PROCEEDINGS
of the
74th ANNUAL CONFERENCE
of the
AMERICAN LIBRARY ASSOCIATION COUNCIL

July 4, 6, and 8, 1955
Convention Hall Ballroom

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The meeting convened in the ballroom of Convention Hall, Philadelphia, Pennsylvania, at 2:30 PM Mr. L. Quincy Mumford, President, Presiding.

PRESIDENT MUMFORD: May we please come to order?

May I ask the members of the Council if they will move down and fill up these seats in front, because we are running out of seats in the back and then some of the non-members can move down in the Council area.

I will ask you to please reserve these two front rows here for our foreign guests.

I will now declare the first Council in session.

At this time I'd like to introduce Mr. Dan Williams, Chairman of the ALA Public Relations Committee who will announce the 1955 winners of the John Cotton Dana Awards.

MR. WILLIAMS: There were 85 entries in this year's John Cotton Dana Public Library Award Contest. Twenty-eight libraries received citations as a result. The award winners are as follows: In public libraries with population up to
IN PUBLIC LIBRARIES BETWEEN 25,000 AND 100,000 POPULATION

Racine, Wisconsin, Public Library.

SPECIAL AWARD

Eugene, Oregon, Public Library.

HONORABLE MENTION

La Crosse, Wisconsin, Public Library.

IN COUNTY LIBRARIES BETWEEN 25,000 AND 100,000 POPULATION

Boonslick Regional Library, Sedalia, Missouri.

SPECIAL AWARD

Johnson County Volunteer Library System, Mission, Kansas.

IN PUBLIC AND COUNTY LIBRARIES BETWEEN 100,000 AND 200,000 POPULATION

Glendale, California, Public Library.

SPECIAL AWARD

South Bend, Indiana, Public Library.

Charleston, South Carolina, Free Library.

(Applause and laughter.)
IN PUBLIC AND COUNTY LIBRARIES BETWEEN 200,000 and 500,000 POPULATION

SPECIAL AWARD

Miami, Florida, Public Library.

St. Louis Library, Normandy, Missouri.

IN PUBLIC LIBRARIES WITH POPULATION OVER 500,000

Enoch Pratt Free Library, Baltimore, Maryland.

SPECIAL AWARD

Cincinnati, Ohio, Public Library.

IN COLLEGE LIBRARIES

Oklahoma City University Library.

IN SCHOOL LIBRARIES

Roseville, California, Union High School.

SPECIAL AWARD

Danville, Arkansas, High School.

HONORABLE MENTION

Crown Point, Indiana, High School.

IN AIR FORCE LIBRARIES

Reese Air Force Base Library, Lubbock, Texas

SPECIAL AWARD


HONORABLE MENTION
HONORABLE MENTION

Base Library, 7558th Air Depot Group, APO 192, New York.


IN ARMY LIBRARIES

Post Library, Fort Benning, Georgia.
Post Library, Fort Monmouth, New Jersey.
Post Library, Fort Sill, Oklahoma
Post Library, Fort Jackson, South Carolina.

SPECIAL AWARD

Post Library, Valley Forge Army Hospital, Phoenixville, Pennsylvania.

HONORABLE MENTION

Port Library, Port of Whittier, APO 987, Seattle, Washington.

Thank you.

(Applause)

PRESIDENT MUMFORD: Thank you, Mr. Williams.

I will now introduce Mr. Douglas W. Bryant, chairman of the ALA International Relations Board who will in turn introduce our foreign guests today, Mr. Bryant.
MR. BRYANT: Mr. President, members of the Council and ladies and gentlemen, this is a particular happy meeting of the Association, as I believe we have with us a larger number of guests from abroad than perhaps at any other meeting that the ALA has held.

This afternoon we wish to honor particularly the two groups of foreign librarians who have been with us since February. Many of you have had an opportunity to meet these people as they have studied and worked with us and played, I hope, with us too over the past seven months. All of you will have an opportunity to meet them this evening at the reception at the public library following the general session.

These two groups, one of librarians of Indian Universities and the other of public librarians from all over the world have been here for a series of special seminars at the University of Chicago Special Graduate School and Simmons College.

They have had internship of 3, 3½ months in specific libraries and several weeks of travelling on their own throughout the country. In addition to these groups whom we welcome today there are also with us a large number of librarians from other countries. At the conclusion of the ceremony just
now I will ask all the other foreign librarians who are with us if they will please rise.

It gives me very much pride and pleasure to present to the association now the Indian University Librarians and foreign public librarians who have been here as guests of the Library Association and the Department of State and I shall ask President Mumford to present to each a certificate attesting the satisfactory conclusion of the program just had. I will ask the members to withhold applause until all of the certificates have been presented.

Mr. Jaswant Anand, of the Central Education Library in the Ministry of Education, Government of India, New Delhi.

Mrs. Annikki Aro, Chief Librarian of the Public Libraries, Finland.

Mr. B. C. Banerjea, Assistant Librarian Visva-Bharati University, Santiniketan, India.

Miss Blasquez Barberena, Franklin Library, Mexico City, Mexico.

Mr. Syed Bashiruddin, Librarianship, Muslim University, Aligarh, India.

Mr. Pramil Chandra, Basu, Acting Librarian Council, Calcutta University Library, India.
Miss Graciela Bellucci, Librarian of the Honduras.

Mr. Sachidulal Das Gupta, Librarian and Head of the Department of Library Science, University of Delhi, India.

Mr. Kikubhai Ratanji Desai, Gujarat University, India.

Miss Flores Salinas of the Bank of Mexico Library, Dinorah, Mexico.

Mr. Godoy Castre, Director of the National Library of Guatemala, Guatemala City.

Mr. M. A. Kasam, Chief Librarian of the Egyptian National Library.

Miss Etelvina Lima, of the Public Library System, Brazil.

Mr. S. Ramaphadran, Assistant Librarian of the Delhi University Library.

Mr. B. V. Raghavendra Rao, Indian Institute of Science, Bangalore.

Miss Isaura E. Salazar, Assistant Librarian from the Library of the United States Information Service in Panama.

Mr. S. J. Santiapillai, Librarian of the St. Patrick's Library in Ceylon.

Mr. D. C. Sarkar, Library of the Bengal Engineering College Library in India.
Mr. A. Sharma, Library of the Delhi Polytechnic Library, Delhi, India.

Miss Beatriz Tavano, Lazario, Argentina.

Dr. P. J. Van Swigchem, Library of the Public Library in The Hague.

Mrs. Stella Peppa-Xeflouda, Library of the Ministry of Education in Greece.

And now may I ask the other visitors from abroad to please rise and join in the reception.

(Applause)

MR. BRYANT: I am sorry. I skipped one. I skipped Dr. M. B. Vaididar, of the Tata Institute of Fundamental Research Library, in Bombay, India.

(Applause)

PRESIDENT MUMFORD: Thank you, Mr. Bryant, and on behalf of all of our members I wish to extend a very cordial welcome to these guests and visitors to the continent.

The Executive Secretary, I believe, has some announcements to make at this point.

MR. CLIFT: There are some announcements relative to the meeting.

The ALA Board on Acquisition, in addition to the
scheduled program on Friday afternoon will have an opening meeting on reprinting Friday morning from 8:30 to 9:45 at Convention Hall in Room 205.

In addition, Mr. Fessler, the new Reprints Expediter, will be at the ALA Publication Booth Tuesday through Friday to answer questions and to receive suggestions.

THE ACRL wishes to have announced that it has called a meeting of the ACRL Counsellors, Officers, Directors, and Committee Chairmen at 4:45 P.M. or immediately following this meeting in the University Room in the Penn Sherwood Hotel.

There are two brief announcements relating to grants that we would like to make.

These have just been released to the press and you will get more details about them later.

The United States Steel Foundation has made a grant of $30,000 to ACRL. This money is to be expended in the form of sub-grants to liberal arts colleges in the country, a selected list of them to aid them in strengthening and improving their book collection. There will be further details on this in the ACRL publication.

The last announcement relates to a gift which the Old Dominion Foundation in New York wishes to make to the
libraries of the country.

The Foundation wishes to distribute, without charge, 1600 sets of the Great Books of the Western World, including the Syntopicon to libraries of the country.

This will be a reprinting of the 54 volumes and will be equal, if not superior, to the last printing in paper and binding.

The ALA has accepted the Foundation's invitation to assist it in the distribution project and a selection committee has been appointed and is at work now.

Later on in the summer, probably near the end of August, application forms will be sent to the all the libraries in the country.

PRESIDENT MUMFORD: Thank you, Mr. Clift.

The next item of business on the agenda, as you know, I think, is a graphic presentation of the management survey.

It will require a little time to get set up here for that, but I trust no one will go away. If you wish to stretch in the meantime, that is perfectly all right.

We will now clear off the stage and proceed with getting arranged for the presentation of the survey.

(A short recess was taken at 3:00 P.M.)
PRESIDENT MUMFORD: I don't think it is necessary to repeat the history of the management survey. You have heard of it much before and you know it was initiated by the ALA Executive Board and undertaken by the firm of Cresap, McCormick & Paget. At the mid-winter meeting a graphic presentation of the findings up to that point was made. Now, we have the completed report and you have received it in your conference envelope and today we have Mr. States Mead of Cresop, McCormick, and Paget to give us a graphic demonstration of the completed findings and recommendations and without further ado I am glad to turn the meeting over to Mr. Mead.

MR. STATES MEAD: Thank you, Mr. President. At the time of the mid-winter meeting the Executive Board planned that they should have a graphic demonstration of whatever findings we had made up to this time. I felt that was done with a great deal of foresight a few months ago.

However, we have moved so fast and your staff has done so well and the printer has done so well in getting the whole report before you that to some extent I think I am a little superfluous and I will endeavor to offset that natural tendency to the best of my ability today.

I understand you all have copies of the report as
preprinted of material which is to appear in your September Bulletin and you will be able to follow in your minds and afterwards review much of what I am going to cover today.

Now, I am certainly pleased to be here. It is a great privilege to address you. It is a pleasure to be in your number at this conference.

I find that I have made a number of very delightful friends and just as I enjoyed your mid-winter meeting I am equally sure I am going to enjoy this big show.

I needn't dwell on the origin of the report. President Mumford covered it most completely and in your letter of introduction to the membership as well.

We have prepared a report which was a sequel to our mid-winter report. This report was a much more complete report. It stems a great deal from the discussions that we had individually, largely and some collectively at the mid-winter meeting. We found it desirable to consult with your Executive Board in May of a draft report which we had prepared.

We would like to emphasize the fact that in no way has the substance of our report been modified by our discussions with your Executive Board in May, although you have some
remarkable personnel on that Board. I feel that we held ourselves as we should have as consultants to you as a whole, and all kidding aside, I know that the consultation that we had in May enabled us to see our way as some of you people see the picture and thus to improve the clarity of our expression in our report.

I think it has a by-product value of the Executive Report, in that it enables us to link through some of the recommendations that we have made and see something from us in details not covered on the report and perhaps debate among themselves and arrive in a position on it.

Now the plan of presentation will follow pretty closely the survey report itself. At the risk of seeming a little repetitious in part, certainly it will be that way to the Executive Board and to the Officers who attended the, you might say, the preliminary presentation two days ago here in Philadelphia.

It will be helpful to you though if you follow the sequence. I am sorry that all will not be able to see the material on the screen as clearly as you might, but I assure you there is nothing up there that you won't find in one form or another in the report itself and I will endeavor to offset
your lack of vision with a clear verbal description of what is up there.

May I have the lights, please?

(Slide)


(Slide)

The Survey.

I'd like to point out first we might comment it was the purpose of this survey to provide an independent and objective appraisal of the ALA Management Structure as a whole, including both Headquarters and member organization and to recommend action to eliminate the weakness therein.

The survey was comprehensive in coverage but was not intended as a study in depth of all elements of the ALA organization and activities. However, I believe the objectives of the survey are met with this report. Time and resources do not permit the wide travel.

In approaching this survey we have been aware of the problems of professional associations in general and we
have done work for some other associations and in accomplishing the study we have given consideration to the history and characteristics of the ALA in particular.

We had information from many sources, the two most important, I believe, were the personal interviews with the various members of your Council and of the various Divisions and some of your Chapters. Some of the questionnaires submitted to you out in the field and time will not permit us to cover all of the aspects of the Chapter organization. We will try to cover the questions of particular importance.

(Slide)

I'd like to speak briefly of the historical background of the ALA at this point. It is important, I think, that we recognize the true nature of the situation of your organizational situation today which stems from this historical background and in order to appreciate that and to appreciate where it may be carrying you, at least as we see it, as rank outsiders and the importance of what we believe would be corrective action. We'd just like to step through and it can be found in much more detail in your report.

You have a basic objective which has remained unchanged over 75 years but in the course of this time the
organization has changed and has perhaps brought in the scope of the objective to include a number of means of achieving your objective and briefly, the quotation there is from your charter and reads "Promoting library interests throughout the world by exchanging views, reaching conclusions and inducing cooperation in all departments of bibliothecal science and economy; by disposing the public mind to the founding and improving of libraries; and by cultivating good will among its own members, and by such other means as may be authorized from time to time by the Executive Board or Council of the American Library Association."

I believe that was changed in 1942 to read by such other means as may be authorized from time to time by the Executive Board or Council of the American Library Association instead of "and."

It is an interesting point. It doesn't say Executive Board and Council. It says Executive Board or Council.

That is a point that comes up later.

There is a great deal of evidence of success on the part of the ALA in promoting library interests.
We called attention to some of that in the record and certainly the ALA has attained recognition for capacity and reputation for promoting library interests on a wide scale. It is recognized as the chief spokesman for the library interests in North America and to a large degree to the world as a whole.

(Slide)

Now, one of the most interesting things is there are more means by which library interests in this country and throughout the world can be promoted and there had been funds through which to employ these means effectively. I think most of you witnessed the multiplication of the number and diversity of worthy activities continually has outstripped the resources available to pursue them advantageously.

It has been necessary for the ALA to pursue these needs for program evaluation and review and study of ALA activity to balance distribution of time and funds for the greatest overall benefit.

And in order to obtain a balance in the distribution of time and funds for the greatest overall benefit there must be such review and study of ALA activities. This was recognized as far back as 1928 by a special committee of
the ALA which was formed at that time.

There has never been a conflict in the ALA with respect to the broad basic objective of it. Historically, however, the determination of the subsidiary objectives, the organization and the particular programs, through which the association should pursue the basic objective, has been the source of concern and a considerable amount of conflicting viewpoints, some dissatisfaction and as the result a period self-analysis.

Your Committee on the basis of this provided self-analysis initially through what was termed activities committees and recently by a committee on divisional relations. This self-analysis stimulated changes but it did not provide a continuing development with your membership growth, of a suitable organizational structure and a sound progressive management policy. The professional needs and special interest objectives of some groups of librarians were not identified promptly and clearly, and much organizational change was the result of reaction to pressures that had developed. The groups developed as separate organizations and there were conflicts of interests, professional interests and perhaps to some extent an emotional or personality emotion was involved.
The most significant organizational development was the constitutional provision for divisions. This was necessary and in the opinion of ourselves good, it was also significant because it was not developed in the fullest form for the greatest advantage.

The divisions representing fields of activity in general "distinct from those of others."

- Receiving allotments from the dues of members.
- Having, each one "complete autonomy over and responsibility for the conduct of its own affairs and expenditures of its allotted funds."

That comes from the constitution. I say it has that autonomy perhaps and that is not wholly true. It is as we might refer to it a so-called autonomy written into the constitution but in practice there are several points where it becomes known to only a minority, you might say.

