

P R O C E E D I N G S

MIDWINTER COUNCIL MEETING

AMERICAN LIBRARY ASSOCIATION

---

January 30-31, 1957  
Edgewater Beach Hotel  
Chicago, Illinois

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January 30, 1957

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WEDNESDAY AFTERNOON SESSION

January 30, 1957

The first session of the Midwinter Council Meeting of the American Library Association, held on January 30-31, 1957 at the Edgewater Beach Hotel, Chicago, Illinois, convened in the Grand Ballroom at 2:30 p.m., Mr. Ralph R. Shaw, President, presiding.

PRESIDENT SHAW: The first session of the Council at the 1957 Midwinter Meeting will please come to order.

As is customary, the President will deliver his report to the Council first. I regret deeply that my travels in the last month have made it impossible to prepare a copy of this report and send it to you several weeks before the Council meeting. By its nature you will soon see it would have been most desirable for you to have had time to study it before its presentation here. I am sorry we didn't do that. I hope this will not inhibit as free and full discussion of it as you are inclined to have after I have finished.

This has been a year of a good many achievements. However, we have assigned the job of reporting on achievements to others. It has been a year of problems and changes, and one in which the Council has assumed new responsibilities.

So, as President of the Council I must call some of the evolving problems, as I see them, to the attention of Council. In so doing I am not speaking for the Executive Board, for other officers nor for the staff. I am speaking as one member, whom you have honored with your confidence and who feels he must assume the responsibilities of the office along with its honors.

Nothing in what I am about to say finds fault with any one person nor group, now or at any other single time. It would all be equally applicable (or, if incorrect, equally inapplicable) to any time during the last quarter of a century during which I have been in reasonably close touch with ALA operations.

If there is any fault, it is in ourselves--and even that is mitigated by the fact that under previous organizational patterns there was no effective and orderly way in which we could express our concerns. That has been changed in the reorganization, which makes you, the Council, the responsible governing body and which gives urgency to this discussion.

I expressed the concerns that trouble me in an article that was published in both the Library Journal and in

the ALA Bulletin before the Miami Beach meeting. I feel that I must now clearly call these matters to the attention of Council.

The fundamental purpose of reorganization is to bring the Association closer to its membership, in order to make membership participation and action more effective.

The essence of the reorganization, as recommended by Cresap, McCormick and Paget, is assignment of authority and responsibility to membership groups so that we may decentralize activities to membership groups.

As stated in the CM&P report, "It is recommended (1) that a division ..... encompass a field of interest clearly distinct from that of any other division; (2) that the area of responsibility of each division be clearly defined, and (3) that the governing body of each division be delegated authority to act for the ALA as a whole on matters related exclusively to the field of interest of the division."

Please note the words "clearly distinct" and "clearly defined" in the above statement. They represent the basic change proposed by CM&P from our old organization, and they are the crux of the reorganization. CM&P have warned us that the old basis of division on the basis of fields "in

general distinct" was the source of our difficulties, and made impossible the delegation of clearly defined fields to membership groups.

As pointed out in the article referred to, this principle, which was approved by the membership, is unquestionably sound. If we follow it, improvement in ALA organization and operation will result.

However, as pointed out last June, and as should be obvious, if we pay lip service to the principle we adopted while moving in the opposite direction, we will not achieve the results promised by CM&P. As a matter of fact, if we do not avoid the former confusion in functions of divisions, and continue to allow overlapping of functions, we will surely make a bigger mess than we had before, because we now have thirteen divisions to overlap with each other instead of seven.

If we do that, then there is no hope of delegating functions to membership groups with authority to act for the whole of ALA, and all that will result is even greater internal tensions and greater centralization of responsibilities in the headquarters group.

Regrettably it is my duty to call to your attention

that to date we do not appear to be approaching the goal recommended by CM&P--and, in fact, in part at least, appear to be going in the opposite direction.

If you will examine the statement of fields of responsibility of ALA divisions, which was mailed out to the membership late in November 1956, as the basis on which members were to indicate their divisional affiliation, you will see that confusion is compounding rapidly. This can be corrected; but the very fact that it needs correction indicates that we are not following the principle we adopted, and that until we do we will not achieve the goals we have voted.

To be sure, this statement of functions that went to the membership was preliminary, and will be revised before submission for adoption. Nevertheless, it is all the membership had to go on in indicating their preference for divisions as of the end of last November; and the very fact that after two years of work on the reorganization we have not been able to get beyond preliminary statements that are admittedly far from clear assignments of fields to the divisions, is in itself highly significant.

Let us examine this statement of functions first for the Children's Library Association and the AYPL. The

function of the CLA is stated as follows: "This Division is responsible for all activities relating to library service to children, except such service as is provided by the school library."

Now, just what does that mean? Since children's work is done only in public libraries and in school libraries, and we here exempt from the field of CLA the work done in schools, we are saying that it covers only children's work done in public libraries. Since this leaves only the public library function--and things that are exclusively public libraries belong in PLD--this statement of field having removed a conflict with AASL, creates one with PLD. If kept as it is, we will have a CLA for children's work plus children's work in AASL and, possibly, children's work in PLD. Now, to whom can we delegate children's work so that they may speak in this field as the one voice of the profession?

Exactly the same situation exists for young people's work.

If we mean to have functional units in which all children's librarians come together to handle that field for the profession, and another in which all young people's librarians come together to handle that field, then there is

justification for AYPL and for CLA; if we do not, then where are we?

As another example, take the Library Reference Services Division and the Technical Services Division. Here, in two Divisions by type of activity, both claim responsibility and, in accordance with this guide to members, are to be granted exclusive authority to speak for the profession as a whole in the field of bibliographical services.

The type-of-library divisions have definitions that are broad enough to include reference service, including not only AASL and PLD but, in the case of ACRL, the statement of functions specifically assigns to the division representation of all libraries "which provide reference and research collections of significance".

The establishment of a Library Education Division requires some hairsplitting between personnel administration in the Division of Library Administration and the Library Education Division. As it is now stated, it would appear that the Library Education Division might or might not include in-service training, which, in case it is in Library Education, would have to be subtracted from personnel administration.

And while, according to this statement, the Resources and Technical Services Division "is responsible for the Association activities relating to.....bibliographical control and preservation of library and archival material in all types of institutions", the type of library division for State Library Agencies statement says it is "responsible for.....archives.....". Similarly, the statement of functions for the State Library Agencies Division says it is "responsible for .....government publications.....", which seem equally assigned to ACRL, Specialized Libraries, Library Reference Services, and Resources and Technical Services.

There is room for serious question as to what we mean by "specialized libraries" if we set up a separate Division for Hospital and Institution Libraries. "Specialized libraries" are defined in the statement to members as those "organized to make information available to a particular organization or limited group". If hospital libraries and institution libraries do not fall into that group, it is difficult to determine what should. In any event, we certainly do lack a clear differentiation between these, and would therefore be unable to delegate to them any functions which they could handle for the Association as a whole.

To compound this confusion, with ACRL assigned the responsibility of representing those libraries "which provide reference or research collections of significance", we are assigning to ACRL the Boston Public Library, the Cleveland Public Library, and such distinguished special libraries as the Engineering Societies Library, the Dow Chemical Company Library, and hundreds of other public and special libraries, which are also assigned by other definitions to the Public Libraries Division and the Specialized Libraries Division.

While these examples of confusion can be multiplied, it appears clear that at the present stage of our reorganization it is doubtful that any division can have any clear conception of the field that has been assigned to it, and thus we have not yet achieved the basic requirement of the CM&P recommendation that each division encompass a field of interest clearly distinct.

