cataloging the Exhibition Catalog" (Foster) 191-194.
--- "The Classified Catalog at Boston University, 1948-1964" (Herrick) 289-299.
--- "Current Issues in South African Cataloguing Practices" (Musiker) 77-80.
--- "The National Union Catalog of Manuscript Collections" (Custer) 188-190.

--- "1963: The Little Year that Wasn’t There" (Dunkin) 126-130.

CATALOGING—RULES. "ALA Catalog Code Revision at Midwinter 1964." 144.
--- Cataloging Rules" (Field) 299-301.
--- "Code Revision in St. Louis" (Dunkin) 565.

"A Cataloging Aptitude Test" (Gribbin) 151-152.

CENTRALIZED PROCESSING. "Book Processing Center, Orlando, Florida: A Case Study" (Wendel) 71-76.

CENTRALIZED PROCESSING. "A Comparison of the Operation of Various Processing Centers" (Adcock) 63-70.

--- "The Historical Development of Processing Centers in the United States" (Hunt) 54-59.


CLASSIFICATION, ITSELF AN EDUCATION. Six Lectures on Classification (Palmer) review, 207-208.
--- "1963: The Little Year that Wasn’t There" (Dunkin) 126-130.

Classification Research Committee see FID/CR Committee on Classification Research

CLASSIFICATION SCHEMES. "Guide to the Universal Decimal Classification (UDC) 90-91.
--- "SLA Special Classifications Center," 80.

"Code Revision in St. Louis" (Dunkin) 365.

"Combined Procedure for Technical Processes" (Farley) 257-265.

COMPUTERS see DATA PROCESSING


COPYING METHODS. "Equipment and Methods in Cataloging Card Reproduction" (Treyz) 267-278.
--- "Library Card Reproduction by Xerox Copyflo" (Veaner and Fraser) 279-284.
--- "The Microfiche" (Ballou) 81-86.
--- "Microform Picture Windows" (Ballou) 449-455.
--- "One Picture is Worth a Thousand [Typed] Words" (Jorgensen) 196-198.
--- "Review of Copying Methods: 1963" (Scott) 131-144.

"Copying Methods Notes" (Ballou) 81-85, 323-328, 449-455.

Library Resources & Technical Services
JUNIOR COLLEGE DISTRICT OF ST. LOUIS-ST. LOUIS COUNTY. “The Compact Book Catalog” (Jones) 366-369.

K—N
Kenyon, Carleton W. Subject Headings for the Literature of Law and International Law (Ellinger) review, 206-207.
LAW—CLASSIFICATION. Proceedings (Conference on Classification in Law Libraries) review, 205-206.
LAW—SUBJECT HEADINGS. Subject Headings for the Literature of Law and International Law (Ellinger) review, 206-207.
“The Library and the Academic Community” (Burdick) 157-160.
“The Library Catalog: Focus on Form” (Lubetzky) 317-322.
“Subject Headings for the Literature of Law and International Law (Ellinger) review, 206-207.
“Measure of Indexing” (Artandi) 229-235.
“Medical Literature Resources,” 70.
“The Microfiche” (Ballou) 81-86.
“Microform Picture Windows” (Ballou) 449-455.
“Microforms. ‘Bind or Film: Factors in the Decision’ (Peele)” 168-171.
—, “Microform Equipment” (Ballou) 323-328.
MONTGOMERY COUNTY, Md. “Montgomery County Book Catalog” (Moreland) 379-389.
MUSIC CATALOGING see CATALOGING
“The National Union Catalog of Manuscript Collections” (Custer) 188-190.

O—P
“Organization Theory and the Card Catalog” (St. Robert Mary) 329-333.
ORLANDO, Florida. “Book Processing Center, Orlando, Florida: A Case Study” (Wendel) 71-76.
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