(Slide)

Now, when the provisions of the so-called divisions were first established, only a minority of ALA members made divisional designations. As time passed, divisional interests reached increasingly greater numbers of past and new members. In 1954, about 90% of ALA members
identified themselves with one or more divisions. Divisional publications were a major influence in attracting members to one or more divisions. As the subsidization of publications became an important use for funds allotted from member dues or allocated from general funds of the ALA.

Now, I'd like to just call some statistics to your attention.

You will not find them in the record.

(Slide)

Membership trends by division over a period of time from 1945 to 1954.

May I have the next slide?

(Slide)

Now, membership by divisions and type. It is interesting that personnel in the various divisions, total personal, total institutional, total special, total life, total all, and a grand total seems to have lost a figure which might be another member year there.

May we have the next slide?

(Slide)

ALA membership by division and type 1953-1954, and you will notice that it is divided into the following columns
total personnel, total institutional, total special, total life, total all.

PLD being the largest with 26.9%. Total personnel 4,440, total institutional 1,129, total special 63, total life 6, total all, 5,638.

Your gross division members totalling 20,940. It means really only 19,882 total ALA members. There are 18,055 net ALA allotting members, but some have multi-divisional affiliations which account for this increased total.

(Slide)

Here we have an analysis of members allotting to one or more divisions: type member, total number, average dues and percentage allotting. You will see those are designated as personal, institutional, special and life.

Now, the financial support of the various type members with the average dues and the percentage allotting have posed a major problem.

(Slide)

The division provisions stimulated also a divisionalistic view. Divisions began to look critically at ALA expenditures. Some were inclined perhaps to identify these as we see the reconstruction of the division first and the
ALA second. Perhaps to compare unfavorably the amount of funds to come to a combination and that going to general activity and overall programs to the ALA.

The divisionalistic view and requirement of funds led to the underwriting of the divisions. It became necessary and subsequently grants from endowment capital were initiated. First, how that came about, first general dues were allotted and this led to the trial use of a new financial formula under which the ALA Boards and other central activities were increasingly less able to meet the needs and opportunities calling for ALA action.

Between 1947, 1948, 49 and '50,

(Slide)

You will note the allotments and allocations to divisions for the fiscal year 47 to '51 with 1951 being the first year in which the new formula was adopted. That is where you went into your trial scheme which increased the dues allotment portion to the divisions on a 60/40 basis and resulted in the formula so designed that year to give ACRL the increase as you see there on the chart. You will notice on a DLCYP the figure for 1951 is less than 1950 and 1949 and the same with your general funds allocation.
Perhaps more representative are the trends since 1951 when the dues rates were increased and the 60/40 formula first applied for all divisions. For this three-year period, regular dues income to the division has increased 20% and the net for other ALA activity has increased 14%. During 1953-54, the increase for the divisions was 9 1/2%, for other activities 6%.

(Slide)

The grants from endowments funds capital, I will call your attention briefly to the capital withdrawals from the Carnegie Corporation Endowment Fund 1948 - 1954.

Can we center that, please? Thank you.

As to the capital funds withdrawal schedule it is all shown in the report and therefore we will glance briefly over it and point out a portion which was pointed out under DCC, DLCYP and AASL.

We go on to the divisional support or subsidation, support of Washington office and so forth and on to the Endowment Funds Capital.

(Slide)

The Endowment Funds Capital, however, has gone up very greatly as the result of this and as you can see the
book value at cost has risen as the result of market value as has book value at cost under other general and other earmarked. The funds under those headings have likewise increased.

(Slide)

One of the problems before us was that the cost of sound policy to the division was from more than one point a very complex matter and no division could tell just how much was going to be gotten from dues and how much from allocations. And an equitable distribution developed. There was also no control on the part of the divisions as they saw not sufficient participation, I should say, over the distribution of the general funds. Now, dissatisfaction led to the trial and use of a new financial formula under the ASLA Board and became increasingly less able to meet the needs and opportunities that call for ASLA action in the sense that it became relatively important to ALA as a whole and to the divisional interests.

The problems in other areas have been created by the organizational development in recent years. I might just point out in publishing, certainly the matter of publishing department role and its connection therewith have not
been satisfactorily defined. Costs also have been a matter of much concern.

With reference to the ALA conference. The divisional interests of the ALA organization have made the programming increasingly difficult and members have been unable to attend even though they would like to attend.

The ALA Bulletin and the problems of special project grants have been described likewise to the present situation which is of some concern to your leadership.

(Slide)

Now, the organization of ALA.

You might first point out that we have a chart in our report which describes the present organization in the schematic form and we would like to spot that again and run briefly over its key points.

(Slide)

You won't be able to read this but I will point out just briefly as we pick off the areas concerned what we are covering.

The ALA organization is necessarily complex. I think we can recognize just as the libraries themselves are complex in all phases of human life and endeavors, your
organization for such a large number of librarians and library interests and libraries is necessarily complex which must reflect in many instances.

However, the challenge is, of course, to hold the complexity to the minimum in achieving your objective and a continuing battle is being waged in many organizations that have the same problem.

Your membership and your council, your affiliated national society, sixty chapters, your ten Boards, your 11 round tables and several discussion groups, your seven divisions, your commissions are all pictured.

Your commissions are answerable to your Executive Board and Council and many of them members of a joint committee.

The divisions with their divisional boards and the divisional executive secretary and the division board directors and committees. Your Executive Board having ALA Executive Secretary as the principal instrument through which to implement and carry forth actions on the part of ALA as a whole.

Under ALA Executive Secretary you have the Office of Education or Librarianship, the office of Personnel
Administration, the Office of the Comptroller and under him you have the accounting division, the membership records and directory, the office services division, and building maintenance.

Directly under the ALA Executive Secretary you have the Associate Executive Secretary who acts in place of the Executive Secretary in his absence and also leading the activities in the Office of Adult Education, the American Heritage Project, the Headquarters Library, the membership of the Services Department and the ALA Bulletin Director.

Now, you also have Chief of Publishing, Book Publication, Book List Editor, and Subscription Books Bulletin Assistant and over here you have the Washington Office Director.

(Slide)

I would just like to refer to the fact that your membership has 208 voting members coming from chapters, one selected by each chapter which comprised the ALA Council. Of those, 24 members of the Council are elected at large and those are elected from the divisions.

Now, there is a formula concerned with numbers concerning how many the division has and the chapter has based on the membership. The affiliated national organizations
members, one is selected by each organization so that there is a total of 9 to the Council, without vote, including the past presidents of the ALA and chairmen of ALA Boards and Standing Committees.

There is a much more complete chart in the report than in the next one we are about to show you but I would like to call your attention to that organization.

(Slide)

We have the seven divisions, Library Education Division, Division of Hospital Libraries, Division of Libraries for children and young people right on across the board with your Headquarters organization listed below each with an Executive Secretary directly under each of those headquarters such as PLD, DCC who serve in an unpaid status who are not in Chicago. These Executive Secretaries usually have staffs of their own and each of these divisions have a Board of Directors, a president, executive secretaries and so forth including your Councils and Committees.

Now, the division has been created by the Council under the provisions of the ALA Constitution and the By-laws, and once created the division is responsible only to that portion of the ALA membership which has employed the Executive
Secretary. Each Divisional Executive Secretary is responsible to the Board of Directors of his or her Division and is organizationally independent of the others and of the ALA Executive Secretary. The Divisions vary briefly in size, organization and staff and they have their own committees and their own separate interests.

Now, the Headquarters organization which you see here.

(Slide)

We might come back to basic slide, if you will, please.

This Headquarters organization is, as you see here, in relation six separate professional staff organizations within the ALA Headquarters, in that the Executive Secretary and this group down here all under him are accountable only to the Division directly above it.

The Executive Secretary to the Division reports separately to the Division Board of Directors and in the true sense from the standpoint of authority and responsibility are separate organizations.

Now, it would be recognized as a matter of practical necessity that each of these Executive Secretaries and the staff
directly under them are subordinate to the common personnel of the Headquarters and out of absolute necessity and the for the mutual benefit of stronger working relationships, the ALA Executive Secretary endeavors to coordinate their activities at Headquarters and the situation is very good in that respect.

Now, the organizational weaknesses of it are pointed up at least from a membership organization standpoint in seven or eight points.

The first is the lack of central governing body.

Confusion develops from efforts to reconcile the legal and fiscal responsibility which only the association as a whole can hold with the responsibility and authority seemingly granted to the Divisions under the present Constitution.

That is one of the points of Divisional autonomy which holds true which has no legal status as an entity to the receipt of grants or with the Internal Revenue Department or agencies of your government concerning fiscal matters.

By ceding the responsibility and authority concerning the activities of the Divisions, the Council has made itself less meaningful and precluded a representative central governing body of the ALA.

The Executive Board, likewise, has been made a less
effective instrument through which the ALA membership might manage its affairs.

The second point is responsibility is not clearly defined and matched.

I think I needn't dwell on the fact that the group here today, there is a lack of clear definition of the roles and the relationship among the Council, Executive Board, Division's Round Tables, and the Committees.

Generally, the definition is there is a greater area on the fringe.

Thus, several different units of the ALA are dealing separately with adult education, audio-visual aids, reference work and so forth.

Because the Constitution allows Divisions which represent fields of activity only in general distinct from each other, those Divisions find their areas of interest overlapping to the point where they really cannot be autonomists without some conflict or duplication.

Furthermore, a Division's status of complete autonomy is incompatible with its lack of status as a legal entity except within the framework of the ALA status as such.

It is unsound that Divisions have independent
authority for expenditure of their funds, when the ALA remains with a responsibility not to impair its tax exempt status by using funds in any way that would do so.

That is the crux of that situation.

The Division cannot really be autonomous without some conflict or duplication.

(Slide)

The responsibility and authority for governing the affairs of the ALA is loosely disbursed. Here we need to point out there is very little integration within the ALA organization. It is wasteful of energy and talent and causes confusion and concern as to how to tie it all together. For example, although the Divisions are represented in the Council of the ALA, the Divisional counsellors are not a part of the responsible governing body of their respective Division, and thus there is no integration of responsibility between the Council and the Divisions.

The Divisions of the Councils -- the division here is represented -- representation in it does not integrate these Divisions and they are responsible with the ALA, responsible as a whole to show that in a large part of the governing body of the ALA it is not tied in and on a responsible basis
with the Divisions which are the core of the ALA activity on
the type of library branches of activity from it.

I mean to do no disservice to the Chapters but
this basically is part of the responsibility between the Council
and the Divisions.

The third activity, in '39 it was suggested that a
more comprehensive scheme be worked out in the future. That has
not been done. It has just gone forward more or less in re­
sponse, we believe to the pressures of the times and not entirely
to an open responsibility based on full knowledge of each in­
dividual member of the overall structure.

Now, if we seem a little critical it is because we
believe you have engaged us to offer constructive criticism
rather than orchids to the ALA and I hope that you will recognize
that we do know there is a great deal in the organization that
is to be commended.

The scheme of Divisions is not comprehensive.

Divisions have been created by type of library and
type of work, such as CCC, it is only to a limited extent.
There is no clear policy or organizational framework within
which additional Divisions may develop without conflict or
confusion with Boards, Round Tables, Committees or existing
Divisions.

At present there is uncertainty in the ALA as to what organizational development might best accommodate the growing group interests in acquisition, serials and reference work, as well as in adult education and audio-visual aids.

(Slide)

The Council and Executive Board are carried in too much detail.

The Council is not the deliberative body that a legislative and policy-making group of its size should be.

The Executive Board develops a large and sometimes unwieldy agenda because it cannot delegate responsibility to autonomous bodies whose fields of activity are not distinct.

I do not conceive of a Council of an organization such as this being concerned with taking action on matters related to a micro-filming and technical details of your work. If it is a legislative and policy-making body it should be in a position to have presentation of knowledge in these fields but not be concerned with actually acting on it if the delegation of authority has gone to the department it should go to.

There is insufficient integration of the ALA and its Chapters. This came up in almost every questionnaire sent
in from your people, presidents of Chapters and so forth and while it was limited because of travel difficulties in the ALA budget and the lack of a centralized coordination in using them to achieve liaison geographically, this problem is directly related to it.

Also, as with the Divisions, the Chapters are not always represented in the ALA Councils by persons who have the responsibility of office locally and thus there is not an integrating linkage of responsibility from the one level to the other.

I mean the Chapter is not always represented just as the Division and is not always represented with the ALA Council.

There is inadequate provision for State Librarians. The State Library pattern is claimed by some to be the weakest element in the overall library situation, although where library programs have been well planned and supported, excellent progress has been made.

It seems strange that the ALA affords no significant place for interested members in its organizational framework to concentrate their attention on state library problems and on what advances in that field of activity can do to promote
library interests generally.

And again we want to point out that this seems in a large part from much of what you people have reported in the questionnaire replying.

A position in the Library Extensions Section of the Public Library Division would seem inappropriate and only one part of it concerning that, the State Libraries Agencies have.

Lack of organizational integration at Headquarters.

This is, of course, a handicap to all parties in their efforts to identify their respective responsibilities and discharge them well.

The separation of responsibility and authority within the ALA Headquarters is inefficient and unsound and represents a dichotomy that library administrators would not condone within their own respective jurisdictions.

The present organization requires people of good will to labor unnecessarily to accomplish their sometimes overlapping missions in an awkward organizational framework, with consequent frustration.

There are logical requirements for and benefits to be obtained from, not merely close contact, but also complete coordination among the several Executive Secretaries and between
them and the remainder of the Headquarters staff.

We are going to take a little break here from the screen and if I may have the lights, I'd like to rest your eyes from our screen for a minute and address you directly.

I didn't mean to break the meeting up, if you will just put the lights on for us.

I think that although we have just touched the high points only we have made it clear that the formation of your Divisions as a group of those common interests and special effects is effective and a very beneficial means of meeting the needs and opportunities that came with the growth of ALA.

It has also meant certain stresses and disunity to the ALA. There have developed two problems, one, an increasing tendency on the part of the ALA to divide and sub-divide itself in such a way as to undermine essential unity and to reduce its capacity to move to a broad and overall objective. We find a situation where more emphasis -- and this was noted at your mid-winter meeting -- the emphasis was among the units of the ALA organization, not so much upon what they are accomplishing together for libraries and librarians, but rather what they are accomplishing separately. This is just a view from an outsider and maybe it is distorted but you can be
sure it is completely free from any subjective knowledge or feelings with respect to your organization. The areas of interest of your several Divisions are not distinctly defined, and it has not been possible for the Council and the Executive Board to delegate to them all the matters that might be so delegated to these Divisions on behalf of the ALA.

The ALA professional and service staff at Headquarters cannot be integrated and managed most effectively under the present organizational conditions and because there is no program there is no assurance, no assurance your ALA funds from whatever sources applied are being applied to the greatest advantage of the profession as a whole.

That leads us to certain conclusions which should be a preface to a recommendation concerning the objectives and organization of the ALA including its component Divisions.

That the prestige of the association, its Council and Executive Board as well as its financial base and its Headquarters, are elements in which all members and groups of members have a community interest.

That the policies, organization and methods are the things that are needed by which these broad and mutual interests, as well as special interests can best be met and
furthered to the greatest degree possible with the resources available which are necessarily limited as they are for any association, that is growing and dynamic.

Now, the democratic process in the ALA, and we believe you people have certainly ascribed to that, can best be served by integrated responsive organization and not by groups loosely connected.

That members always follow in the group as their interests dictate; that organizations must follow promptly and intelligently the pressure of those interests and that this can best be done if there has been established a logical and orderly overall organizational framework, within which special interest units of any type can form and grow.