It appears inevitable that unless we correct this situation immediately, we are going to have more overlapping functions as a result of this reorganization rather than less, and will not only have wasted the \$35,000 in cash that we have spent on the reorganization, plus an equal amount in staff time at headquarters, and countless hours of membership

time, but we shall wind up with a more confused organization than we started with.

This can be corrected. In fact, if we want to decentralize ALA operations to the membership it must be corrected. To do this we must decide what we want to achieve, and make an over-all plan to achieve it rather than shifting from one expediency to another.

One thing the Council will have to decide is whether a petition by 500 members makes a new division automatically come into existence, or whether we are to plan for effective organization of ALA as a whole.

If we are to assume that information of new divisions will be automatic upon petition, then there can be little hope for ordered organization, with the clear assignment of functions which is prerequisite to delegation.

In the final analysis, we have a choice of providing for membership groups within an over-all structure which permits delegation of clear-cut fields (with subdelegation within the limited number of major divisions, to such sections as may be necessary), or of automatically setting up a large number of overlapping divisions which call for a larger basic headquarters staff, and makes delegation impossible. We have

been doing some of both.

In such divisions as the new Administrative Division, or the new Division of Resources, Acquisition and Technical Services, we are pulling together a number of related activities into one large Division, thus enabling members to select a division that covers a wide range of their interests and taking care of subinterests by sections within the Division. At the same time we are retaining units such as Library Education and a Committee on Accreditation; so it is difficult to determine where one's major interests lie, or where responsibility should be assigned.

Retention of such committees as the Accreditation Committee, when we have a membership group that is assigned responsibility and authority in the field of library education, or the International Relations Committee, when we have had for some years a group of members meeting in a regularly constituted membership group that deals with library service abroad, indicates further policy confusion.

Do we mean to assign responsibilities to the membership when we have such a group for a field, or do we mean to reserve certain types of activities to headquarters instead of entrusting them to existing membership groups? It

seems to me that if we really mean what we say about delegation of authority and responsibility to the membership, we cannot in good conscience refuse to do that in any area in which we have a duly constituted membership group.

We are all interested in a wide range of library problems, but we must differentiate between general interest and specific assignment of responsibility.

In order for us to achieve decentralization of ALA's functions to our Membership Divisions, we must, as pointed out in the Management Survey, be able and willing to assign clearly defined functions to individual divisions. These cannot be assigned on the basis of general interest or limited interest in a field.

Everybody is interested in practically everything. There is no perfect organization, and no one place to which each function must inevitably be assigned. This means that we have to look over our responsibilities, pick the most logical place for assignment of each one of them, and assign it there. Members who are interested enough in that function to want to participate can join that section as well as another one without charge.

To achieve delegation, each of the divisions is

going to have to be willing to give up some of the functions that were assigned to it before, or which it preempted before, in order to be able to receive assignment of exclusive functions for which it can represent the profession as a whole.

Each division must respect the assignments to other divisions, and must expect the other divisions to respect the assignments that have been made to it. We will not, however, avoid this problem by shifting with every whim, or by assigning functions to two or three or more places. This we are apparently doing to date, and if we do it we cannot expect to benefit from the recommendations of the Management Survey because we are violating these recommendations.

The problem with which we are confronted is primarily one of mental attitudes rather than one of organizational or management principles. We have all recognized the soundness of the principle involved, and we voted it without dissent. Now, if we are to make individual membership activity possible within this organization of 20,000 members, we shall have to recast our thinking from the power politics of the old organization to the new principle of delegation of clearly defined fields, with responsibility and authority to represent each other and the whole of the profession in the fields

clearly assigned.

We must bear in mind that we each now wear at least two hats instead of one, and that we do not wear them both at the same time. So, if we work in a public, college, school or special library, we have a responsibility for the development of programs and policies for that type of library, and we exercise that responsibility through our membership in the type of library organization.

If we do cataloging or ordering of books in the library, we have a responsibility to help in perfecting the techniques and operations in that kind of work, and we can meet that responsibility through our membership in the Division of Resources and Technical Services; but we cannot meet our responsibilities in either if either does not have a clear-cut mandate in its field.

If we insist on mixing the different kinds of activities in the two kinds of organizations, the only result is duplication and confusion. If we have duplication we cannot delegate authority to speak and act for the Association to any one of the duplicating bodies. Clearly, we cannot have them all speaking on the same subject at the same time.

The problem is that of shifting our thinking from

our old structure in which it was necessary, for self-preservation, for each division to be against all others, and the ALA proper, and to grasp everything that would increase its membership and thus its allotments and its power.

What we need now is the ability to think clearly about how we can help to develop all the other divisions as well as the two in which we will have automatic membership, so that the whole Association will be better able to do those things that we could not do before because we could not mobilize membership participation to do these things for us.

If the Cataloging Section of the new Division of Technical Services has in it all the kinds of catalogers, and they are clearly responsible for adequate provision for all types of cataloging situations, then they can help all the other divisions to achieve their goals. If, on the other hand, we have half a dozen places competing for the right to handle aspects of cataloging, then everyone will be wasting their resources on internecine, unnecessary campaigns, and refereeing by joint committees and the Executive Board will be necessary on everything.

Why not use the Cataloging Section for our responsibilities as catalogers, our Acquisition Section for our

responsibilities as builders of collections, our Reference Division for reference services, while at the same time, through our membership in a group by type of library, we make our school and college libraries better tools of primary, secondary and higher education, our special libraries better tools for research and program development of the industries, hospitals or other institutions that they serve, and our public libraries better tools for continuing education, recreation and information for all the people?

ALA will prosper only insofar as it achieves an organization which permits utilization of its membership's combined efforts. This can be achieved in an organization of our size only if we can delegate to membership groups clearly defined fields in which they are authorized to act for the profession as a whole. That has not been achieved in the implementation of our reorganization to date, and there is evidence that we are going in the opposite direction at a few points.

It is not too late to change this. But if we are to change it, we must all think in terms of the whole ALA made up of interdependent parts, each having a clear-cut function to perform, and having clear-cut authority to perform

it, and each contributing to the others by relieving each of us of related functions so that we concentrate on the best possible performance of our own assignment of part of the whole job.

This cannot be done while keeping everything the same. Examination of the conference programs of PLD and ACRL for the last two years indicates that some 90 per cent of the topics of discussion at those conferences are now in fields assigned to other divisions.

Similarly, a tabulation of the articles in C&RL for the last two years indicates that of the 101 articles (including reports of officers and the Executive Secretary and of the Board meetings), sixty-six are on topics now clearly assigned to other divisions, and fifteen of the remaining thirty-five are internal administrative reports or officers' reports. This leaves twenty of the 101 articles dealing with general topics or educational functions of books and college libraries.

Similarly, examination of the first fifteen monographs issued by ACRL indicates that at least thirteen of them fall into fields now assigned to other divisions.

A check of the ALA list of publications shows that

twenty of the twenty-seven publications listed as public library materials now fall in the field of other divisions, and three of the first four issues of the PLD REPORTER belong in other divisions under the new organization.

The fact of this drastic change in assigned fields of work and in emphasis of the divisions is clear to the officers of some of the divisions; cf, the Minutes of the ACRL Board of Directors' meeting last midwinter, as reported in A&RL of May 1956.

While it may be clear to the officers and to some of the members that a change is involved, no one has yet defined the nature of this change. Certainly if we are to place responsibility for functional activities into new divisions by type of work, and are to assign responsibility to type of library groups for something else, we must redefine the type of thing that is to be assigned to the divisions by type of library. That has not yet been done!

We need a blueprint of the whole organization, showing the ALA as a whole made up of interrelated parts, each carrying its own responsibility and authority for a defined part of the over-all job.

Related to the problem of membership organization

is that of headquarters organization. The effective utilization of resources must be based on policies and value judgments made by the governing body, and by no one else. That is not now the case, and it has not been the case in recent ALA history.

It is obvious that, with given resources, what we spend one way we cannot spend another; and this is one of the major arguments presented for reorganization in the CM&P report. They point out (p. III-14) "that 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."

The CM&P report (p. II-17) points out that we had only \$1,732 for all ALA Board and committee expenditures, of which only about \$900 went to substantive committees, and that this \$1,732 was divided among eight committees, two joint committees and a round table.

The current budget for membership committees, except for the special expenses of the Accrediting Committee in completing accreditation of library schools, totals about \$3,000 (about 1 per cent of the total budget), and even that \$3,000 includes a special one-time grant of \$500 for a recruiting

pamphlet and \$1,000 for the work of the Committee on Organization. So, the amount left for work of ALA committees has not been changed appreciably by the reorganization.

On the other hand, housekeeping costs which, according to CM&P, were to be reduced by the reorganization, are increased in the current budget over what they were last year, and total approximately \$200,000 for housing the staff, bookkeeping, office services and supplies, membership records and the Membership Directory (which does not go free to all members). When reimbursements for other than general funds services are subtracted, this still comes to over \$100,000 of general funds chargeable to housekeeping.

Our housing supplies an example of what makes up this cost. It has taken a number of years for us to gain general recognition of the fact that our headquarters building is expensive and wasteful. While the budget normally shows only between \$20,000 and \$25,000 spent on the building, a study just completed by a subcommittee of the Executive Board shows that the cost for use of this building is about \$40,000 per year.

In addition to this, there is unquestionably a large waste of staff time and effort in this building, because

the building is not designed for efficient work or communications. In order to get from the Executive Secretary's office to the Publishing Department, for example, it is necessary to go down from the third floor, go across the building, and then back up to the second floor. There is no question but that we should get greater effectiveness from staff time and effort as well as lower rental cost from a move.

Now we come to the part of this question which, in my judgment, involves a policy decision by the Council: How much space, and what kind of space, should we have?

At the present time we are inefficiently utilizing over 20,000 square feet of space (not counting some of the attic and basement space for which we pay but have never used). We have a total staff of about 100, including publishing and project staffs. We use something over 2,000 square feet of space for the Publishing Department's warehousing.

If we decide we want 50 square feet per person, on the average, we will need 5,000 square feet plus storage space. If we want 150 square feet per person, we will need 15,000 square feet plus storage; and if we decide we want 100 square feet per person, we will need 10,000 square feet

plus storage.

If we assume \$2 per square foot for rented space, and \$1 for storage--for which we can certainly get more usable space in better quarters than those we have now, and in a better neighborhood than the one we now inhabit--then the range in rental, determined by this policy decision, is from \$12,000 per year to \$32,000 per year.

If we accept 100 square feet per staff member as a reasonable allotment, then space (including storage space) would cost us \$22,000, which would make available \$15,000 for substantive library programs. This is almost twenty times as much as the total we have been spending on support of over-all substantive committees.

In the past we have let this kind of thing go by default in our budgeting process, yet it absorbs a large part of our available funds. And lest any of us have misgivings about our ability to decide on the amount of space to be allocated, examine the CM&P reports on the New York Public Library, in which CM&P, in whom we all have considerable confidence, recommends a little over 50 square feet per person for the Order Department, and a little over 70 square feet per person for the Cataloging Department; and both of those

include allowances for more files, book storage and handling space than is necessary in normal office operations.

This, then, represents the kind of choice that we should be prepared to make. Do we want lavish headquarters space at the sacrifice of funds for substantive library programs; do we want to grind headquarters space costs down to the bare minimum at which it is possible to operate (represented by something on the order of an average of 50 square feet per person), making a maximum available for the purposes for which the Association exists, or do we want to provide for better than average space, say 100 feet per person, in decent (though not lavish) quarters, while still freeing \$18,000 or \$20,000 for substantive use?

This is a policy decision that needs to be made in terms of the over-all purposes of the Association, and it will affect the extent to which we can achieve those purposes.

Having lived for a number of years in a house that was never suited to our purposes, and in which some of the space has not been painted since we have occupied it, do we want to move to premium, air-conditioned office space at \$7.50 per square foot, or do we want to move into loft space at \$1 per square foot, or do we want something in between? In this

regard we can name at least three organizations occupying perfectly good office space in expensive mid-Manhattan at less than \$2 per square foot.

This question should not be confused with the question of the city in which headquarters should be located. This basic question would apply, regardless of where headquarters is located.

As the matter stands, we have over the years let this and practically everything else about headquarters management go by default in our budgeting, and yet this is what determines the extent to which ALA can use your dues and other income to perform the professional services for which the Association exists.

As another example, we combined the Subscription Books Bulletin and the Booklist at no extra cost to the members. A large part of the cost of producing the SBB was the cost of handling orders. Except for a few small, inconsequential tasks, the task of this unit involved only Booklist and SBB subscriptions. Now, if you will glance at the budget for the current fiscal year, you will find that the original estimates for operating this unit, handling periodic subscriptions without the \$5,000 SBB subscriptions, is somewhat higher

than it was before we eliminated this workload.

Similarly, we have eliminated a considerable amount of work from membership record keeping by our new type of organization. In the past it was necessary to compute and enter allotments to divisions for every member paying dues. That operation was eliminated by the automatic provision of two divisions for every member.

In conversation with Mr. Mead, of CM&P, the Committee on Implementation was assured that he anticipated savings from that source. What was the net result? This year's budget calls for greater expenditures in the Accounting Department than last year's, and instead of sending out seven pieces of paper plus a cover sheet to each member to get him to pay his dues, we now send out thirteen pieces plus the cover sheet.

As another example, it was necessary under the old organization for the staff of each division to do a great deal of membership promotion for their divisions. This took staff time in each division. This work is no longer necessary. Membership in two divisions is automatic, and the allotments (or support of the divisions) are only grossly related to the total membership. This should release time

for program work. No evidence of this is yet in sight.

I submit that reorganization envisages major savings in headquarters housekeeping services which are necessary if we are to provide the professional services required by the profession and the reorganization. While there are bound to be some wastes during a changeover, and while the plan of reorganization of headquarters is not yet clear, there does not yet appear to be prospect for action in reducing headquarters cost unless we develop more concern about this in the governing body, this Council, than it has shown in the past.

Unless resources are found effectively to support the substantive work of the new divisions (and our present budget is based in part on spending of surpluses, and cannot be continued for more than one more year without new sources of funds or reduction of expenditures), there would be small basis for the high hopes in the new organization. These resources are available in large measure through better utilization of what we have, as indicated by the few examples above; but, if history is any guide, it will not happen without incisive action on the part of the Council.

Responsibility in both of these areas--the sound

implementation of both the membership organization and the headquarters organization, which are interdependent--now rests squarely upon the Council.

If a sound membership organization is to evolve, the Council must take the position that it will not approve overlapping fields of interest for the divisions. If unsoundness in organization comes from groups that are more interested in the power to be wielded by their individual groups than they are in developing an ALA in which delegation of clear-cut authority and responsibility to membership groups strengthens ALA through strengthening all its parts, then it is up to the Council to say that we will adhere to our voted policy and will not veer off into one mess after another to satisfy low- or high-pressure groups.

This means that, with the conflicts outlined above and others, the Council should keep all delegations tentative until it receives clearly defined statements of fields, so that authority and responsibility may be delegated in accordance with the recommendation of the management survey.