Now, the question is not whether to strengthen the ALA at the expense of its present divisions, or vice versa, since, as pointed out, that the mid-winter meeting and has been pointed out since, they are inter-dependent and each of the Divisions, the respective proper function has a clear definition as to their responsibility, the areas of their primary or exclusive concern and then delegate to the maximum the authority and responsibility to act for the ALA on matters that are solely within the limits of those interests.
That the ALA council must be strengthened to function as a central governing body of the association and that to discharge its responsibility effectively, it must develop from within its own members the ALA Executive Board.

That an important function of the ALA Board must be to maintain a balance between the various programs through which common objectives are pursued.

That decentralization of responsibility for specific policy and action from the Council and Executive Board to the lowest level at which the policy can be formulated or action carried out is essential if the Council is to be a deliberative Body giving thought to and making decisions on issues and programs, the larger problems of library interests.

With that little preface I'd like to again take you into the screen and move into organizational recommendations presented for your consideration.

Lights, please.

(Slide)

Organizational recommendations. The following recommendations are proposed as a course of positive action aimed only at strengthening the association's unified capacity to fulfill its objectives and those of its member groups. In
addition, it is intended to benefit the working relationships within the organization to increase the satisfaction of its members who are participating in it whether they are of staff level or among the member divisions.

The plan presented presupposes a willingness on the part of the present Divisions to relinquish, in the common interest, some of what they view as their autonomy. Now, actually, this plan will make it possible to delegate to the Divisions of the ALA more responsibility and more authority than the existing Divisions have been given, notwithstanding their so-called autonomy. It assumes that no change in the objectives of the ALA or existing Divisions will develop. We do not suggest in respect to that recommendation that an endeavor should be made at this time to work out all the details and if you were to await action, await the description of all the details, I am sure as it indicates in the other instances that we are familiar with your progress and it would be greatly impeded if not completely forestalled. The concepts and principles which are brought forth in the recommendations we believe are the subjects to which you should give your attention and first bring action on.

Now, the proposed general organization.
We will run over it briefly. It involves a general assembly. There is more to that than just pertains to the term Council and we will speak of that in a few minutes. It involves furthermore an Executive Committee of the ALA General Assembly consisting of a central governing body, representative of ALA members, Chapters and Divisions on a responsibility basis. The Chapters and Divisions are in two categories both co-equal as Divisions of the American Library Association.

We have the term Council which would be Divisions by type of activities or service such as the cataloging and classification and acquisition and resources, which would be the Division by type of library. It is interesting to know with the exception of PLB most of your types of activity today center around the term association in their title at the present time.

The Round Tables, your Boards in somewhat simplified yet improved from the substance standpoint structure.

You have your ALA membership, your ALA General Assembly, your Executive Committee of the General Assembly with your Round Tables, Committees and Boards.

Now to go into that more specifically with respect
to the general salient features, under your ALA General Assembly, you have your Executive Committee of the General Assembly.

(Slide)

We believe there should be a central governing board having integration with the unit of ALA Chapters, the Division including both the suggested Councils and Associations. It should be representative so as not to be only consistent with the higher role of the General Assembly, but should be made up of a central governing body made up of representatives of ALA members, Chapters and Divisions on a responsibility basis.

It should have a strong high level role centered around objectives, policies and broad programs. The terms should be more stabilized.

We suggest a four-year term. There should also be new titles.

The Executive Committee of the General Assembly. We believe the responsible Central Executive Body of the Association cannot have two heads, particularly when one group is a group of 200 and the other is a group of 15 or 16 and their functions and roles are completely different. We believe
that here as defined the Executive Committee is a Committee empowered to delegate responsibility and authority.

This Committee should function to keep a suitable balance of attention to and support for the several interests of the various Councils, Associations, Chapters, Boards, Committees and Round Tables of the ALA.

The next is a most important suggestion and it is that the Divisions of the ALA, both the associations and the suggested Councils accommodate member interests by types of library and by types of service and activity clearly distinct with respect to their respective areas of concern.

And that it may be established by action of the ALA General Assembly, based upon member interests.

And that each ALA member be entitled to select at least one Council and one Association.

Each governed by officers and a Board of Directors elected by its members.

And each delegated authority to act for the ALA on matters solely related to its field of interest.

The key of this is, of course, the dual focus of member interests. They Chapters, of course, remain as at present but with closer working relationships between them and
the ALA as a whole and we suggest that the Round Tables simply continue being used as by organizations.

(Slide)

We propose that the Round Tables continue as units of the organization but that some become part of the proposed Councils or Boards.

ALA Boards. We believe ALA Boards cover fields of broad ALA or multi-divisional concern which require attention on a permanent or continuing basis.

We feel the ALA Boards are responsible for policy formulation, planning, program direction, liaison, review and evaluation.

The ALA Boards should have delegated authority from Executive Committee and should be accountable thereto.

They should be advised and served by Board Committees comprised of representatives of all member groups concerned.

We believe that the ALA Committees can be greatly simplified and suggest the clarified committee structure as follows: General Committees, Administration Committees, Advisory Committees, Special Committees and the Finance Committee.

Your organization would not be static. There would be no committed Board or Round Table that need be static. You
have all of these vehicles whichever is the more suitable as expressed by the members' interest at the time. It is logical there should be steps whereby functions may pass up or down in its status as dictated by interests from the Committee. The interest from the Round Table or the Division.

The proposed structure makes this possible.

Now we have assembled a complicated chart depicting this traditional organization.

(Slide)

I'd like to call attention to the ALA General Assembly, the Executive Committee of the General Assembly, the ten Boards, the three general Committees, the eight Administration Committees and the seven Round Tables.

You will note that some of these areas are covered now by Committees and I believe all of that would be strengthened in the overall approach to these important subjects.

Most important with respect to the Executive Committee and of course the Advisory Committee on program and budget evaluation and the Advisory Committee on appointments. We have the Division of American Library History under the Round Tables, representing group interests by type of activity and Association of the American Library Association representing
type of library group interest.

The Chapters, 60 Chapters in the State and area and we cut across there to the regional which has great interest for many of the state members.

One important feature as pointed out under the Council's and Association's are the representative type of activity or type of library that are clearly distinct from others.

The governing body has one delegate to act for the ALA on matters exclusive to its concern and the basic dues of the membership participating in one Council and one Association.

In other words for your basic dues the member may be right here, he participates as one of a group of members who have a love of functional interest but as a group participates in ALA in that respect.

At the same time he may participate in a Council which is suggestive in this case as acquisition and resources or library reference services and he can serve on that particular Council as well as on an Association. It is important that as a member of an Association and Council they govern themselves and act for the ALA within the field of their respective
exclusive interests; are integrated through at least a dual status of their respective membership and thus gain cross-representation; have representation by nomination on the Boards and Committees in which they are actively concerned and have senior officer representation in the key advisory committees to the Executive Committee.

It is important that the members of these Associations and Councils should find their special interests represented in an equitable manner in the management of the ALA.

Now, I think we should make it very clear that the provisions here are for representation. The representation is very important and it is important in two respects particularly.

One, the budget and program and two, the appointment to the Boards and Committees. It is suggested therefore that the Advisory Committee on programs be the true working sub-committee of the Executive Committee and the ALA General Assembly and these Committees be thoroughly representative of the Councils and Associations and representative of their responsible leadership so that they can propose for confirmation by Executive Committees decisions that need to be made.
in terms of appointments or budget evaluation of the proposed membership, the Advisory Committee on appointments. That would be the president or president elect of each of the Divisions of ALA, meaning each of the Associations and each of the Councils and proposed advisory committees on budget and program evaluation consisting of past presidents of each of the Councils and each of the Associations.

(Slide)

Now I think you will recognize that if the Association and Council as proposed govern themselves and act as the ALA in respective influence they likewise should integrate to the dual status of respective members and thus gain cross-representation and if they represent by nomination on the Board and the Committee in which they are actively concerned and if they have senior officers represented in the key advisory committees of the Executive Committee and the members of this Association and the Councils should find their interests represented there will be much more concern over having representation in the Executive Body.

Most of this concern stems from the need for representation on matters that are functional. There is little concern where matters are exclusively matters of public
libraries but here it is functional and there should be more direct representation of the Executive Committee.

If they obtain that these proposed Councils by having public, college, school library participants in the dual function in these type of activities then certainly the interest of the public library, for example, will be represented in any of the activities of the Councils if enough of the members of the public library select that particular Council as the other part of their dual vote.

The proposed Headquarters organization.

(Slide)

It would provide an ALA Executive Secretary duly accountable to the Executive Committee of the General Assembly for the achievement of a Headquarters performance which is satisfactory to the Divisions, Associations and Councils, Chapters, Boards, Committees, Round Tables, as well as to the membership as a whole.

This is a good organization. Each Association or Council regularly served by an Executive Secretary responsible to the ALA Executive Secretary for the service given or that he or she gives to the Division.

There is no conflict in the idea -- I mean there is
no problem in having an individual accountable to someone for service that they give to someone else and this is just exactly what it would be in the advantage of centralized authority and centralized action at Headquarters with all the advantages of these decentralized services.

The ALA Executive Secretary to assign to the Executive Secretaries and other Headquarters staff personnel responsibility for providing staff liaison and other services necessary in support of the Board, Committee, General Assembly and Executive Committee activities of the Association.

The editor of the ALA Bulletin to be accountable through the Chief of the Publishing Department concerning the business management and production functions.

The membership services and records functions at Headquarters to report together in a Membership Services Division under the supervision of the Comptroller.

We believe that the definition of responsibility of the Executive Secretary as found and so suggested here is important and the Executive Secretary should provide a service staff who, as a whole, realizes that they are responsible to give good service to the Division that they are assigned to.

Now, there are several points covered in our report
which you will find in our bulletin and which are not covered in the pre-print and I don't want to take the time to go into them at this time.

I want you to know that they are covered and have relationship with some of these organizational subjects and I'd like to know that we helped cover the question of ALA libraries, your bulletin, your relations with other Associations and the impact of their proposed recommendations, public relations of the ALA, membership maintenance and development, federal state library agency relations. And any one of these, in our opinion, would justify a study in itself to help you out, and we have dwelt very lightly on them, we must admit, but we have dwelt on each of them in relation to the core of the problem throughout.

The principal benefits to be derived from the organizational recommendations are, it gives you a clearly defined organizational framework whether you fill out all the blanks or not in your Council or Association lineup. It is a framework within which all facets of library work or related interests can form, can find representation and can grow in responsibility to your own designated interests and by achieving more delegation of authority and to those closer to the subject,
they are better able to speak for the ALA and these recommendations and it should bring libraries closer together and increase the capacity to accomplish its broad objective to the satisfaction of all members, classes and divisions. It would be a great advantage to the membership and to your staff.

These recommendations will, if implemented, establish for the ALA a comprehensive organization that its activities require, but in an orderly structure that can accommodate further development without strain. They will provide a logical, clearly defined organizational framework within which all facets of library work or related lay interests can form, find representation and grow.

Now, along with the organization relationship there must be consideration of fiscal possibilities and we have not forgotten that.

(Slide)

These fiscal policies and practices certainly would center around the dues structure and would require that dues be collected on a formula basis, with appropriate modification in your dues structure and procedures for divisional support.

Not all the details of such modifications could be determined with certainty in the course of this survey.
However, the subject has been analyzed in sufficient depths to confirm that no serious administrative or financial obstacle would prevent furnishing the proposed organizations with a simplified dues structure and there is none that would prevent there being a satisfactory divisional support program. Generally it is proposed that dues would be collected on a formula basis covered in part by ability to pay and in part by the benefit offered; and,

Second, distribute its funds for use on the basis of need, governed in part by the overall objectives of the Association and in part by the special interest objectives of its component groups.

(Slide)

Now as to findings and recommendations concerning dues.

First, that the dues structure is not necessarily complex. That should come as no shock to you people here.

(Laughter)

The level of the dues structure for personal members if appropriate but that comparatively, the institutional dues levels are low. It may be felt that they are high on the part of some and I can appreciate on the part of school
libraries who have the dual role, that is as librarians and in the educational system as teachers, but generally it would seem appropriate, but that comparatively, the institutional dues levels are low, both from our own analysis and the opinions of those who are interested, when dues are related to personal members over 1/300 to 1/400 and 1/2000 or 1/3000 as against a tax-free structure for them and a growth for the 1/300, it seems a little out of line. I know you can't compare it directly but there is room for reconsideration of that dues structure on that basis.

Secondly, the institutional dues scale does not extend to as high a level as would seem appropriate. In order to establish equitable relationships between the amount paid by small and medium-sized institutions and that paid by some of the largest library institutions in the country some revision is necessary. We have in the dues scale from a 90 level and most of the members are down in the first 20 or 25 levels, but there is very few in the upper levels, but at the top level you have 289 instead of your 3,119 institution members at your top level and those 289 vary terrifically in their size and yet they are all paying the same figure.

So, the ability to pay concept just stops short
of that point and we stress that in our report and suggest that the scale be expanded to accommodate the needs for the additional level above but to simplify the whole and have fewer levels. That's what we bring forth in the next slide.

(Slide)

That each member can belong to one Association and one Council and that he can pay additional dues to have additional Association or Council membership.

As I have said to some and perhaps—it went over big with the vegetarians, that you take one apple and one orange and you can buy more apples and more oranges if you want to pay for them. But you do get one of each with your basic dues, your present dues structure should be revised to permit a change in pay concept and perhaps you can provide a new set of levels that will be slightly higher and a progressively expanding scale.

Perhaps you can establish $3 as the maximum required additional dues for selection of membership in each additional council or Association and a top annual income of perhaps $250 maximum.

So much for the dues.

I know I am running a little slow on time here and
I will go quickly through remaining findings and recommenda
tions.

(Slide)

I will give you as much as I can here but you can refer to your report. It is all in the report.

Findings and recommendations concerning Divisional support.

ALA is the financial base or framework. Divisions do not have a legal or official status. They have a narrower base of interest.

The 60/40 formula is too complex and elaborate a method of providing support to the Divisions.

A fundamental problem is that the total divisional allotment portion of a member's dues is not necessarily the amount which the Division will receive by reason of that member's selection of that Division.

That is due to the formula and computation that have to go into dividing into more than one Division and also to take care of the fact that there is a ceiling at $2 as apportionment which will be allocated for certain classifications. This runs all the way up.

Now, this has no way of anticipating what number of
Divisions the members of each dues level will select, and it is impossible to plan with any surety the expected dues income and the allotments to each Division.

The present formula provides no weighing of the relative importance and immediacy of programs among the Divisions and it pinches the funds of ALA Boards, Committees and other central activities and not those of the larger Division staffs.

The members of ALA should be more aware of the financial aspects of the management of the Association.

Now, the recommendations.

(Slide)

We would recommend that the Boards and Committees and your Headquarters be financed as justified by the evaluation of their programs, their respective programs and that each Council and Association be financed in two parts: In other words that each Division, each Council and each Association, each type of Division be financed first through a basic allotment proportional to the number of members and there is no secret about this, they will be able to forecast pretty accurately from year to year what the whole membership was and this would be a fixed allotment in terms of dollars for each member. And
this would be at a level which would support the Divisional administrative purposes exclusively as a staff and program costs. This, we believe, should be covered through the second part, namely, the additional allocation and the basis of need, as determined by the Executive Committee of the General Assembly upon the recommendation of the Advisory Committee on program and budget evaluation. Each Council and Association would develop its own budget requirements beyond those met from basic allotment.

You might say that the staff at Headquarters would be financed on the basis of these needs and each Council would develop its budget required. Beyond those met from the basic allotment and the Advisory Committee which these together with all others the Advisory Committee would weigh. In other words the Executive Secretary at the ALA Headquarters would have to prepare his budget, his proposed requirements for all the Executive Secretaries for the various Divisions. The Associations and Councils bear their normal administrative costs but the staff personnel are provided from ALA Headquarters budget including Executive Secretaries for Divisions.