If existent divisions can reasonably fit within other divisions, then the Council should not countenance any more complication of the organizational structure than is

essential, and should require that like activities be grouped together to the greatest possible extent, with the differentiations of degree being taken care of by sections within the divisions.

And if sound membership organization is to evolve, the Council will have to insist upon utilization of our resources to a maximum extent for substantive professional purposes and reduction in our housing and housekeeping costs.

This, I submit, is not a variation from the recommendations of the management surveyors which we adopted. It is a suggestion that if we do not adhere to the principles that we adopted, we will find that, in place of an improved organization, we shall merely have achieved thirteen conflicting divisions instead of seven.

The two key changes that we adopted on the basis of the CM&P report are, first, to quote the report (p. III-18): "(1) That a division (whether an association or a council) encompass a field of interest clearly distinct from that of any other division; (2) that the area of responsibility of each division be clearly defined; and (3) that the governing body of each division be delegated authority to act for the ALA as a whole on all matters relating exclusively to the

field of interest of the division".

Second, we have placed final authority in the Council. That is you. You can call on all ALA members for help, but only you can make the necessary policy decisions.

I hope you will feel free, if the spirit moves you, to discuss this; if not, we will move on to other matters.

[Applause]

MISS JANE A. ELLSTROM: I am Jane Ellstrom, President of the AYPL. I have a feeling that the two of us have the same object in view. I see Miss Young, President of CLA, in the rear of the room. I think both of us wish to point out that the statement, the field of responsibility statement as read by President Shaw, is substantively incorrect, and that we have letters confirming this from the Chairman of PEBCO.

There was a mistake made in adding the phrase at the end, "except such services as are reserved to school libraries". That was not intended to be part of our statement. As of right now we are welcoming school librarians into the Association of Young People's Librarians, and on this basis we at least feel that we are speaking for all the people working with secondary school young people.

PRESIDENT SHAW: There is no question about that

change. As a matter of fact, I think most of the things that I pointed to have since been changed, because I haven't kept this a deep, dark secret, and I should not.

I would submit that the mere fact that we have had to change many things (and we still have lack of clarity in it) is a cause for concern in the Council, because we don't have a blueprint of the whole organization.

MISS MARIAN C. YOUNG: I am Marian Young, President of the Children's Library Association. I would like to confirm what Miss Ellstrom has said, and add the fact that this statement was not seen by our Board until it was printed to go out with the dues. This is not even our original statement.

We had always understood that the Children's Library Association would represent all librarians working with children, and our statement includes "responsibility for a program which will establish criteria for the selection of book and related materials used by children, develop the high standards of service, and promote the extension of this service to all children and to adults working with or interested in children and children's books."

I do think this was a very unfortunate thing to have

go out with the dues, and I take this opportunity again to make a correction and to say that we are welcoming all young people who are interested in children and children's books.

PRESIDENT SHAW: I think maybe we should not expect too much discussion of this report, since it came to you cold; and so, if you are content, we can move on to the next item on the agenda. I guess we are not yet content.

MISS INGRID O. MILLER: I hope I can clarify my words. We are very happy to be welcomed into the Children's Library Association and the Young People's organization, and we have many areas in common with them, obviously.

However, I am wondering if combining some of these services in the Activities Divisions might not solve some of our problems and make it easier for us not to divide our activities so that we spread ourselves too thin.

For example, I am a school librarian. I supervise young children's work, and I also supervise high school work. Am I to divide myself in that way? It seems to me we are dividing ourselves and making ourselves less effective by such division, rather than clarifying the situation.

It seems to me that is a weakness. It seems that in some of the groups other than our group, in which there is

generalized activity, such as in school libraries, we might encounter that very difficulty of spreading ourselves thin and needing the activities of these various organizations which now lie tentatively within the field of divisions of activity.

PRESIDENT SHAW: Thank you. I thought I was going to get to move on.

MR. HAROLD F. BRIGHAM: I think our President has presented a challenge that does require much more careful study than can be given here.

I would like to ask Mr. Shaw if he could suggest to us his own thinking about the minimum number of divisions that he himself sees as an ultimate goal to achieve his purposes. He seemed to indicate four divisions by type of library--the usual public school, college and special. I do not think he made as clear to us what he was thinking of in terms of divisions by type of activity.

Could you clear that up, Ralph?

PRESIDENT SHAW: I don't want to present anything that would appear to be an alternative organization chart as a substitute for what COO is bringing in. I don't think we are in a position to consider or discuss it. I will talk for

a minute or two on basic organizational principles as compared with trying to take care of each squeaking axle as it squeaks and then making the other one squeak as you take care of the first one.

Without being too sensitive to squeaks, I think we can discern some right here this afternoon already. They are legitimate squeaks, because we haven't done our job right.

For example, we have some areas that we have not provided for in the new organization. There are people interested in documents and who work with documents, and there is no home for them in the new organization. There are people interested in audio-visual aids, and the best we could do, after much bloodshed, was to set up an Audio-Visual Committee. It is perfectly possible to group like things together.

If we hadn't had divisions before to worry about--if we had wiped the slate clean--if we were setting up a new organization, I think we have come two-thirds of the way to it myself, in the Administrative Division plus a few things that belong there that are distilled elsewhere, and in the Technical Services Division, Cataloging and Technical Services Division and Resources.

The other group, I think, if we were doing it afresh

without having had any divisions, would be covered pretty much by a Division on Service to Readers, pretty much like the library organization. With a Division on Library Service, on Services to Readers, you would have that subdivided by sections on kind of readers, and you would have adults (which would take care of adult education), and you would have blind, and children, and young people, and all the other kinds of readers.

We could also subdivide sections by kinds of materials, and we could have documents and audio-visual materials and all the other kinds of materials. This would mean that we would be following a sound administrative principle, in that we would not be breaking ourselves up into a lot of little sections.

If you have a library with 200 people in it, you don't have all 200 of them reporting to the top man. You divide them into the smallest number of logical groups. Something like this would take care of all of our interests that we have had, which we don't do now, and it would wind up with maybe three divisions, and they would be discrete enough so that none of us would have to stay up all night filling in our membership application to figure out where we belong and

how many \$2 we have to pay.

The division between type of work and type of library is a little tougher. I am not proposing that we do this at this moment. I am proposing, however, that we are going to have to think of it some time, whether now or not. We are tired of the reorganization and would like to get it over with. I am convinced we won't get it over with if we do a messy job--and I am afraid we may.

We clearly have to distinguish between the type of job to be done by the library divisions after we have taken out all of these operating jobs that used to be there, and the type of job being done in the operating divisions. The nearest thing I can see to this--and here again I don't offer it for adoption but for thinking- is that exactly what we would do in a good, large library, a good one I know, like Agriculture, say, where we would have staff meetings (this is just typical of lots of good ones), and the head of the Cataloging Division and the head of the Order Division and the Bibliography Division and the Reference Division all would be in the staff meeting, considering the policies and programs of the institution as a whole.

You have to bring together all the segments of your

work in college libraries and synthesize this back from the synthesization into the policies and programs as a whole.

Then you carry them out within the divisions as delegated to you. This is a fairly simple structure. This would mean that operations, committee work, legwork, the growing of the techniques in the field, would fit too neatly, I am afraid, into the type of operations division; the policy and program and synthesis of the whole library program would fit into the type of library division. That would be a tiny package, but it is quite a package to swallow.

I gather we are ready to move on.

MISS MARY V. GAVER: I am Mary Gaver, Councilor from the New Jersey Library Association. I speak necessarily as President-elect of the American Association of School Librarians.

I would like to make one comment first, that the correction Miss Ellstrom and Miss Young made to Dr. Shaw illustrates one point that has troubled our Association, and as a consequence of which we have returned our statement of field responsibility to COO with the request that we wish to reconsider it in the light of statements presented by other associations and divisions. We then would have an opportunity

to consider such statements as those from the Children's Library Association and the AYPL.

The second point I would like to make is that since Dr. Shaw has said the Council is the governing body of the ALA now, which I assume means that we therefore initiate and take action, I would like to place before this group a recommendation as a motion, Dr. Shaw, that we return the statements of fields of responsibility to the Committee on Organization, with the request that they attempt to simplify and reduce the number of divisions presently proposed.

[The motion was duly seconded.]

MR. JOHN HALL JACOBS: Chronologically I think I am the oldest person here but the youngest in point of responsibility on the Council. I have just come in this afternoon.

I feel very keenly this responsibility of trying to do something about challenging the statement. I don't feel capable of voting on this proposition before us, or seeing my way clear to vote on several others that appear to me might be suggested.

I am wondering if Dr. Shaw or John Richards or somebody who has studied this problem much more closely than I have, could suggest a practical way for those of us on the

Council, who are not too familiar with the entire problem, to proceed from this point, because it looks to me as if it is going to be very unwieldy for us to sit down as a department head of a library and consider the various angles. I don't see how we could ever get very far with that approach.

I wonder, Mr. President, if you could suggest to us a feasible way of implementing what you have challenged us with.

PRESIDENT SHAW: This is one of the things that troubled me in making the kind of talk that I made, which in good conscience I felt was necessary and which I think is your due.

This is part of the job of Council's beginning to assume the responsibilities that you voted to assume, but it is rushing Council somewhat, because we are basing this new kind of Council on four-year terms for elected members who are going to have continuity in experience, and in large measure we still are made up of Councilors who have not had that experience, although a good many of us have had.

Probably there are some here who were appointed to Council the way I was for DCLA--on the way to the train. We haven't had time for ALA headquarters to set up a regular

information service to Council to keep you aware of what is going on so that you can think about the whole ALA and its problems, and vote wisely.

With all due respect to the need for sensible action, I am quite diffident about putting this on the basis of your making a decision between two radically opposing points of view--both of them, by the way, in perfectly good faith and each one depending on where you start from.

One of them assumes that you have to take cognizance of existing pressures. The other assumes that, if you do, you are not going to get rid of the existing pressures but are going to have a mess.

I suggest that the Committee on Organization, which has also heard this and will be having other meetings and will be bringing its recommendations before Council on Thursday, be given a chance to make its presentation; and then, after its presentation, in the light of what I have said, you can think about whether this has gone as far as you think we need to go, in which case you can vote it.

If you find that it has not gone as far as you think we need to go for clear-cut assignment of fields, you can follow Miss Gaver's suggestion. I don't think you are pre-

pared, nor am I, because I don't know what the final deliberations of the Committee on Organization will be, which is changing a good many of its recommendations in the light of information just this week. They still will have another meeting before they make their recommendations. I can't say what their recommendations are going to be.

Incidentally, by way of recorrecting a correction, Mr. Clift assures me that that statement of fields was as delivered by COO, regardless of how it originated any place.

Unless we know where we are going, and have a blueprint of the whole thing, you are never going to be in a position to judge it. As close as I have been to it, I still can't see a blueprint of the whole thing.

With that warning, would it be a good idea for you to wait and hear the report of COO, and table this motion until after that, Miss Gaver, and then decide whether this is clear enough? If it isn't clear enough, then you would be bound to make only tentative statements so that you could study your lesson, and be prepared to say what you want.

I hate to drag out this reorganization. On the other hand, I think it would be a great pity if after all the work we put in on it we didn't give it the final fillip of

energy which needs to be given the best job we need to do.

MR. LOUIS M. NOURSE: I move we table the motion.

[The motion was duly seconded, was put to a vote and was carried unanimously.]

PRESIDENT SHAW: The understanding on that tabling is that you will consider taking it up after the COO report, or not, as you choose. Thank you.

May I move on now?

I would like to introduce the Chairman of the ALA Council Nominating Committee, who will present to Council their nominations for Council elections to the Executive Board for the term 1957-1961; election to take place during Midwinter, and elected members to take office at the adjournment of the Kansas City annual conference. The report was published in the January ALA Bulletin.

Miss Eleanor Plain, Librarian, Aurora Public Library, Chairman of the ALA Council Nominating Committee.

MISS ELEANOR PLAIN: Mr. Shaw and Members of Council:

As you know, the ALA Council Nominating Committee is functioning for the first time under the new Constitution and Bylaws. It has the responsibility of nominating candi-

dates for the Executive Board, to be elected by Council in accordance with the provisions in the Bylaws.

Two of these provisions were of special concern to the Committee--one requiring that the candidates must be selected only from among the voting members of Council who are serving by virtue of election to it, and who have served at least one year; and the other, that no candidate may accept nomination from more than one group.

To clarify and interpret the new Bylaws, and to check the eligibility of candidates under consideration, the Committee called upon Mr. Clift and Miss Beatty, of the headquarters staff, and we thank them warmly for their generous and skillful assistance.

The Committee was greatly impressed by the receptive attitude shown by the Council members contacted, and by their willingness to pioneer with us in this year of transition.

The work of the Committee was carried on by mail, and I should like to express my appreciation to the other members--Mrs. Alice Brooks McGuire, Casis Elementary School Librarian, Austin, Texas, and Mr. Harlan C. Brown, North Carolina State College, Raleigh, North Carolina,--for their keen perceptiveness of the problems involved, their unflinching

cooperation, and their promptness in answering letters.

The ALA Council Nominating Committee submits the following slate of candidates for election to the Executive Board for the four-year term 1957-1961, one person to be elected from each bracket of two candidates.

Group 1:

Frances Neel Cheney, Associate Professor, Library School, George Peabody College for Teachers, Nashville, Tennessee.

Carlyle J. Frarey, Associate Professor, School of Library Science, University of North Carolina, Chapel Hill, North Carolina.

Group 2:

Marion Gilroy, Supervisor, Regional Libraries Division, North Central Saskatchewan Regional Library, Prince Albert, Saskatchewan, Canada.

Gertrude E. Gscheidle, Librarian, Chicago Public Library, Chicago, Illinois.

PRESIDENT SHAW: Thank you very much, Miss Plain.

This is an historic moment, with Council beginning to implement its control of its Executive Board in accordance with the survey report.

Do you move the nominations? If you are a member of Council, you may. I see--this is simply being presented.

I find there is another slight complication. In setting up this law we left out provision for nominations from the floor, but I think any such omission was an oversight. I am therefore calling for nominations from the floor, if any. Are there any nominations from the floor? [No] Thank you.

Now, those of you who marked your ballots and put them in early won't have to take them back and do it over again. [Laughter] The ballot box is at the Credentials desk. Please mark your ballots now and leave them there at the end of the meeting. We will have the tellers count them.

I am going to appoint tellers from among the voting members of Council. The easiest way to do that is to ask the members of the Credentials Committee who are here to take care of that job and report back at the next Council meeting. Miss Dorothy Cole and Mr. Paul Dunkin. We will appoint Miss Cole Chairman, if there is no objection. So, after you put your ballots in the box on your way out, Miss Cole and Mr. Dunkin will count them and will report back to us at our next Council meeting.

MR. EDWIN COLBURN: Mr. President, I am serving as Chairman of the Organizing Committee of the Research and Technical Services Division.