The fact that you would have the minds that you would have on the Committees, being the Past Presidents of
each of the Divisions would certainly bode well for its functioning, we believe.

The so-called 60/40 formula should be abandoned at the end of the fiscal year 1955, if feasible and that the proposed Advisory Committee on Budget and Program Evaluation be set up and functioning helpfully prior to the time other recommendations can be implemented.

You might say if we did abandon it what would we have? We would have the financial support that is provided in your present Constitution and By-laws, namely that which provides the 20% allocation or allotment from membership dues to the Division. It would still be complex in multi-divisional operations and so on but you would have to do with that until you can get your story of the financing of Divisions and other elements of the fiscal year in a simple and clear fashion.

(Slide)

Analysis of single and multi-divisional members by Division you will notice the analysis of average allotments and the various percentages for the various Divisions for the fiscal year of 1954.

In conclusion I can only say we didn't mean to be drastic about it but I believe most sincerely that our
observations of the American Library Association has convinced me more fully than even I felt at the mid-winter meeting, a great need to preserve a strong and effective American Library Association and the growth of your libraries.

The growth of libraries is identified with the growth of educational institutions, especially after the recent decade extending from the impact of the war and the vastly increased need for technical instruction in industry that have characterized the first half of this century. Libraries have emerged as an essential element in today's environment and are inescapably linked with a general education problem of our nation and the world at large.

I believe the increasing population to be educated in this country raises a great challenge. It is certain that libraries will be called upon to take an important role in meeting this challenge and to do things they have never done before.

The American Library Association appears to be on the threshold of great opportunity. This opportunity can be met successfully if you can turn your attention outward and can eliminate divisive tendencies and strengthen the association's unified capacity. You must develop an internal structure that
meets your needs now and can meet them in the future. Therefore if you can eliminate these divisive tendencies and de-emphasize a parochial point of view you are strengthening your opportunity and you are helping the association to fulfill its broad mission and you will have the immense satisfaction of meeting that challenge squarely.

I'd like to say that each of the recommendations were entered just as the entire spirit of our study was addressed to the meeting and that is the purpose for which the recommendations in this report have been made.

I thank you very much.

(Applause.)

PRESIDENT MUMFORD: Thank you, Mr. Mead for that very clear and comprehensive presentation.

We had thought that there might be time this afternoon for some questions as to clarification but I think it is much better to have had that full comprehensive presentation than to have a question period.

We are going to have discussions of the survey on Wednesday at a Council meeting on Wednesday so with your approval and permission the chair will rule that we will not have a discussion period at this time even for clarification
purposes.

I would like to remind you as Mr. Mead has indicated there is a paper on hand by the members of the Council indicating the position of the Executive Board upon the recommendation of the survey.

That will be formally presented by the Board to the Council on Wednesday also.

I would like finally to remind you of the reception for new members which is to follow immediately upon conclusion of this meeting in Room -- I believe -- in the back just across the hall or down the hall from here in the back of this room.

Mr. Clift, do you have any announcements?

MR. CLIFT: No, but there is a meeting on Wednesday on the survey.

MR. MUMFORD: Yes, thank you. Mr. Mead will be at the meeting on Wednesday to answer questions or to elaborate on any aspect of the survey on which you have questions and this will be a general discussion.

The meeting is now adjourned.

(The meeting adjourned at 4:40 P.M.)
WEDNESDAY MORNING SESSION

July 6, 1955

The Council reconvened in the Ballroom of Convention Hall at ten-twenty o'clock, Mr. John S. Richards, President-Elect of the Association, presiding.

PRESIDENT-ELECT RICHARDS: The meeting of the Council will please come to order.

From your programs you will have noticed that President Mumford expected to conduct this meeting. Unfortunately, he was called back to Washington on important business for the Library of Congress and cannot be here this morning. We are expecting and hoping he will be here for the General Session this evening.

A general announcement has to do with the fact that the Report of the Executive Secretary will be distributed at the Friday Council Session. It has been omitted from platform presentation in the interest of time. I think you all realize what we are up against at these Council meetings in order to get in the business which we have to get in, but the Report of the Secretary will be given to you at the Friday meeting.

At this time it is a great pleasure to introduce Miss Marietta Daniels, member of the ALA Board on Awards, who will read the citations to the 1955 winners of the Letter Librarian and Library Awards, and also will read the Oberly Memorial Award citation, in the absence of the Chairman of
that Committee, J. Richard Blanchard.

MISS MARIETTA DANIELS: The hard core of accomplishment and of the practical advancement of the ideals of any profession rests, in the final analysis, upon the modest but all-important service of working members--those who face the day-to-day problems, frustrations, and opportunities presented by local community service. And just as the most distinguished editor will employ the term "working press" as a highest accolade, so too can we speak of the "working librarian." It is especially fitting, therefore, that the 1955 recipient of the Letter Librarian Award should be a working librarian in the finest sense of the term. For nearly forty years, now, Helen Margaret Harris, head librarian of the Lawson McGhee Public Library, Knoxville, Tennessee, has exemplified in many posts the best traditions of library service. She has been a branch librarian, school librarian, hospital librarian, a teacher of library science and a library administrator. She has served on the ALA Executive Board and in numerous other important capacities in professional organizations. But above all, in every capacity, she has been the warm, out-going, courageous individual to whom people have come for help and guidance and because of whom, the community always was better. [Applause]

[Presentation of Award]

MISS DANIELS: To the Kentucky Library Extension Division, Department of Library and Archives which, working
heroically in cooperation with a state-wide citizens group, was able to place nearly 100 bookmobiles into service in the state as the climax of an eighteen-month campaign, and thereby bring to countless distant communities an awareness of public affairs and of the contemporary current of life which otherwise would have been unavailable. By their efforts, in conjunction with their collaborators, they have extended importantly the numbers and degree of an informed citizenry in the State of Kentucky.

Miss Jane Porter from Frankfort, Kentucky, will receive the Letter Library Award. [Applause]

[Presentation of Award]

MISS DANIELS: The Oberly Memorial Award for the best bibliography concerning agriculture and related sciences published in 1953 and 1954 is hereby awarded to Arthur and Elizabeth Rose of State College, Pennsylvania, for their scholarly and valuable work entitled "Distillation Literature, Index and Abstracts 1946-52," which was published by the State College, Pennsylvania, in 1953. [Applause]

PRESIDENT-ELECT RICHARDS: The main order of business today, of course, is the consideration of the survey. I think at this time we will let the guests who have received these awards go down into the audience so that we can then go ahead with our regular business. Thank you very much.

We have Mr. Mead with us again, and I am asking him
to join us at this time at the platform.

The Executive Board, in giving consideration to this meeting, felt that it was desirable to have the presentation of the statement of position of the Executive Board, so that the Council would be very clear with regard to the position of the Board, and also because we felt that this statement of position furnished, in a sense, a basis for discussion which we expect and hope to have.

At this time the Executive Board has asked to present this formally, and if you will allow me to, I will be glad to do so, reading part of it.

This was given to you, as you know, at the Council meeting on Monday.

Having caused this Survey of the Association to be made and having received, studied and transmitted the Final Report, the Executive Board wishes to submit its views and present its position on the Report to the Council and to the membership.

The Board feels that the Survey goes thoroughly into the general areas suggested by the recommendations of the Committee on Divisional Relations. Throughout the course of the Survey, the Management Consultants have had in mind the viewpoints and recommendations of the Committee. The Consultants met with members of the Committee and the Committee's chairman attended meetings of the Board which reviewed the progress of the Survey with the Consultants.
While the Survey covers many details of organization and administration, the Board believes there to be six major principles inherent in the findings and recommendations of the Survey. These relate to:

First, the concept of a General Assembly;
Second, the concept of an Executive Committee of the General Assembly;
Third, the concept of an organizational structure providing a multiple focus of membership activity through the establishment of councils and associations;
Fourth, the concept of central program and budget evaluation;
Fifth, the concept of financial support for the divisions, providing a basic allotment supplemented by allocations on the basis of need;
Sixth, the concept of headquarters organization.

The Board endorses the organizational and administrative concepts outlined in the Survey. In presenting the Report to the Council and to the membership, the Board recommends the following key points for adoption by the Council:

First, the Recommendations in the Survey establishing the General Assembly of the American Library Association;
Second, the Recommendations in the Survey establishing the Executive Committee of the General Assembly;
Third, the Recommendations in the Survey providing
a multiple focus of membership activity through Councils; that is, divisions by type of activity such as cataloging and classification, and Associations; that is, divisions by type of library, such as public libraries, and that both types of divisions (hereinafter referred to as Councils and Associations) be authorized to subdivide within the areas specifically delegated to them;

Fourth, the Recommendations in the Survey relating to membership in the associations and councils, namely:

That each member's basic dues (individual or institutional) permit him to select membership in one association and one council; and

That upon payment of an additional sum, a member may select membership in additional associations and councils;

Fifth, the Recommendations in the Survey establishing an Advisory Committee on Program and Budget Evaluation, to be composed of the immediate past presidents of associations and councils;

Sixth, the Recommendations in the Survey relating to Headquarters organization, namely:

That the ALA Executive Secretary shall be accountable to the Executive Committee of the General Assembly for the achievement of a Headquarters performance satisfactory to the associations and councils, chapters, boards, committees, and round tables, as well as to the membership
as a whole;

That each association and council shall be regularly served by a specific executive secretary; these executive secretaries shall be responsible to the ALA Executive Secretary; a basic responsibility of the executive secretaries shall be to discharge satisfactorily the functions required by the governing board of the association or council being served;

That the executive secretaries of associations and councils shall be appointed by the ALA Executive Secretary who is responsible for the services provided for the associations and councils, with the concurrence of the associations and councils concerned and with the approval of the Executive Committee of the General Assembly;

That the salaries of the executive secretaries of the associations and councils shall be paid from the general funds of the Association;

Seventh, the Recommendations in the Survey relating to the financial support of the associations and councils, namely:

That each association and council shall have a basic allotment proportional to the number of members plus an additional allocation on the basis of need as determined by the Executive Committee of the General Assembly upon consideration of the recommendations of the Advisory
Committee on Program and Budget Evaluation;

And, eighth, the Recommendations in the Survey that the present dues structure for institutional members be considered with a view to revision.

In connection with this statement, it was felt that it was also necessary that there should be a statement or a report from the Committee on Divisional Relations which would also help to serve as the basis of a background for discussion which we expect and hope will come from the Council. So, at this time, I am glad to introduce Mr. Louis Nourse, Chairman of the ALA Committee on Divisional Relations.

MR. LOUIS M. NOURSE: Mr. Chairman, Members of the Council and Fellow Members: You will recall that the Committee on Divisional Relations made a report at the Midwinter Meeting, which the Committee asked to be tabled until the Management Survey could be presented, because we felt it was premature to make our recommendations at that time.

Now, at this time, I would like to read those recommendations quickly, together with the supplementary report which was made this week.

The Committee on Divisional Relations has reviewed its report which was presented at the Midwinter Meeting, February, 1955, in the light of the ALA Management Survey and the Statement of Position on the Recommendations of the ALA Management Survey adopted by the ALA Executive Board on July 2, 1955.
Our Committee wishes to submit the following statement as a substitute for its previous report which was tabled at its request by Council:

One, in place of CDR Recommendation No. 1, we concur with the provision for a General Assembly and an Executive Committee as provided by the Management Survey on page 29, and concurred in by the Statement of Position of the ALA Executive Board. In addition, the Committee recommends that an explicit provision be made that the General Assembly shall ordinarily hold open sessions but may hold executive sessions as required.

Two, CDR Recommendation No. 2 should be revised only verbally to substitute the words "That the details governing the succession of membership on the ALA Executive Committee be worked out by---" in place of the original wording. We have changed from Board to Committee there. This Recommendation is essentially the same as the recommendations of the Management Survey in its report on pages 29 through 33.

The third recommendation: Instead of our original Recommendation No. 3, we concur with Item No. 6 of the Management Survey regarding constitution of ALA Boards.

Recommendation No. 4 was that the financial support of the ALA Board should be considered the proper responsibility of the divisions concerned. We wish to withdraw this recommendation because it is covered in another way in the Management Survey.
Recommendation No. 5, that present ALA constitutional provisions relating to "autonomy" of divisions be examined by the Committee on Constitution and By-Laws with a view to establishing more clearly the responsibilities of divisions to the ALA as a whole.

Here we changed that to: CDR Recommendation No. 5 is provided for in the Management Survey under its Item No. 7, on Committees, which provides for an Advisory Committee on Appointments and an Advisory Committee on Program and Budget Evaluation and under its Item No. 8, ALA Headquarters. These you will find on pages 32 and 33.

Recommendation No. 6 was that the several divisions of the Association specify in their Constitutions that the respective divisional executive secretaries shall be chosen by the divisional boards of directors after consultation with the ALA Executive Secretary.

Here, we have Recommendation 6 is to be omitted in favor of the Management Survey Details of Recommended Headquarters Organization, on page 37, and we suggest additionally that consideration be given to term appointments of the executive secretaries of associations and councils as well as of the ALA Executive Secretary.

Recommendation No. 7, that the ALA Associate Executive Secretary and the divisional executive secretaries attend ALA Executive Board meetings without the right to vote.
Here, we believe that Recommendation 7 is amply provided for in the Management Survey on page 37.

Recommendation 8, that the divisional executive secretaries and other Headquarters office and department heads function as a Headquarters Committee.

This is provided for on page 37 of the Management Survey. The Management Survey calls it a Cabinet. We called it a Committee, but it is essentially the same recommendation.

Recommendation 9, that the ALA Committee on Boards and Committees define the functions, scope and responsibilities of ALA boards, and give consideration to the consolidation of existing ALA committees into boards.

Here, this is provided for in the Management Survey in a series of recommendations on pages 31 and 32.

Our last recommendation, No. 10, was, that since the Association is undergoing a comprehensive management survey which will concern itself with finances, the Committee on Divisional Relations should await the benefits of the survey judgments and conclusions in regard to the 60-40 formula of dues distribution. You know that that is taken care of, so we have presented here that Recommendation No. 10 is provided for by the Management Survey in a series of recommendations under the heading "Fiscal Policies and Practices," from page 38 through page 43.

We believe that the above recommendations are in substantial agreement with the recommendations of the Management
Survey and with those of the Statement of Position issued by the Executive Board of the ALA.

The Committee feels that it has performed a certain service as a safety valve during its two years of service and is gratified to see the problems it has dealt with now being given the attention appropriate to their importance.

It is the considered judgment of the Committee that the Council should take action on the principles submitted by the Management Survey. Thank you. [Applause]

PRESIDENT-ELECT RICHARDS: Thank you, Mr. Nourse.

Now, I want to make the usual announcement in Council Meetings, that there are microphones available for you, any of you who care to speak. We want you to come to the microphone so that we can hear you, and, of course, we want you to identify yourself so that the reporter will know who you are.

I felt that it was most important in this discussion, which the Executive Board is looking forward to, that we have as nearly as we can, a good consensus of the Executive Board on any matter which might come up, and so I have flanked myself up here with two members of the Executive Board, Miss Sandoe on my right, and Mr. Coney on my left. I shall call them in occasionally if it seems to warrant our using them as resource people. I just want you to know that I have their help here at this time. We are looking forward to this discussion.

I now open the meeting to discussion on the Management Survey.
MR. BENJAMIN CUSTER: Mr. Chairman!

PRESIDENT-ELECT RICHARDS: Mr. Custer!

MR. CUSTER: I am Benjamin Custer, President of the Division of Cataloging and Classification. I am representing the Division of Cataloging and Classification. The Executive Board of the Division of Cataloging and Classification, having studied carefully and discussed thoroughly the Report of the Management Survey of the American Library Association, and being aware of the Statement of Position of the Executive Board of the American Library Association, as adopted on July 2, 1955, prepared and adopted at its meeting on July 3 the following statement to be addressed to Council:

By virtue of its nature as a Division representing a type of work rather than a type of library, the Division of Cataloging and Classification has had experience in facing the problems and conflicts which can arise between the two concepts of divisional organization, and it feels that the proposed plan will serve to resolve these problems and conflicts without creating any new ones of a serious nature.

The Board has observed with concern the division of interests and dissipation of energies arising from uncoordinated planning of activities, and it is its firm belief that the suggested reorganization will correct these evils.
The Board feels that the unity of program and solidarity of viewpoint which the proposed plan offers would tend to contribute to the unification of the professional library organizations in this country.

Therefore, the Executive Board of the Division of Cataloging and Classification unanimously endorses the Statement of Position of the Executive Board of the American Library Association, urges the immediate acceptance by Council of the recommendations contained therein, and the initiation of steps for their early implementation.

This statement has been mimeographed and has been placed on your chairs so that you all have copies.

Mr. Chairman, I move that Council approve the recommendations of the ALA Executive Board as expressed in its July 2 statement, and that Council direct the Executive Board to take prompt action to achieve that implementation.

PRESIDENT-ELECT RICHARDS: Council has heard this motion. Is there a second?

MR. LEWIS BRANSCOMB: I second the motion.

PRESIDENT-ELECT RICHARDS: The motion has been seconded. This gives us an opportunity for a full and free discussion. In consideration of this motion, it seems to me, you have an opportunity to discuss the whole Management Survey. I would also like to suggest to you that since there was no time on Monday for questions of clarification, questions of
that sort are definitely in order.

In other words, we realize that this motion having been seconded before you, there will probably be a good deal of discussion, which will be a general discussion, and which we may need to have questions answered. Mr. Mead is here to help in that regard.

Who is first to speak? What is your pleasure with regard to this motion?

I think I would like to rule, to start with, that we limit this discussion to Council, and we will come back to members of the Association a little bit later. I believe it would perhaps be a little bit better in the interest of the Council meeting if we can come back to members a little later.

MISS ALICE LOUISE LEFEVRE: All I wanted to ask was, is this the time when other Divisions can make their statements?

PRESIDENT-ELECT RICHARDS: I see no reason why not. If you have a statement to make, we will be glad to hear it.

MISS LEFEVRE: The Division of Libraries for Children and Young People had a Board meeting also, and the Board of Directors of this Division wishes to commend the Executive Board and the firm of Cresap, McCormick and Paget for the Management Survey. It has identified many problems which have limited our effectiveness as a professional organization, and has made recommendations which appear to provide
practical solutions to them.

We recognize that essential in the implementation of reorganization is the intensive study, by each group, of the specific areas of responsibility that might be delegated to the proposed associations, councils, round tables, boards and committees. The effectiveness of this reorganization of the ALA will depend largely upon the clarity with which these specific areas are defined and the patterns of interrelationships which are developed.

In order that the ALA and its constituent parts may move ahead effectively into full consideration and discussion of the analysis and of the recommendations, the Board of Directors of the Division of Libraries for Children and Young People endorses the major organizational and administrative concepts presented in the survey as listed by the ALA Executive Board in its Statement of Position.

Since there is a motion on the floor, I will make no further motion.

PRESIDENT-ELECT RICHARDS: Thank you, Mrs. LeFevre.

FROM THE FLOOR: Speaking for the Library Education Division, both of its components, both Training and Personnel Administration, we wish to endorse the Management Survey and recommend its unanimous adoption.

PRESIDENT-ELECT RICHARDS: Thank you very much.

FROM THE FLOOR: Representing the Hospital Libraries
Division. Although it is still to be settled among the Hospital Librarians whether we represent type of work or type of library, the Executive Board of the Hospital Libraries Division wishes to go on record as endorsing the Statement of Position of the Executive Board of ALA, and it concurs with the reorganization plan.

PRESIDENT-ELECT RICHARDS: Thank you very much. This seems to be divisional testimonial time. We will be glad to hear from any others if they are so minded.

MISS ALICE BROOKS McGUIRE [Austin, Texas]: I am speaking for the American Association of School Librarians. We also commend the fine work of the Management Survey, and we do wish to endorse it. However, we would like to raise one question. Because of the fine benefits of the study of this, gathered and brought to us, because of the fine explanation that we had on Monday which made it so very clear, we wondered if it would be in order to give the membership at large an opportunity to have that kind of study before we swung into action. That was the one question we raised and wondered if it would be considered. That is, they will not see this until September of '55, and we wondered if they might not feel railroaded.

PRESIDENT-ELECT RICHARDS: Thank you very much. That is a good point. I think that perhaps I might make this suggestion, that any action which Council could take or would
take this week would have to be reviewed by the membership, either in the form of Constitutional changes or—

I want to apologize to Miss Day who rose at the back of the audience. In my near-sighted way I didn't recognize her, the President of AASL. Do you have anything to say?

MISS DAY: No. Miss McGuire has stated our position. That's all I wished to do.

PRESIDENT-ELECT RICHARDS: Thank you. Who is next?

MR. LOWER: I just want to get in on the testimony. [Laughter] I happen to be one of the ACRL Councilors. The other ACRL members had a meeting on Monday after the meeting here, and it was the unanimous opinion of that group that we give unqualified approval to the Executive Board's suggestion in that respect, and you have our wholehearted assurance of cooperation. [Applause]

PRESIDENT-ELECT RICHARDS: Thank you very much.

Now, perhaps it is in order to remind you that we are considering a motion. We will take all the time on this motion that is necessary, and I certainly do not want to rule out the questions that have to do with clarification or detail. That is why we have Mr. Mead here. So do not feel that because this thing seems to be developing into unanimity, we do not want to have your questions. There may be questions of doubt about some phases of the plan.

MR. ARTHUR McANALLY: The ACRL has not instructed its
delegates in Council, so I am speaking more or less as an individual. I am heartily in favor of it, and as far as I know everybody else is. I just want to make one comment, one observation. This will result in a major reorientation of the American Library Association. One of the chief effects, it seems to me, is going to be to increase the importance of the working member of the American Library Association.

The constitution of the type of library membership, that is, our constitution by type of library, Association of College and Reference, has tended to place an emphasis, in my opinion, on the importance of the library administrator, because the type of library organization is one that is primarily interesting to the library administrators, persons concerned with general matters, budgetary, library administration in general.

One way to look at that might be this: That library administrators don't do the work of the library. [Laughter] The library administrators are the drones of the profession, you might say. In the libraries somebody else does the work. It seems to me, therefore, that this new organization will give much greater prominence to the actual workers of the library profession, and it seems to me that is a highly desirable thing which will be very beneficial to individual members and may even result in doubling the membership of the American Library Association. [Applause]
PRESIDENT-ELECT RICHARDS: Thank you very much.

I would like to call on Miss Sandoe at this time.

MISS MILDRED W. SANDOE: Actually, the Public Libraries Division had turned this over to the Executive Secretary of the Association, so that its approval would likewise be registered. However, since it is being handled in this other way, as the incoming President of the Public Libraries Division, I would like to read the resolution that was passed by our group the other evening at a meeting of July 4th.

At a special meeting held on July 4, 1955, the Board of Directors of the Public Libraries Division endorsed in principle the general proposals of the Management Survey Report, realizing full well that there are some areas that need further study and careful consideration before complete implementation can take place. Among these areas are (1) the working relationship between Associations and Councils; (2) the difficulty in defining an "exclusive" field of interest for the Public Library Association when so many interests of the public library are represented in independent Councils and other units of the ALA; and (3) the maintenance of a high degree of sensitivity and response to the needs of the individual member in the complexity of the headquarters organization.

However, I hope you note that we are in complete support and do wish to register our approval.
PRESIDENT-ELECT RICHARDS: Thank you very much, Miss Sandoe. Unless my count is wrong, that brings us to a full report from all our Divisions. //

I am not going to hurry a vote on the question which is before you. Is there anyone who wants to say anything for or against this motion?

MISS HELEN A. RIDGWAY: Speaking as an individual ALA Councilor, coming from the State of Connecticut, but not representing it officially in this comment, I would like to speak to this matter from the point of view of having been an ALA member for a number of years and having been a paid staff member at the American Library Association Headquarters, and then for a few months having been a paid staff member of the newly formed Public Libraries Division.

Some of the Management Survey I think is to be greatly commended for tackling some of the most vital and knotty problems that faced us, and I don't want to just participate in a testimony or a hand-clapping here, but I do want to say that it seems to me that this bringing closely together the former Executive Board responsibility and Council, so that we don't have two policy making groups working almost independently, is going to be of great benefit.

It seems to me that the Divisions perhaps have not commented as much as I would like to, or emphasize, the tremendous importance of the close relationship of the Executive
Secretaries of the Divisions and the Executive Secretary of ALA as a whole. In working to create the new Public Libraries Division as it is now constituted, and having worked previously directly with an executive secretary, and then shifting to a responsibility that went directly to the Board, I am conscious of the difficulties of the individual staff member—paid staff member—in trying to serve two masters. It seems to me that this very close relationship that is proposed here is most healthy from the point of view of the staff members who have got to carry out the wishes of the people for whom they are working, and I am very happy about that.

I assume, from what Mr. Lowe has said, Mr. Mead, too, that the financial implications of this—representing the individual members, type of library and type of interest in that activity—it is going to be possible to work it out, and I still presume that we will have to live within our income and will have to establish priorities. It is not going to give us unlimited funds to do everything we want to do, but it does seem to me that it presents a kind of re-emphasis of many of our steps forward on the different committees, but it is now brought into focus to give us something realistic and workable.

While it will not solve all our problems, I think we should realize that, very definitely, it gives us more of a channel for expressing our interests, our needs, and gives
us ways to satisfy them in a more clear and definite channel than we have had heretofore.

I am very happy for those who are going to be working with it at Headquarters and for those of us who will be guiding them and asking them to serve our interests, that these particular recommendations are coming to a satisfactory conclusion. It seems to me it is a most helpful thing for the organization as a whole. We have got to, in the total American scene of education, present a united effort as the American Library Association. We must do it through special interests, through common interests, and we must stop saying, "Oh, but I am this Division or that Division or another," except as we express our particular interest of the whole library group and movement.

It disturbs me greatly to see ALA start to fragment itself, as it seems to me it did, and I think this is going to pull us back into a greater unity without sacrificing individual interests. Thank you. [Applause]

PRESIDENT-ELECT RICHARDS: Thank you, Miss Ridgway.

MISS LUCILLE MORSH [Library of Congress]: I don't know whether this is an appropriate time to raise a question of a detail, but I am doing it because I would like to have it brought out for discussion while Mr. Mead is with us, because I am afraid that all with all these testimonials, we may end this discussion rather abruptly; because of lack of controversial
issues being introduced—if the Chairman wants to say this is not the time, I am perfectly satisfied to have it wait.

I would like to hear a discussion between Mr. Mead and the Chairman of the Committee on Divisional Relations on this one point that the Committee on Divisional Relations has raised in regard to the explicit provision that the General Assembly shall ordinarily hold open sessions but may hold executive sessions as required. It seems to me that this may defeat the recommendation to make the General Assembly a really, truly deliberative body.

There aren't enough members among us on the Council—and I think there never will be—who have Helen Ridgway's presence and ability to get up before a mike, and if we are really going to be able to thrash over the problems of the Association in an Assembly, we should not have to hold the meetings in a room that is so large that all the members cannot participate. I think we should have good communications with prompt reporting to the membership, and I think the Council cannot be a truly deliberative body unless it is held in a smaller room without the necessity of microphones and stage fright.

I would like to hear Mr. Nourse and Mr. Mead discuss that, if this is the proper time.

PRESIDENT-ELECT RICHARDS: It certainly is. The Chair welcomes this modest approach to controversy. I think
it has been much too easy up to now, and so I am asking Mr. Mead and Mr. Nourse to speak to this.

MR. MEAD: As I understand it, the question has been raised as to whether or not the suggestion of having open sessions of the General Assembly is a good one. I would like to start this out—and I don't mean to pass the buck—by asking Mr. Nourse what the Committee on Divisional Relations had in mind in developing this supplementary recommendation or amplification of the recommendation of the Survey.

Actually, having little experience, other than that that I've had here and the one meeting in midwinter, with your Council meetings, or even your Executive Board meetings, I do not feel in a position to make any recommendation with respect to these meetings as to whether they should be open or closed, and to what extent they should be a bit of each.

Could I ask Mr. Nourse to sort of open this up? Perhaps that would provide more basis for my participation.

MR. NOURSE: I recall my experience in Kansas City when the Board of Education was carrying on Board meetings, they had to have open meetings, they had to have meetings when reporters from the Kansas City Star were there. Many of the items got on the front pages of the newspaper that they would prefer not to have gotten there, but the Board of Education still had to have executive sessions.

In discussing this, it occurred to us Monday morning...
that in this new Assembly there should be at least one executive session, if the General Assembly wishes to have such a session. There is value in this type of meeting, but still it was felt that the other type of executive session might be necessary.

I believe that I heard one comment that in the past one president had asked five people to speak on a certain controversial subject, and when the meeting took place, all five people got cold feet or stage fright or something, but they did not get on their feet. Maybe this vast audience in the rear scared them off. But Councilors have failed to get up and act when they should, and the only reason that can be assigned to it is that in this very large meeting they did not feel impelled to. That was the basis of our thinking on that point.

MR. MEAD: As what might be a closing remark on the part of the Management Survey's thoughts on this question, I might say that first we felt it was of prime importance that the General Assembly be a body more meaningful and more important to the ALA and more important to the members of the General Assembly than the Council is today.

If the members were to find it desirable, there would be no reason why the majority of the meetings might not be closed, and those that dealt with subjects on which the General Assembly should have a wide and common understanding of what had transpired, it be thrown open. On the other hand, I recognized throughout the Survey that you have a very democratic
organization, and you seem to preserve it. Perhaps it is with that in mind that this suggestion finds its way into the report of your Committee on Divisional Relations.

We certainly have no strong position on it. Actually, that is for you to decide, and I see where it should have no effect one way or the other on the beneficial effects you should have from your General Assembly, at least I am not aware of any detrimental effects that it would have. Thank you.

MR. TOUBSTON: I wonder if this is perhaps a point of clarification. I would like Mr. Nourse's reference to school boards which operate under state legislation made more specific. The wording is, as I see it, is to hold executive sessions as it requires. Some states, if not most states, with reference to school board activity, provide for at least executive sessions, but there is a distinction between a session to shape up a policy recommendation and the official act of that board.

Most boards—in fact, I believe this is almost universal—may not take final, official action, save in a public meeting, and perhaps Mr. Nourse can clarify that point.

If that is the situation, the sessions are held, but no official act is taken except in public meetings, open public meetings.

PRESIDENT-ELECT RICHARDS: Do you want to speak to that, Mr. Nourse?
MR. NOURSE: This was a general idea, that the Committee wished to suggest the thought that the General Assembly might have executive sessions, and we did not try to work it out in detail at all. It would be purely voluntary; as a matter of fact, if the General Assembly decided to go into a huddle too often and began doing business behind closed doors, I am sure there would be a loud outcry from the membership.