I would like to suggest that it might be well, before the voting, to have the candidates stand so that they may be seen, in case some people don't know them by the names which appear here without biographical information.. They might recognize them if they see them.

[The candidates were introduced.]

PRESIDENT SHAW: Now, if I may, I would like to call upon our Second Vice President, Mr. Harold F. Brigham, Indiana State Librarian, to present on behalf of the Executive Board, for Council consideration and instruction, the policy relating to Council and Executive Board relations. Mr. Brigham.

MR. BRIGHAM: Mr. President, Members of Council and Fellow Members of the Association:

This report to Council is on a subject that is of vital concern, we feel, to the membership of the Association in general. I am speaking directly for the Executive Board, after discussion of this matter of relationship.

The organization has changed the status of the

Executive Board, just as it has changed the status of the Council. The Executive Board is recognizing that change in its status, and is raising here the question of its relationship to the Council, for the Council to discuss (we hope) based on a statement which has been previously distributed to Council members. Since others have not read the statement, the Executive Board has suggested that I read it so that we may all hear it.

The purpose is that of "clarifying the relationships which should exist between the Board and the Council as to duties, responsibilities and procedures, under reorganization.

"Changes in the ALA Constitution adopted at the Miami Beach conference convert the Council, as now reconstituted, to 'the governing body of the Association', whereas formerly it was designated 'legislative body'. The Constitution further states, 'The Council shall determine all policies of the Association, and its decisions shall be binding upon the Association.' This was interpreted to mean that the Council shall be the final authority in all matters concerning the Association, subject only to special instructions by the general membership.

"The same constitutional changes reconstituted the

Executive Board to require that a majority of its members (eight of the total of thirteen) shall be 'elected by the Council from among the members of that body', whereas these eight were formerly elected by the membership of the Association from the general membership. The principal functions of the Board are now redefined, viz, 'The Executive Board shall act for the Council in the interpretation and administration of established policies and programs.....(and) shall serve as the central management Board of the ALA, including headquarters operations, subject to review by the Council, and shall make recommendations with respect to matters of policy and operations.'

We should add here, possibly, "Is the Board to make recommendations with respect to matters of policy when requested by Council to do so?" I would like to insert one thing here that is not in the memo distributed.

The makeup of the Executive Board, with a majority of the members elected by Council from members of Council, emphasizes the enlargement of power to control the Board in the hands of the eight members elected from Council.

It may be of some significance, too, that the new Bylaws (and I think many of us do not realize it) permit

Council to extend the terms of selected members beyond four years by electing them to the Executive Board in the last year of their term as members of Council.

So, a fourth-year member of Council could be elected by the election we have just gone through or are about to go through; a fourth-year member could be elected to the Board, and by virtue of such election would serve four more years as a member of the Executive Board; and by virtue of being a member of the Executive Board he would still continue as a member of Council.

Now let me return to the report.

"In other words, reorganization of ALA is designed to lodge more authority and more responsibility in the hands of Council and to make the Executive Board essentially a servant of Council. This differs from the previously existing relationship in that the old Board, while recognizing the former Council as the legislative body of the Association, felt a comparable responsibility to the general membership (which elected the majority of members of the Board) and, by long-established precedent, assumed a liberal attitude in exercising its constitutional function to 'act for the Council between Council meetings in accordance with its directions'.

"It may be added that Council's 'directions' reflected a liberal attitude to the Board, in that Council came to depend on the Board for guidance and even decisions in matters that often involved Association policy. Such dependence by the Council on the Board is now to be changed, and the Board seeks the guidance of Council in the proper exercise of its duties as the servant of Council.

"At its November meeting the Executive Board asked itself the questions: Has the Board dealt with policy matters that belong to Council? How can the Board function so as to help Council without infringing on the prerogatives of Council?

"Three matters which were discussed at that November meeting will illustrate points in question. Two of these appear on the agenda of this Council meeting, namely, Placement Service and Montreal Conference. The discussions recognized policy questions which should be referred to Council, and this referral was quickly agreed upon without an attempt to resolve the issues into recommendations.

"A third matter received substantial attention, namely, ALA headquarters location. A preliminary report of a subcommittee was heard, chiefly for information, and it was

agreed that the committee should prepare its final report and that the subject should be scheduled for the June meeting of Council in Kansas City.

"Perhaps the chief question for the Council to consider here would be this: To what extent does the Council wish the Board to consider matters that involve Association policy before referring them to Council?

"There is a related question, namely: In what kind of matters would the Council wish, or expect, the Board to present its conclusions or recommendations as an aid to Council action? (Note that the Constitution authorizes the Board to 'make recommendations with respect to matters of policy and operations.')

We might add that this could result in slipping back into the old groove of an Executive Board serving as the governing body. That is the main issue before us.

"While the Council is considering questions of desirable and legitimate relations between Board and Council, it may wish to consider also the question of relationship of Council meetings and Council business to membership meetings and membership business.

"We can all recognize the importance of establishing

clear understandings and right working relationships between the Board and the Council, and between all groups within the Association, as we embark on ALA reorganization and attempt to realize the full benefits of our new and better way of working together."

Let me repeat the three main questions that may expedite or help the discussion:

1 - How can the Board function so as to help Council without infringing on the prerogatives of Council?

2 - To what extent does the Council wish the Board to consider matters that involve Association policy before referring them to Council?

3 - In what kind of matters or in what circumstances would the Council wish or expect the Board to present its conclusions or recommendations as an aid to Council action?

Thank you.

PRESIDENT SHAW: Thank you very much, Mr. Brigham.

You have heard this excellent report. Are you ready for a discussion of the relationship? You didn't know what you were buying when you agreed to assume responsibility. Now we are making sure that you assume responsibility.

MISS MARY D. HERRICK: I have been studying in

advance the report that is coming to us on the placement problem, and I think the way that report was presented, with the pros and cons, has been the most helpful thing that I have seen.

I wonder if that isn't the sort of thing that the Executive Board can do for us and make it very helpful in making our decisions with some degree of real understanding.

PRESIDENT SHAW: Thank you very much. That would indicate that one of the basic functions is preparation of the docket to make sure that you have all the facts in an unbiased manner so that you can reach your decisions, or all the facts we can collect.

Here again you are faced with a big new problem, aren't you, something that will probably evolve over the years; but the sooner we start evolving it, the better. So, does anybody have any more evolving he would like to do right now?

I don't believe this report calls for immediate action, does it?

MR. BRIGHAM: No action necessarily.

PRESIDENT SHAW: Is there any action you wish to take?

MR. PAUL HOWARD: I am Paul Howard, a nonvoting

member of Council, but I suppose I can argue.

It seems to me that as a temporary measure it might be well to follow the suggestion that in presenting material initiated by the Executive Board, the Executive Board might present the pros and cons and, upon request of Council, present its recommendations.

A matter could initiate in the Executive Board, with the pro and con presented to Council. Then Council could ask the Executive Board for a recommended action for the Council to take; or the Council could take the action all on its own; or, the Council could initiate the matter and refer it to the Executive Board for a recommendation. In that way the Executive Board would really be serving as a committee of the Council.

PRESIDENT SHAW: That is very helpful, Mr. Howard. I don't know that we are ready for a group expression of opinion on this. Mr. Jacobs is nodding his head. Do you want time to think about it? So far this is good, and we don't want to cut off discussion if there are more good ideas to be brought forth.

MR. BERNARD W. VAN HORNE: To me, this presentation has been somewhat of a surprise, and therefore I am not ready

to offer a resolution.

In effect, the Executive Board would seem to be one committee and the only committee that is prepared to cooperate. It might be called a Ways and Means Committee. Certainly, as time goes on, if Council is to carry out the functions that have been described to us today, we will have need of a much more elaborate committee organization.