When this plan is worked out and the Constitution rewritten, why, if it seemed advisable, this statement might be put in there, under what circumstances the executive sessions might be held. I think that's a very good point, and it would probably be well to hold to that, that the General Assembly would not pass on important matters in closed session.

We thought the device might be used; that was all there was to it.

PRESIDENT-ELECT RICHARDS: I will suggest that the minutes will show this discussion, and probably we can use this to very good advantage in implementation.

MR. LEWIS BRANSCOMB [Ohio State University]: I am opposed to the idea of the executive session. I can see Mr. Loudon's point that there might be discussion in executive session without any final vote, but discussion is important. We are carrying on the business of the membership in the Council and in the General Assembly.

I feel if it is a question of there being too many
people in the room, then I would personally prefer to have all open sessions in smaller rooms, so that at least some ALA members who are not Councilors might be included. [Laughter]

I am a Councilor. I think I can afford to say that I would like to have the membership ride herd on me as a Councilor.

There is a motion on the floor now, so that a motion on my part would not be in order. But, after the motion now on the floor has been put to a vote, I would like to make a motion which would go on record against executive sessions of any type at any time being closed.

PRESIDENT-ELECT RICHARDS: Mr. Branscomb, thank you. For the first time I am beginning to feel as though we are actually holding a meeting of the ALA Council. [Applause]

MISS HAZEL WEBSTER BYRNES [North Dakota]: We have not heard from the National Association of State Librarians. I am wondering if Mr. Brahm, if he is in the room, the newly elected President of the State Librarians would say a word?

PRESIDENT-ELECT RICHARDS: Is Mr. Brahm here? Would he care to speak for the State Librarians?

MR. BRAHM: I have no comment.

PRESIDENT-ELECT RICHARDS: He has no comment to make at this time.

I think I might say that you realize, of course, one of the points that has been made is that it will give more
opportunity, perhaps, to that organization.

Is there anything else now?

Before I call for a vote—

MISS PAULINE AMELIA [American Association of School Librarians]: Just for information, has the ALA Executive Board made any arrangements with the Management Survey for the publication of this very fine report? It would seem we are on the point of accepting the report, and it might be that we are not as competent as we might be to implement such a complicated and splendid report.

PRESIDENT-ELECT RICHARDS: The Executive Board has given that some consideration, and when we dispose of this motion, I shall call on Mr. Clift to speak to that.

Before I call for a vote, I want to ask whether there are any members of ALA, who are not members of Council, who have questions or who would like to get in on this before the motion is put. It seems to me that it is most important that there be a clear understanding of what we are doing.

You recognize, of course, that if you pass the motion before you, you are approving in principle the Management Survey and are moving ahead towards implementation. For that reason I want to be sure that everyone who wants to speak has a chance.

MR. ROBERT SIMON: Speaking as an individual, I want to say on Exhibit 7 here, in the chart which contains the
whole reorganization, there are two boxes which have to do with budget. To my mind, "budget" strikes a very, very vital nerve in this whole reorganization plan.

As a point of information, I would like to know something more about the relative authority of the Finance Committee, which is connected with the General Assembly, and the Advisory Committee on Program and Budget Evaluation, which is connected with the Executive Committee, and more especially, who has the final policy making power on what money is going to be spent for what?

Then, as another point entirely, the composition of the General Assembly--one of the recommendations was that it contain at least a senior officer of the chapter, and that must be a four-year term. I wonder how many state associations, for instance, have four-year terms for their senior officers.

PRESIDENT-ELECT RICHARDS: I know that Mr. Mead has given a good deal of thought to these things, and I am going to call on him at this time. I think you will realize, of course, that there is a limit to the amount of detail we can go into. However, we do want to consider these things within the limits of the time we have.

MR. MEAD: To put it briefly, the suggestion to continue your Finance Committee, a committee of three members, as a special committee responsible for the proposed General Assembly, is one merely to provide an independent overseeing eye,
you might say, upon this whole process that is taking place below.

Your General Assembly is to be, in this proposal, distilled from its membership of over two hundred, to an executive committee of fourteen or fifteen individuals, and they, in turn, are to have a working sub-committee, you might say, consisting of this Advisory Committee on Program and Budget Evaluation. The job of the Advisory Committee is to prepare the budget, reconciled to the extent they can, first, to receive the program suggestions and the budget requirements, and endeavor jointly and mutually to reconcile them, not only the Divisions but Headquarters, and all the central activities.

I think someone said this isn't going to give you funds to do everything you wish, but it should give you the means by which to determine what you want to do most and what you want to do first.

That Advisory Committee is the working committee to the Executive Committee, which is the agency that would assume the responsibility for budget determination in detail. The General Assembly, with its total membership of the size it would have, would hardly be in a position to take that budget apart piece by piece. It is inherent in this that your Executive Committee be an executive committee of the General Assembly which would be carrying the ball, so to speak.

However, as a safeguard, as a balance, and as a check
upon the process, rather than upon the details of any one budget, you would have your General Assembly confirming the budgetary action; and as a watchdog upon this, this small Finance Committee, and also as a watchdog upon the Executive Committee in its exercise of its responsibility with respect to your endowment funds, its selection, perhaps, and actions with relation to your trustees, and so forth.

Obviously, this is not to suggest that you move into that area where you have trustees to carry it forth, but there is a discretion left with the Executive Board, as it is today, and we just felt that the ALA General Assembly, if it is to be everything we think it should be, did require this little element of internal audit. It is not proposed that the Finance Committee become engaged in the budgetary process, but rather that it see that it is being carried out as prescribed.

There was a second point with respect to—— It slipped my mind. I had my mind strictly on that Finance Committee report. The gentleman raised one other point.

MR. SIMON: It was a minor point, but one of the recommendations for membership on the General Assembly was senior officers, the term of office to be four years. Maybe that is something the chapters could solve in their own constitutions.

MR. MEAD: Well, it would not require, perhaps, a standard. Just let me say the reason for that suggestion is
as follows:

Our basic recommendation is one that would increase the stature and significance and meaning of the present ALA Council as an ALA General Assembly. To give more stature and stability to the General Assembly, to make selection to it a more important and serious matter than it has been with the ALA Council, we have suggested a four-year term for its members. We have also proposed that in order to integrate responsibility at state and national levels, the member of the General Assembly who represents a chapter be a senior officer or a member of the governing body of that chapter.

We suggested a four-year term for the General Assembly and three years for the Executive Committee of the General Assembly with the provision that one year of service on the General Assembly be a prerequisite for election to its Executive Committee. Also we believe the terms of the members should be staggered rather than coinciding.

If it is impractical, as it may be, that the members of the General Assembly representing chapters should remain members for four years, then perhaps another provision must be made. These are details which I think can be worked out within the general principle or scheme that has been suggested.

PRESIDENT-ELECT RICHARDS: Thank you, Mr. Mead.

FROM THE FLOOR: I think the Council is of a mind to vote, and I respectfully claim the privilege of calling
for the question on Mr. Custer's motion.

PRESIDENT-ELECT RICHARDS: The question has been called for. It has been quite a little while since we had the motion. Will you read it again, Mr. Custer?

MR. CUSTER: The motion is phrased as follows: That the Council approve the recommendations of the ALA Executive Board as expressed in its July 2 statement, and that the Council direct the Executive Board to take prompt action to achieve that implementation.

PRESIDENT-ELECT RICHARDS: You have heard the repeating of the motion. All those in favor? Contrary-minded? The motion has passed. (Applause)

FROM THE FLOOR: It strikes me as being a somewhat discordant note, in my opinion, to have closed sessions of the Council or of any General Assembly. I suggest that some method might be used so that the Council might be a little more inclined to speak freely. I move that the Council go on record as opposing any closed sessions of Council or of General Assembly.

PRESIDENT-ELECT RICHARDS: Is there a second?

[The motion was seconded from the floor.]

MISS MORSH: I think a decision on this point is premature. There are many things, I think, that we need to know before we decide to have open or closed sessions. One of the things is we are confused, I am sure, on what sort of
business would be limited to the General Assembly. We have a large part of our time devoted to things which should be open to the members: presentation of awards and introductions of foreign visitors. I believe if the items were sorted out, we would find that the business would consume much less time and would provide to the general membership meetings that would bring the members into a session and would permit reporting to the membership in more detail on what has gone on.

PRESIDENT-ELECT RICHARDS: The question of implementation is coming up here before you, and the time is growing late.

MR. WAYNE SHIRLEY: If the person is head of a library, is he a Council member?

MR. MEAD: I assume the gentleman is speaking to the point of the position of the library administrator in this. May I just give you a little of the thought process in preparing this?

In our first draft we had a proposed Council of library administrators. On second thought, we thought perhaps we had been a little previous on that. Therefore, although they have their own special types of administrative problems, there are many that are common and many that are not. But they'd like to get together. We proposed, instead, that there be a Board of Library Administrators, and we thought that was the place to find the mutual interests of the several associations.
brought together.

MR. CUSHMAN: I would like to speak as an individual non-Council member. I want to tell you how proud I am personally, and have been, of the fact that I am a librarian and a member of this Association. My feeling comes from the very sound basis that we are very definitely a truly democratic organization. I have seen that in the action of our Council and our officers for nine or ten years. I do not want to ever see that changed. I think that the new Assembly can, in the process of all of its deliberations, come to its decisions in the presence of all of us.

I think those of you who are chary of going to the mike, a course in public speaking would be good. I beg you to allow those of us who sit in the back to continue to have a very fine feeling of partnership in this Association.

FROM THE FLOOR: On the one hand, we are talking about the difficulty in carrying on the functions of the General Assembly. On the other hand, we are talking about the democratic process. It is perhaps the most difficult type of coverage. There might be some disagreement as to whether it is a question of democracy involved here. As I look in back of the Council chairs, I see a lot of people. I would hate to see that group eliminated. I would be willing to see the numbers cut down to a smaller group. I would like to continue the principle of having membership sit in on
the sessions at the present time. (Applause)

PRESIDENT-ELECT RICHARDS: I am going to rule on limiting discussion to Council.

MISS ALICE THOMPSON: I think there is no question here that all of us are strong for the democratic process. It does seem decision is premature. I, therefore, would like to move that this motion be tabled.

MISS MORSH: I second the motion.

PRESIDENT-ELECT RICHARDS: There is no debate. All those in favor say "aye"; opposed? The Chair rules that the motion has been tabled.

You have raised the question several times at this meeting about implementation. The Executive Board has given some thought to it. At this time I am going to call on our Executive Secretary to chat with you about it.

MR. CLIFT: As a part of its study of the Management Survey, the Executive Board has given consideration to some of the implementation steps which might be suggested to Council in the event that Council approved the principles of the Survey.

I should be noted, first, any action of implementation which the Council decides upon will, to a very large degree, will eventually come before the membership for approval before the substantive changes can go into effect. This is because these changes will require extensive revisions of
the Constitution and By-Laws which, after Council approval, must be submitted to the membership. Hence, in a very real sense, Council in its steps of implementation will be authorizing the study and working out of a structure which it will then place before the membership.

Thus, since one of the end results of the steps of implementation will be a thorough revision of the Constitution and By-Laws, the Council may wish to authorize the Committee on Constitution and By-Laws to proceed to work out the necessary revisions. In order for the Committee to accomplish this, it will be necessary and desirable for the Committee to have guidance, advice, and instruction, which might come from several study and advisory committees. However, the Council could instruct the Committee on Constitution and By-Laws to begin its own work immediately.

Secondly, a matter of prime importance will be the development of statements of the fields which are to be assigned to the associations and councils as their exclusive areas. This will involve the participation and study by many units within the association, and this will be a most important process and it may be a lengthy and detailed process. The Council may wish to authorize the initiation of these steps.

On these two points, constitutional revision and the development of statements, the Council may wish to set up an Action Committee or a Steering Committee to plan the details.
and the timing of these steps and to assist in carrying them out. It can be anticipated that several study and work sub-committees may be required.

If Council wishes to set up such a steering mechanism to meet this suggestion, it may wish to direct the Executive Board to serve in this capacity. The Board, of course, stands ready to accept this further responsibility. As another means, to secure this Steering Committee, the Council may wish to appoint such a group from its own elected body. If this is desired, then the Council today might direct the Committee on Boards and Committees to prepare a statement of functions for this Committee and formally recommend its establishment to the Council on Friday.

There are also several committees recommended in the survey, which the Council could, through its constitutional authority, set up at this meeting. These might be the following committees, as recommended in the Survey:

(1) A Committee of Council to study the qualifications and term of office for members of the General Assembly and to make specific recommendations thereto to the Council. This could also include specific details of a like nature relative to members of the Executive Committee of the General Assembly.

(2) Council could bring into existence at this time the Advisory Committee on Program and Budget
Evaluation. This Committee could not take over its anticipated final functions until a later date, but it could begin program study and it could begin meeting with the Executive Board and other groups.

(3) The Council could at this time bring into existence the Advisory Committee on Appointments.

(4) A fourth committee which the Council might now bring into existence is the proposed Headquarters Committee.

If the Council wishes to establish these Committees at this Conference, it could today direct the Committee on Boards and Committees to prepare recommendations and statements of function for submission to the Council on Friday.

There are two final matters which the Board suggests the Council may wish to consider. The first of these relates to the Survey's recommendation that the institutional dues scale be studied. The Council might wish to refer this to the Membership Committee.

Finally, it seemed appropriate to the Executive Board that the Council might wish to direct the Board to proceed with all matters of reorganization that are within its province and to report its progress periodically to the Council.

[Upon motion made by Miss Ridgway, seconded from the floor, voted upon and carried, the meeting adjourned at twelve o'clock noon.]
THIRD COUNCIL SESSION

Friday Morning, July 8, 1955

The Council reconvened in the Ballroom of Convention Hall at ten-fifteen o'clock, Mr. L. Quincy Mumford, President of the Association, presiding.

PRESIDENT MUMFORD: May we come to order? The Third General Council Meeting is now in session.

At this time I would like to announce the appointment of the Steering Committee on Implementation of the Management Survey. The following members have been designated by the Executive Board to serve in this capacity. There has not been time to communicate with each of them. We hope, however, that they will be willing to serve:

President Richards
President Elect Shaw
Louis M. Nourse
Lucile Morsch
Alice Brooks McGuire
Alice Louise LeFevre
Charles F. Gosnell
Keyes D. Metcalf
Helen A. Ridgway

The Chairman of the Committee will be designated at a later date.

I would now like to ask Mr. Coney to present a
resolution to you. Mr. Coney!

MR. DONALD CONEY: Thank you, Mr. President.

This resolution has to do with the celebration of the birthday of Benjamin Franklin. Let me read it to you, whereupon I will move its adoption.

WHEREAS, the international celebration of the 250th Anniversary of the Birth of Benjamin Franklin will take place on January 17, 1956; and

WHEREAS, Librarians today, with their vital and growing interest in adult education, recognize in Benjamin Franklin one of the best examples of adult education in American history: Because he personifies the American dream of freedom and opportunity for the individual to become whatever his abilities and efforts can make him; Because, rising from humble beginnings, he achieved lasting worldwide recognition as "the wisest American"; Because he foresaw the day when science would make it possible for men to live longer, thus increasing the opportunity for adult education; and Because he also worked for that still more wonderful day, "when men would cease to be wolves to one another"; and

WHEREAS, Benjamin Franklin, in addition to his great contribution as a statesman and scientist, made an especially notable contribution to the world of books, as author and editor, as bookseller, publisher and printer,
and finally as a librarian, and the founder, in 1731, of what is now the oldest circulating library in the world, The Library Company of Philadelphia:

NOW, THEREFORE, BE IT RESOLVED, That the ALA and libraries throughout America join in the observance of the 250th Anniversary of the Birth of Benjamin Franklin by whatever celebrations they deem appropriate to the occasion.