Perhaps if we regard the Executive Board as the useful committee of the moment, and the only one, we would be prepared to set up others as issues are presented, and the Committee on Organization of the Council will develop over the years; but if only one committee is to be set up and to function for Council, in effect it will be an executive committee of Council and will be prepared to substitute for it in nearly all business, and all business will be prepared by it and its subcommittees, and thereby will be presented to the Council.

I don't know if any committee is required by the business presently before Council, and perhaps after the second meeting of Council we would recognize the need for at least one more committee.

PRESIDENT SHAW: Thank you, Mr. Van Horne. This

adds a possible idea of additional committees.

There is one gap that has not quite been filled. The packet of material was sent out to Council a few weeks ago. I think it is clearly the intent to provide staff services from headquarters to the Council, as we do to the divisions, and in the future to make a real effort to get material to the Council as it comes up, so that you will have it adequately in advance for study.

This is new, and we are not accustomed to being responsible for the wide range of actions. As we get accustomed to this, we will read the material and study and think about it, and will come prepared to discuss and act, won't we? I think that is an essential part of the staffing of Council, and provision is being made at headquarters to provide staff services to the Council just as we do for the divisions.

Is there further discussion? Are we prepared, then, to go on to another question?

This is one on which I am afraid we are going to have to have a decision. I will now call on Mr. Clift, the Executive Secretary, to present, on behalf of the Executive Board, for decision, the proposed joint Canadian Library Asso-

ciation and American Library Association conference.

Mr. Clift.

MR. DAVID H. CLIFT: Members of Council:

This is a question that will involve a decision, because you are faced either with spending something like \$20,000 for one purpose, or saving it perhaps for another.

I have a fear that the paper that you have had presented to you may seem negative. I know that the Executive Board will feel sorry if such is the case, because that was not the intention. If that is so, perhaps it only recalls Mr. Dickens' pronouncements relative to the misery that comes when expenditures exceed income.

The only intention in the paper is to put before you certain facts, and to present the best kind of estimates that can be pulled together concerning the conference, so that you will be prepared to make a decision.

Consideration of a joint conference with the Canadian Library Association has been under way for a great many years. I believe discussion and consideration of this was started first by the ALA-CLA joint committee a number of years ago.

This came to the Executive Board in 1952 when it

started considering this matter of a possible joint conference, and in 1954 the Executive Board voted approval of a joint conference with the Canadian Library Association. However, as is customary when the Board is selecting sites and dates for a conference, this vote was made subject to the working out of satisfactory arrangements for the conference.

When the Board faces a problem of selecting a site for a conference, it always has to consider a number of factors: Available hotel accommodations; available meeting rooms; available exhibit space; the question of discrimination; geographic considerations have to come into the picture; what the preferences are of the membership; cost of facilities, travel, equipment, and so on, and the dates on which any particular city will be available so that there is no conflict with other national conventions.

In 1954, when the Board took this vote, it seemed that one Canadian city--Montreal--could by 1960 meet the requirements involved in the above factors. There was only one thing left: The hotel had to be built. [Laughter]

It seemed this was going to come about too, because at that time there were plans by the Canadian National Railways to build a new hotel in Montreal, the Queen Elizabeth.

Still, in 1954 we could not be at all sure about the facilities of the hotel, and most especially about the amount of space that would be available for exhibits. This is a matter upon which we have had a great deal of correspondence and communications and discussions with our colleagues in Canada, namely, how well the facilities of the hotel were shaping up as could be determined by blueprints as they evolved and changed.

So, there was this matter of how much exhibit space would be available, and later on in the paper you will find why this is so important.

We also recognized that the number of librarians in Montreal was not large, and we realized that the joint conference would throw a pretty considerable burden on the work of the local committee.

Time passed, as time will, and the Queen Elizabeth is now under construction. We now have what we consider to be firm figures concerning the amount of useful exhibit space that will be provided for in that hotel. This amounts to approximately 12,000 square feet net, which will allow us only about 120 exhibits. This factor is important because, with just that number of exhibits, the amount of income normally

realized from the sale of exhibit space at a conference would be decreased materially.

It is the practice and necessity within ALA to plan and design the annual conferences so that they are self-supporting, unless there be some strong reason to justify subsidizing a portion of the costs. The conferees are expected to pay their way. Under the arrangements we have discussed with the Canadian Library Association, all of the income from the conference would come to ALA. We are faced with the problem of taking our conference there, and the cost attached thereto.

The staff has estimated as best it can what the income and expense might be, and we have come to the conclusion, which we have presented to the Executive Board, that income will not meet expenses, and that likely a subsidy of approximately \$20,000 would be needed to support the conference.

It is extremely difficult to estimate income and expense this far in advance of a conference, but it does seem reasonably certain that income will be lower and expenses higher than for a conference in this country. Some of the estimates that you find in the budgetary material, estimates

which accompany this, illustrate that point.

On the income side of the picture we will have less exhibit space. For instance, we will have fifty-one fewer booths than we had at Miami Beach. Your paper reads eighty-eight. We had another blueprint after that was prepared.

We recognize that the estimate on attendance may be low. We have estimated that we would have an attendance at that conference of about 3,250. You can see from your memorandum that this compares with 2,866 in Miami Beach in 1946; 4,412 in Philadelphia in 1955; 3,230 in Minneapolis in 1954, and 3,258 in Los Angeles in 1953.

Expenses on the other side of the ledger will be appreciably higher than is normally the case in several areas. Exhibit space will cost us more to rent before we can sell it. There will be additional meeting room rentals, local committee expenses will necessarily be higher, and expenses incident to setting up the booths also will be higher.

It is certain, of course, that many of these cost and income estimates that are submitted herewith could be quite different by 1960. The hotel is not yet completed, and its pricing schedule has not been finally determined. We might have many more persons in attendance. We could give

consideration to reducing the number of staff that would go to the conference, but it seems rather certain that either increases or decreases that might come about would be unlikely to alter the probability of a sizeable deficit.

The Board suggests to you that the policy issue that is presented here is the determination of program priorities. Should there be a deficit in the neighborhood of \$20,000 if that amount of money is required to support the joint conference? That is the amount of money, then, that cannot go into other program activities.

It is well to repeat here that we are facing other difficult budgetary problems, too. This year, because of the use of balances that reverted to the Association from the divisions and other units, we are unable to spend above a rate of income that we can anticipate next year; so we must face a cutting down because of that, and this adds one additional possible factor in relation to money that might be used for other programs.

The other issue which might be suggested is in the field of international relations. It is evidently a very good thing to go to Canada if we can. I am sure the Board would like to go, and many persons would, too. We are sure

of a very hearty welcome in Canada. They have been looking forward to this for a very long time. The librarians in this country would certainly enjoy the opportunity to go to Canada to meet with our colleagues in that country and sit down with them for professional discussions. There are many benefits in the field of librarianship and in the field of international relations.

We met last in Canada in 1934. We did have one of the regional meetings there in 1949, but we have not met in Canada since the formation of the Canadian Library Association.

There is one other point that we think should be brought out here. In looking ahead to future conference sites, we have an invitation from Detroit, and it seems that by 1960 or after we would be able to have a conference in Detroit. This might offer some possibilities for an international conference.

We would like to state again that in all of our explorations and negotiations we have had the constant and never-failing assistance of the Canadian Library Association, and especially from Miss Morton, its Executive Secretary, who has met with the staff and the Board on more than one occasion.

We are terribly sorry that she is not here today. An emergency developed in Canada and she had to return almost as soon as she got here.