Mr. President, I move the adoption of this resolution.

PRESIDENT MUMFORD: You have heard the resolution. Is there a second to the motion for adoption?

[The motion was seconded.]

It has been moved and seconded that the resolution you have just heard read be adopted. Are you ready for the question?

[Upon a call for the question the motion was put to a vote and was carried.]

The Executive Secretary will now make a report to the Council. Mr. Clift!

MR. DONALD H. CLIFT: The report of the Executive Secretary has been distributed to the Council this morning. This is, as you know, a report which he is required to make annually on behalf of the Headquarters Staff. It has been prepared and distributed, and in the interest of time I will
The American Library Association will lose a long-time member of its Headquarters Staff on August 31, 1955. On that date, Miss Anita M. Hostetter retires after thirty years of service. She came to the Association on October 1, 1925 as a Research Assistant on the Library Curriculum Study and began her work with the Board of Education for Librarianship in 1928. She served also as Chief of the Department of Library Education and Personnel from 1933 to 1949 and as Chief of the Department of Information and Library Services from 1950-52. Educated at Denver University, the University of Kansas, and the University of Illinois Library School, she brought a high level of cultural professional background to her several posts.

Her contributions to the Association and the profession are many, indeed. Her record is one of distinguished service, faithful and loyal to the best traditions of American librarianship which she not only embodies but which she helped create. She is, above all, a very great lady. The Executive Board joins in wishing her the best happiness in her well-earned retirement.

[Prolonged applause]
I would now like to call to the Council's attention the matter of the redesignation of ALA Chapters. You will recall that the membership took final action on the Chapter status at the Minneapolis Conference, and the date of midwinter 1956, was set in order to carry out that process.

There were a few procedures that were brought to the attention of the Chapters. The first step was for the existing Chapters to apply formally for redesignation. After the application was made, all of the ALA members in the area were then to be polled to determine their position. If the poll was affirmative, then the Chapter was to submit its constitution to the ALA Committee on Constitution and By-laws for that Committee to determine if there were any conflicts between that constitution and that of the ALA.

A large number of associations have taken the first step. The associations have taken the first step; that is, of applying; and a number of them have carried through on the polling process, and I would now like to present Mr. Donald Kohlstedt, Chairman of the ALA Committee on Constitution and By-laws, who will make a report in this respect.

MR. DONALD KOHLSTEDT: Mr. President, Members of the Council: May I preface this report with just a word to the effect that several associations have filed their Constitution and By-laws with the Committee, and minor variations were found which must be further clarified.
In a few other cases the constitutions have been passed by the Committee, but the official vote has not yet been reported. Therefore the Committee on Constitution and By-laws report that they have examined the constitutions of the following named state, provincial, or regional library associations, and certify there are no conflicts with the Constitution and By-laws of the American Library Association: the British Columbia Library Association, Idaho, Iowa, Kansas, Louisiana, Michigan, North Carolina, Pennsylvania, Virginia, Washington, and Wisconsin.

In each instance the ALA membership in the geographical area has been polled, and a majority of the ballots cast favored chapter designation for the association concerned.

Inasmuch as the eleven associations named have complied with the action on redesignation as an ALA Chapter adopted at Minneapolis, the Committee recommends their immediate designation by the Council as Chapters of the American Library Association.

As a nonvoting member of the Council, Mr. Mumford, may I suggest you therefore entertain a motion to endorse the Committee's recommendation?

PRESIDENT MUMFORD: Thank you, Mr. Kohlstedt.

You have heard the recommendation of the Committee. Is there a motion for adoption?

MR. JOHN SMITH: I so move.
[The motion was seconded.]

PRESIDENT MUMFORD: It has been moved and seconded that the report of the Committee be adopted. Is there any discussion?

MR. LEO HARLOW [British Columbia]: I represent the British Columbia Library Association. I'd like to take this occasion, as the British Columbia Library Association is applying for redesignation, to remind the Council and the members of the American Library Association that this, in fact, an international Association. There are 200 Canadian members of the American Library Association, and there have been in the past--and I presume they will apply again--four provincial associations in Canada which have been Chapters of the ALA.

It's pretty obvious, but I don't think it comes to mind very often, that these two hundred members are not citizens of the United States, for the most part. These four provincial chapters are not states of the United States, and yet these are not foreign members of the ALA. These are members of an international library association.

I think we're sometimes inclined to take too narrow a view of the word "American"; and likewise, we are inclined to take too restricted a view of librarianship in our discussions. This is just a gentle but concrete reminder that we are, in fact, an international association. [Applause]

PRESIDENT MUMFORD: Thank you, Mr. Harlow, and on
behalf of the Association may I say that we are very happy to have our neighbors to the north as members.

MR. HAROLD BRIGHAM [Indiana]: May I ask Mr. Kohlstedt if he may report on the State of Indiana? We did have a poll, and I want to make sure that Indiana may not be overlooked.

MR. KOHLSTEDT: The Indiana Constitution had a slight conflict, Mr. Brigham, which we reported to the Executive Board. It is in.

PRESIDENT MUMFORD: Shall we now sing "On the Wabash" Mr. Brigham? [Laughter and applause]

MR. JOHN S. RICHARDS: Members of the Council: The Constitution provides that the Finance Committee have three counselors not members of the Executive Board, to be approved by the Council at this time.

As Chairman of the Committee on Committee Appointments, I bring you the following recommendations for the new
Finance Committee:

As a hold over member, Mr. Richard E. Crouch, of the Public Library of London, Ontario.

As new members, Mrs. Alice Brooks McGuire, Oasis Elementary School Library, Austin, Texas; and as Chairman of the Committee, Mr. Roger H. McDonough, Division of State Library Archives and History Department of Education, Trenton, N.J.

Mr. President, as a member of the Council, I move the approval of this committee appointment.

PRESIDENT MUMFORD: You have heard the motion. Is there a second?

[The motion was seconded.]

It has been moved and seconded that the recommendations of the Committee be adopted. Is there discussion?

[There was none.] Are you ready for the question?

[Upon a call for the question the motion was put to a vote and was carried.]

I would now like to introduce Miss Flora B. Ludington, the Chairman of the Committee on Boards and Committees, who will report for her Committee.

MISS FLORA B. LUDINGTON: Mr. Chairman, members of the Council, members of the ALA: In making the report for the Committee on Boards and Committees, may I first say that it is our sincere belief that the devoted and effective work of the
Boards and Committees of the ALA and of the Divisions must go on during this transition period in the history of the Association. At our meeting held on July 6 we had before us a variety of requests from ten Boards and Committees. These matters were referred to us before the interested groups had had an opportunity to read and study the Management Survey.

At our meeting held on July 6 the Committee gave careful consideration to each item on its agenda and observed that some requests were directly related to recommendations of the Survey. In our judgment it is desirable to coordinate our work with that of the Steering Committee authorized by Council on July 6.

We believe, therefore, that in some instances it is desirable to defer action on our agenda items pending the work of the Steering Committee. In a few cases we are recommending action where, in our opinion the over-all objectives of the Association can better be served by action at this time.

The Committee on Boards and Committees therefore wishes to defer action on requests from the Federal Relations Committee and the Membership Committee that they be reconstituted as Boards, in the belief that these Committees may very well wish to redraft their statements of function in the light of the Survey recommendations.

Likewise we recommend deferring action on matters pertaining to the:
Committee on State Legislative Action
The Committee on Library Legislation
The Committee on Institution Libraries.

It is our belief that these Committees may wish to have their views considered by the Steering Committee of Council.

The Board on Personnel Administration has prepared an excellent Statement of its current activities and submitted a redefinition of function. This, we believe, will be of value to the Steering Committee in its work.

The Board on Awards, which was set up at the Minneapolis Conference, was instructed to work on a definition—a more precise statement—of its responsibilities. They have suggested, for example—and this is in line with the Management Survey recommendation—that the Committee on the E.P. Dutton-John Macrae Award, the Committee on the Grolier Society Award, and the Committee on the Oberly Award might become subcommittees of the Board of Awards.

They also have plans under way for a further coordination of the award procedure of the Association.

The Committee on Boards and Committees, however, is not recommending action at this time in regard to this particular matter.

We are, however, asking for Council consideration and action on the request of the Projected Books Committee
that it be abolished to become a committee or a subcommittee of the Hospital Libraries Division—a Committee, perhaps, on Reading Aids for the Handicapped, to test and evaluate all types of reading aids, to watch for and encourage the development of new aids, to promote services for the shut-in and handicapped, and to act in an advisory capacity to those needing assistance with special problems in the field.

In recommending the abolishment of this ALA Committee, the Committee on Boards and Committees is aware of the fact that the Management Survey suggests that work in this area of our interests might fall within the activities of a not yet created Council on Audio-Visual Aids. Should this Council be established at a later date, further consideration may be given to the reallocation of this Committee. The action now being recommended is concurred in by the Committee on Projected Books and the Audio-Visual Board.

Mr. Chairman, I move that the Committee on Projected Books of the ALA be abolished, and that it be encouraged to find a place for itself within the Hospital Library Division. As a member of Council I make this motion.

PRESIDENT MUMFORD: You have heard the motion. Is there a second?

[The motion was seconded.]

Any discussion? [There was none.]

[The motion was put to a vote and was carried.]
MISS LUDINGTON: A second action the Committee on Boards and Committees is recommending at this time relates to the Committee on Relations with Business Groups. This Committee has observed that its current activities overlap with the work of the Public Libraries Division Committee on Business and Technology, and recommends that the Committee on Relations with Business Groups be abolished.

The Committee on Boards and Committees concurs with this. We wish to call to the attention of the Steering Committee, however, that in recommending the establishment of a Board on Public Relations, the Management Survey suggests the possibility that a subcommittee of the proposed new Board might be concerned with the concept of better public relations with business groups.

However, as the work of this particular Committee, the Committee on Relations with Business Groups, overlaps with the work of the Public Libraries Division Committee on Business and Technology, the Committee on Boards and Committees is recommending that the Committee on Relations with Business Groups be abolished.

Mr. Chairman, I move this recommendation.

PRESIDENT MUMFORD: Is there a second to the motion? [The motion was seconded.]

It has been moved and seconded. Is there any discussion? [There was none.]
Are you ready for the question?

[Upon a call for the question the motion was put to a vote and was carried.]

MISS LUDINGTON: A technical difficulty has arisen in regard to the ALA representation on the Canadian Library Association ALA Joint Committee. According to practice, our Executive Secretary may serve on only one committee. It is therefore recommended that the ALA representation on this Joint Committee be the President-Elect of the American Library Association, with the President and the immediate Past President as ex officio members. It is our understanding that this proposal is acceptable to the Canadian Library Association.

Mr. Chairman, I move that Council approve this spelling out of the ALA representation in the statement of functions of this Joint Committee.

PRESIDENT MUMFORD: You have heard the motion. Is there a second?

[The motion was seconded.]

Any discussion? [There was none.]  

[Upon a call for the question, the motion was put to a vote and was carried.]

MISS LUDINGTON: During the past two years each Board and Committee of the Association has had at Headquarters a staff member who volunteered to act as a staff liaison officer for the Committee or Board. The Committee on Boards and
Committees has had an opportunity to read the staff members' reports on their work. This makes up a most revealing document. It demonstrates the abilities and the fine spirit of cooperation of the members of the Headquarters Staff and their devotion to the interests of the Association.

We wish to commend the Headquarters Staff, and state that we believe that with their help the strengthening of Board and Committee work of the Association, as suggested in the Management Survey, can and will be achieved. [Applause]

PRESIDENT MUMFORD: Thank you, Miss Ludington.

The next item on the agenda is a report from Miss Eleanora C. Alexander, member of AASL's Committee on Book Selection for Defense of Liberty in Schools of a Democracy. She will present to the Council for adoption the Division's School Library Bill of Rights.

MISS ELEANORA C. ALEXANDER: Mr. President, members of Council, and members of ALA: The American Association of School Libraries, being concerned with the pressures brought upon boards of education in the selection of materials, considers it important at this time to reaffirm the Library Bill of Rights of the American Library Association, and the Division has prepared a supplementary Bill of Rights more specifically applicable to the selection of materials for school libraries.

The School Library Bill of Rights has been approved
by the ALA Committee on Intellectual Freedom, and now the
Division is seeking Council approval of it.

The School Library Bill of Rights reads as follows:

School libraries are concerned with generating
understanding of American freedoms and with the preserva-
tion of these freedoms through the development of informed
and responsible citizens. To this end the American Associa-
tion of School Librarians endorses the Library Bill of
Rights of the American Library Association and asserts
that the responsibility of the school library is:

To provide materials that will enrich and sup-
port the curriculum, taking into consideration the
varied interests, abilities, and maturity levels of
the pupils served

To provide materials that will stimulate growth
in factual knowledge, literary appreciation, aesthetic
values, and ethical standards

To provide a background of information which will
enable pupils to make intelligent judgments in their
daily life

To provide materials on opposing sides of contro-
versial issues so that young citizens may develop
under guidance the practice of critical reading and
thinking

To provide materials representative of the many
religious, ethnic, and cultural groups and their contributions to our American heritage.

To place principle above personal opinion and reason above prejudice in the selection of materials of the highest quality in order to assure a comprehensive collection appropriate for the users of the library.

Mr. President, as a member of Council, I move that Council go on record as endorsing the School Library Bill of Rights.

PRESIDENT MUMFORD: You have heard Miss Alexander's motion. Is there a second?

[The motion was seconded.]

I would like to have recorded that the Executive Board has considered and endorsed this statement.

Is there discussion of it? [There was none.]

Are you ready for the question?

[Upon a call for the question, the motion was put to a vote and was carried.] [Applause]

I would like to present now Miss Roberta Bowler, Chairman of the ALA Board on Personnel Administration, who will submit The Library's Pay Plan--A Statement of Principles for Council adoption. Miss Bowler!

MISS ROBERTA BOWLER: It is one of the functions of the Board on Personnel Administration to study salaries and
salary standards for libraries. In 1952 the Personnel Board asked Council to adopt—and Council did adopt—a minimum salary scale, and that is the last time that the Board has presented to Council minimum salaries to be considered.

This year, instead of minimum salaries, we are presenting to Council a Statement of Principles for The Library's Pay Plan, which we think can endure through the years, rather than be changed from year to year, as minimum salaries do. Therefore, we have prepared this statement, which you have all seen, and which I will read to you now.

We believe that with the adoption of this, it will provide to individual libraries sound principles and guidance in developing and administrating their pay plans, and will assist library administrators in interpreting the Library's Program of Salary Planning and Administration to the library board, the staff, and to the public.

The Statement of Principles reads as follows:

The American Library Association believes that an important factor in establishing and maintaining good library service is adequate pay for library employees as exemplified in a well-constructed and well-administered pay plan. A knowledge of the principles on which sound salary administration is based must be the foundation of an equitable pay plan. To aid the library's governing board, its administration, and its staff in the formulation,
promulgation, and operation of such a pay plan, the ALA Board on Personnel Administration sets forth in a series of related statements the principles of salary planning and administration.

1. A sound pay plan will be predicated on a systematic analysis and evaluation of jobs in the library, and will reflect the current organization and objectives of the library, recognizing different levels of difficulty and responsibility inherent in various positions, whether these are classified as professional, nonprofessional, administrative, specialist, maintenance, or trade; the relationship among positions in terms of difficulty and responsibility will thus be expressed in a unified plan which will integrate all types of service and will assure equal pay for equal work.

2. An equitable salary schedule will be provided for each class of position which is comparable to that received by persons employed in analogous work in the area and required to have analogous training and qualifications.

The salaries of nonprofessional employees, maintenance and skilled trade workers employed by the library system will compare with those of local workers performing similar duties. The salary schedules for professional library positions, in the case of the community where the
pay scale does not meet competing rates outside, may need to exceed the prevailing local level for other professional personnel. Since the recruiting of professionally trained librarians is on a nationwide basis, the library system must compete with rates paid in the country as a whole in order to obtain and retain a high quality of professional personnel. In libraries in educational institutions (elementary, secondary, and higher education) the professional librarians will normally be on the faculty pay plan, with the salary schedules of the various classes of faculty rank adjusted to compensate equitably for such factors as shorter vacations and longer work week; where a separate pay plan is used, it will be comparable with that of the faculty and adjusted to compensate equitably for such factors as vacation and work week.

3. An equitable salary schedule will provide for each class of position a minimum and a maximum salary and a series of increments within each salary range, such increments to be granted on the basis of demonstrated competence, individual development (whether through growth on the job or through formal education), and attitude.

4. The library system in developing a pay plan, and in reviewing it to maintain its adequacy, will identify one or more key positions in the professional and in the other services, set salary schedules for these
positions which are comparable to prevailing rates for such positions in relation to the salary schedules set for each of these key positions.

5. The pay plan ladder consisting of the salary schedules for the various classes of positions will provide an orderly progression from the lowest to the highest schedule, with each schedule reflecting properly the difference in level of duties and responsibilities of positions in that classification from those in the schedule below and above it but without wide gaps or serious overlapping between schedules.

6. An equitable pay plan will reflect living costs in the community, the cost of maintaining an appropriate level of living, and the ability of the jurisdiction to pay for the service.

7. All policies and rules concerning the operation and administration of the pay plan will be set forth clearly in writing and will accompany the pay plan.

8. Though final approval and adoption of the pay plan and rules for its operation rest with the governing board and administration of the library, it is desirable that the library staff participate in the formulation of both the plan and its operating rules.

9. Each staff member will be informed of the salary schedule for his class of position, of the relation
of that schedule to the pay plan as a whole, and of the policies and rules governing the operation of the plan.

The current studies of the ALA Board on Personnel Administration giving salary data for key positions will provide useful material for the library system in developing and maintaining the adequacy of its pay plan.

Mr. President, as a member of Council, I move the approval of this Statement of Principles for The Library's Pay Plan by the Council.

PRESIDENT MUMFORD: You have heard the motion and the statement, which I believe you have in your hands also. Is there a second to the motion for adoption?

[The motion was seconded.]

Is there discussion? [There was none.]

Are you ready for the question?

[Upon the question being called for, the motion was put to a vote and was carried.]

The next item on the agenda is a report of the Chairman of the Board on Acquisition of Library Materials.

Mr. Robert Vosper!

MR. ROBERT VOSPER: Mr. President, members of the Council, members of the democratic mass in the back of the room: [Laughter] I appreciate this opportunity, but first will report to Council on the activities of the Board on Acquisition of Library Materials.
Although not the youngest of the ALA Boards, the Board on Acquisition of Library Materials was created by the Council as recently as 1951 in full "recognition of the need for coordination of various acquisitional activities which have developed in the ALA."

Actually, the situation faced by the Board when it came into being constituted a case study of some of the problems discussed the other day by the Management Survey.

The Survey reported that "There is very little integration within the ALA organization. There are too many committees and uncoordinated organizational units. The structure divides, subdivides and cross-divides the ALA to an extent that is wasteful of energy and talent and causes confusion and concern as to how to tie it all together. In the attempt to coordinate the many elements, and particularly in the absence of a responsible governing body, there is a tendency to over-emphasize procedures and protocol at the expense of productive effort."

The Board on Acquisition of Library Materials was established because the ALA found itself working piecemeal and partially at acquisitional matters through countless committees and other groups within the ALA itself and its several divisions. One of the first responsibilities of the Board was to prepare a kind of census of these various units, and the mere preparation of this census was a long and tiresome task.
The next task was to try to develop some kind of coordination among this loose group of units, and then, with some difficulty and some heartache, to attempt to consolidate and thus reduce the number of units involved. At this point I think I can say in all fairness that your Board gave much of its time and energy to what the Survey has called "procedures and protocol at the expense of productive effort."

The particular aspect of acquisitional business that needed immediate attention was that of the need, or the apparent need, for reprinting books long out of print and much needed in the libraries. For a great many years a number of well-meaning and hardworking committees and other groups throughout the world of libraries and of scholarship have been trying to grapple with this important and difficult problem. Many people most closely connected with the matter felt that the only chance for a solution would come if somehow the ALA could develop a single spokesman for the whole library profession.

Publishers who had been approached off and on about reprinting found themselves sceptical of finding a solution because so many different groups were concerned with so many different aspects of the problem. There was no assurance of a definite and realistic market. Some of the reprinting programs that have been undertaken were quite abortive, and in some cases, embarrassing.

Therefore, to the extent that the Board had energy
left over from problems of protocol, it gave its particular attention in these very recent years to reprinting.

I am before you today because we are now able to report some success, or at least the likelihood of some success. Perhaps at this point I should offer a small apology to Council. Coming in the week of the Management Survey, I am reporting the establishment of a new ALA office in New York City.

I should also apologize, I think, for perpetuating the word "expediter"—a word that perhaps should long since have gone into limbo; but in any case, a solicitation of funds from libraries, from Divisions of ALA, from publishers and from publishing groups has been sufficiently successful that your Board just a few weeks ago opened a New York office for the Reprint Expediting Service.

Mr. Aaron Fessler, of Cooper Union, who is immediately in charge of that office, has issued an initial bulletin to a number of interested libraries and publishing houses, to subscribers and to supporters of the project.

During this week Mr. Fessler has had a desk near the ALA publishing area in the Exhibit Section, where he has been available, and will continue to be, for conference with any interested person. Copies of his bulletin can be picked up there also.

Most of the credit for the successful development of this long project goes to Mr. Alton Keller of the Library of
Congress, an early Chairman of the Board, and most recently the Board representative with the original Joint Committee on Reprinting that worked out the arrangements with the publishers.

Other persons who have given yeoman service are Mr. John Cory of the New York Public Library, Jerome K. Wilcox of City College, and Mr. Dan Lacy of the American Book Publishers' Council. As Chairman during this last year, I have only had the honor of assisting their good efforts.

With the opening of the office, we have now established an administrative committee in New York called the Committee on Reprinting, which will supervise the activities of the Expediting Office. This Committee is composed of Mr. Joseph Brewer of Queens College, Mr. John Fall of the New York Public Library, and Mr. J. N. Whitten, of Cooper Union, Chairman.

To this historical resume let me add that with the office now open we are actually and finally only beginning our serious tasks. It is incumbent upon us during this forthcoming experimental and initial year to be productive in the field of reprinting, or the whole program will once more—and perhaps finally—fail.

I earnestly urge all of you who are concerned to meet with Mr. Fessler if you have time today, or to write to him at Cooper Union, Cooper Square, New York 3, about your needs, requests, or interests in this field.
Solicitation of libraries for subscriptions to the bulletin will continue. The bulletin will be the informational center whereby libraries can express interest in reprinting, and whereby their information can be made available to publishers.

The Reprint Office will accumulate information, attempt to analyze it through boards or panels of experts, and will make initial negotiations with copyright holders to see whether they will be interested in reprinting, or whether they will be willing to relinquish to another publisher.

Here, then, is our major report to you, but I would like also to say in this week of the Management Survey that the Board recognizes with pleasure that the Management Survey gives to acquisitional activities its clear place in the library world.

The Board has been very conscious in its short term of activities that there is considerable membership activity in acquisitional matters beyond the competence of the Board to handle. Thank you. [Applause]

PRESIDENT MUMFORD: Mrs. Stevenson, the Associate Secretary, now has a report to make to you.

MRS. GRACE T. STEVENSON: Mr. Mumford, and members of Council: the Norman Bassett Foundation was established in 1954 for the purpose of promoting research and scholarship, the advancement of science and the establishment of grants to
encourage progress and development, particularly in the library field. The first grant was made in November, 1954, to the Division of Cataloging and Classification for their project which proposed to study the actual use of library catalogs by staffs and public, and whether the catalogs met their needs.

The Norman Bassett Foundation grant for 1955, in the amount of $1000, has been awarded to the Association of Young People's Librarians for their project which proposes to compile and distribute free of charge an annotated list of adult books which have been used successfully with young people, with specific suggestions for their use.

The Association believes that this list can give material assistance to libraries which have no young people's librarians, and direction and guidance in the use of adult books with young people.

One of the tasks facing the Adult Education Board during this meeting has been the awarding of the new grant for the new adult education project. Mrs. Amy Winslow, the Chairman of the Adult Education Board will announce those awards. Miss Winslow!

MISS AMY WINSLOW: Mr. President, members of Council, and of the American Library Association: once in a while an opportunity comes to participate in something that's very exciting, something which eventually relieves suspense, and which we hope provides satisfaction to many people. Such an
experience and privilege has certainly been that of the Adult Education Board in the very exciting meeting which we have held during this Conference. The ALA Executive Board at their Midwinter Meeting accepted the grant of $2000 from the Fund for Adult Education for a two-year period, September 1, 1955 to August 31, 1957.

This project, which will replace the American Heritage Project, provides for experimentation and study of a Library Adult Education Program integrated with the libraries' total administration and program.

The project also provides for some carryover of the American Heritage Program in those areas which have only completed their first or second years on the project.

Another important feature of the new project is a provision through the project staff of the Consultive Service in the adult education field to libraries in general.

It is our belief that the services of this staff can be best used in planning and executing workshops in adult education in cooperation with the State Library Associations and the State Extension Agencies.

The major effort of the project will be devoted to the demonstration and study of a thorough and soundly based program in four pilot libraries in as many states.

Grants for this purpose will be made to the State Library Extension Agencies in those states, because we believe
these agencies can play one of the most important roles in the future development of library adult education.

Applications for these grants were received from eighteen states. It is the responsibility of the ALA Adult Education Board to decide on the awarding of project sub-grants in adult education. Many factors must be taken into consideration in making these project grants: The merit of the project, the local situation, the ability, and the need; and since these are national projects, the geographical distribution, the size and types of libraries involved, and what is the total contribution they can make in relation to each other.

The Board has carefully considered the eighteen proposals submitted, and has awarded the following grants for the two-year period, September 1, 1955, to August 31, 1957: Kansas, Maryland, Michigan, Tennessee.

The Board looks forward to working with these states, and believes that the experience and demonstrations worked out there will be of great value to the entire Association.

Thank you. [Applause]

PRESIDENT MUMFORD: Mr. Clift, do you have any announcements?

MR. CLIFT: Just before coming to the Council this morning, I was told that the registration for this Conference now stands at 4339. This makes it one of our largest Conferences, ranking perhaps third or fourth in attendance.
I'm also asked to say to you that on Saturday, July 9, a luncheon will be held at 10:00 noon in the Bellevue-Stratford Hotel in the Red Room by the Office for Adult Education and the Public Libraries Division, and tickets for this luncheon will be available at the Office for Adult Education booth in the Exhibit Area, E23-25, until 11:30 today. You have fifteen minutes, [Laughter] and a few will be available at the door. Approximately fifty tickets, I believe, are still available.

PRESIDENT MUMFORD: That concludes the program for this morning. The meeting is now adjourned.

[The session adjourned at eleven-fifteen o'clock.]
After Mr. Mead answered Simon’s questions and before the call for the vote, MLH’s notes indicate statements by Robert Franklin (Toledo) and Wayne Shirley (Finch College) and reply to Mr. Shirley by Mr. Mead, after which came the call for the vote, the repeating of the motion by Mr. Custer and Council adoption of the motion. MLH’s notes provide the following which are probably fragmentary:

FRANKLIN: When these begin to be implemented, we’ll show the awareness - the significance of the fact of the awareness - of promise of a way to get to the promised land. These recommendations came from outside the ALA by experts; I think that when we get to implementing these and reconcile the differences in the interests that have grown up in the bodies we now have we should keep in mind that this opportunity came through an outside organization and when we implement the recommendations, let’s not tear it to pieces and ruin its implications. Applause.

SHIRLEY: If a person is a head of a library, what council will he go to?

MEAD replied as in transcript. Here, however, is a conflict in location. Mr. Shirley’s question and Mead’s reply are included in the transcript on page 36 (100), after the action by Council; MLH’s notes indicate this came during discussion prior to the vote.

THEN THE VOTE and action indicated in transcript, pp 34-36.

Following Miss Morsch’s remarks concerning the Branscomb motion MLH’s notes indicate remarks by Flora B. Ludington (Immediate Past President) and Alice Louise LeFevre (Western Michigan College of Education) which have been omitted from the transcript, followed by the Cushman statement and the following contained on p 37. MLH’s notes provide the following statements:

LUDINGTON: As a former presiding officer of Council and ALA I share the feeling that it would be premature. The newly constituted General Assembly should have the opportunity to frame its roots and rules. It is often hard to get meaningful discussion from Council; people are reluctant to express views in such a large room; believe the GA should make its own rules.

LEFREVRE: The CDR felt in the new organization the members of the General Assembly would probably be better versed in the matters under discussion.

THEN CAME CUSHMAN’s statement made as an individual member contained on p. 37(100) of the transcript; this indicates Wayne Shirley’s statement on p.36 is out of place. Mr. Richards ruled on limiting discussion, action was taken as indicated on p. 38, Mr. Richards called upon Mr. Clift (Executive Secretary) to outline the Executive Board’s thinking concerning implementation, Mr. Clift did so.
Following the conclusion of Mr. Clift's remarks, the transcript states that "upon motion made by Miss Ridgway, seconded from the floor, voted upon and carried, the meeting adjourned at twelve o'clock noon." MLH's notes indicate that following Mr. Clift's remarks Mr. Richards briefly summarized Council's possible action. Those notes which continue the Council meeting beyond what is contained in the transcript are as follows:

RICHARDS: Council might (1) authorize a steering committee from Council's members or have brought together various committees, or authorize the Executive Board to act for the Council.

CUSTER: May I point out the motion passed by Council called for the Executive Board to take prompt action to achieve the Board's recommendations.

FRANKLIN: May I move that the President of the ALA with the advice of the president elect and the Executive Board appoint a committee at this time to prepare amendments to the ALA constitution designed to carry out every recommendation of the Management Survey.

We'll be in a better way to implement when we affect the reorganization if we can get a committee appointed to draft amendments in which to consider such reorganization.

MEAD: There's danger in approaching this on an amendment basis. You need recasting.

FRANKLIN: I meant members of the existing committees.

RIDGWAY: I have a substitute - That the president and president elect of ALA with the advice of the Executive Board appoint a steering committee made up of members of the ALA Council to carry out Custer's motion for implementation of the Management Survey.

Intention in using steering is that that committee could then see that the appropriate committees within ALA would be involved.

SANDOE seconded.

LOGSDON: Is this - let's hear from Clift.

CLIF: Seems this motion provides the machinery for carrying out most.

This steering committee will be authorized to call upon appropriate units in the Association to proceed in whatever action needed to proceed with the recommendations.

Asked to restate the substitute, Miss Ridgway said

I moved the motion be that the president and president elect, with the advice of the Executive Board appoint a steering committee made up of members of the ALA Council who will use the appropriate committees and boards within ALA to carry forward the implementation of the Management Survey in accordance with the motion we approved given by Mr. Custer.

The Motion was Carried.

Council expressed appreciation to Mr. Mead and Cresap, McCormick and Paget and adjourned at 11:55 AM.

Miriam L. Hornback, ALA - August 10, 1955