The concluding part of this memorandum states that the Executive Board continues to favor a joint meeting in 1960, and the words "subject to the concurrence of Council" should be added. However, the Board realizes that funds used for this purpose may cause a curtailment in other programs of the Association. The Board believes this to be a policy matter on which a decision by Council is both appropriate and necessary.

PRESIDENT SHAW: Thank you, Mr. Clift.

I think this is one of the attempts by the Executive Board to present as fully as it can a picture that requires Council decision; since this is a matter that is going to require a vote, may I call to the attention of Council that the presidents of divisions are voting Councilors, but the chairmen of organizing committees are not. However, the chairmen of organizing committees are urged to participate freely in the discussion.

We now have this difficult decision for Council to make. Do I hear a motion in any direction?

MR. LEWIS C. BRANSCOMB: I am a Councilor from ACRL. I am mindful of some of the disadvantages in going to Montreal, but I am influenced primarily by the international relations which I think will accrue. These relations with our Canadian colleagues, I think, are extremely important.

Therefore, I would like to move that the American Library Association offer to meet with the Canadian Library Association in a joint conference to be held in Montreal in June 1960.

MR. JOHN H. OTTEMILLER: I second that motion.

MR. HARROLD J. BAILY: I would like to ask a question on behalf of all of us. Has the Executive Board explored the possibility of getting assistance from some wealthy foundation in making this expedition to Canada, and has it also explored the possibility of finding other exhibit space in Montreal that could be used, even if it is not in this new hotel?

Some of the other hotels or elsewhere in Montreal might have space that the Association could rent so as to bring up its income. Will you please answer the question?

MR. CLIFT: My memory on what the Association has asked the foundations to do goes back only a little over five

years, but within that period it is my belief that we have asked for everything else but this. [Laughter]

As Mr. Shaw says, when we ask the rich ones they are poor by the time we leave. Mr. Baily, sir, the answer is no, we have not explored this.

On the point of dividing the exhibit space--in other words, putting up exhibits both in the Queen Elizabeth and in some adjoining hotel--space could be found in hotels that are nearby, at least one hotel and perhaps more. This is a point that I hope some of our exhibitor friends may wish to speak to.

It is our belief (and we think this has been established by experience) that it is not wise to separate exhibits but that they should be under the same roof. This we believe to be greatly desired by the exhibitors, and the reason they desire it that way is because practice shows that when it isn't that way the exhibits are not as heavily viewed as otherwise.

MR. BRIGHAM: May I ask Mr. Clift if we could extend the petticoats of the hotel by a tent or awning?

[Laughter]

MR. HARRY N. PETERSON: I think it is highly desirable that we go to Canada. As far as I personally am con-

cerned, there is a personal, sentimental pull, because that was the first ALA meeting I attended some twenty-three years ago. However, I can't believe that an international incident would occur or that we would have an occasion for ill will if we didn't go.

It seems to me that our neighbors to the North, being members of the same family, might appreciate the fact (especially in view of the reports we have received) that we may not be able to afford the trip. In any case, before we reach a decision it seems to me that we ought to be advised, perhaps by the President or the Executive Secretary, as to what will suffer if we have to part with \$20,000 in order to make this journey, before we come to any final conclusion.

PRESIDENT SHAW: I think both in my report, in which there is an awful lot of stuff packed, and Mr. Clift's report, have pointed out that there is no fat in the ALA budget. As a matter of fact, we have gone very deeply into the reserves that resulted from the consolidation of funds this year, and we may or may not be able to run even at our current rate for next year.

We can't tell for sure what will happen by 1960, but unless some miracle we can't count on happens, we expect

we will have a very tight budget for 1960 without this \$20,000. This means that the Program Evaluation and Budget Committee will in all probability be faced with a major pruning job in ongoing major activities if we do it. I do not mean to speak against it, but I want you to understand the implications pro and con.

Also, in connection with what you said at the breakfast meeting of the Canadian Library Association, they wanted us to know that they are and always will be interested in joint meetings. This will not be an international incident either way. They have been very understanding and very good. Here again, all I am trying to do, Harry, is to make sure we understand the implications in accordance with your requests.

MR. PETERSON: May I ask a further question, Mr. President: Is there any chance that the Canadian Library Association can supply any part of this fund so that the amount requested of us will be reduced thereby?

PRESIDENT SHAW: Negative.

MR. PETERSON: Then may I present a substitute motion, that we defer having a meeting in Montreal or any place in Canada until such a meeting can be completely financed without subsidy by the ALA budget.

[The motion was duly seconded.]

MR. OTTEMILLER: There is a motion on the floor.

PRESIDENT SHAW: I don't know whether a substitute or an amendment has the effect of reversing a motion. Possibly it would be in order to table the motion indefinitely, and then make your other motion afterwards, if you succeed.

MR. PETERSON: If appropriate, I so move.

PRESIDENT SHAW: The motion is to postpone the pending motion indefinitely. There are several seconds.

VOICE: Is a nonmember of Council permitted to speak?

PRESIDENT SHAW: Definitely, but not to vote.

VOICE: There is at least one other alternative to this whole issue. The main question seems to be the \$20,000. We don't want to spend it in this direction.

This is a horrible thought, but it could be that for the 3,200 registrants you expect, the registration fee could be raised, say, half of the expected deficit, and we could save our pocket book a good deal. Maybe the registration fee could be something like \$5. Six dollars would take care of the whole thing.

PRESIDENT SHAW: Six additional dollars? That would mean a registration fee of \$11.

MR. RALPH H. PARKER: What would be the alternative if we did not go to Montreal on that date? Could there be plans made for a satisfactory convention somewhere in the United States?

PRESIDENT SHAW: The answer is yes; and the alternative, as far as the Canadian Library Association is concerned, is that this would not embarrass them in their plans to meet in Montreal.

I don't want to sound as though I am trying to talk you out of this, but they are thinking in terms (if we do not go) of inviting IFLA to join with them and to make it sort of an international meeting with the International Federation of Library Associations, whereupon any of us who have the time, money and inclination could attend.

MR. WILLIAM H. CARLSON: I would like to speak on behalf of the ALA-CLA Joint Liaison Committee.

Through the years librarianship on this continent has drawn a lot of strength from our Canadian friends to the North. They have had a President of this Association. There are many other members from Canada now in this Council, and some of them are before you at this moment for election to some of our chief offices.

Necessarily Canada has had to establish its own Association because the American Library Association is not oriented for the library problems of a vigorously growing young nation. I hope we do not lose this two-way interest, so that the interest is only from Canada to the United States.

I think we very much need it, and it is to the benefit of our libraries and to their advantage that we have an interest from the United States to Canada. I very much hope that the Council will not think of the \$20,000 in terms of 1960 only.

We were in Canada last in 1934. Perhaps we won't go again for some time, so I don't think we should write this off and clear the books in the black in 1960 alone. I feel this is something that should be counted as being taken care of over a period of years.

We talked at breakfast yesterday about this in the meeting of the Joint Liaison Committee. The financial prospects seemed a little bleaker than they do at this moment. After I heard the very sound analysis by President Shaw of the management procedure, I can visualize the ALA perhaps housed in much more efficient and less expensive quarters by 1960. [Laughter] We may have made our \$20,000 by that time.

I urge the Council to defeat the motion to table, and to approve the original motion.

MR. RAY O. HUMMEL, JR.: One thing that concerns me about this meeting in Canada, connected with the loss of revenue but on the other side of the fence, is the fact that a good many exhibitors will not be able nor permitted nor allowed to exhibit there.

I wonder what the difficulties would be in deciding what exhibitors would get the available space, and what exhibitors would not be given space. There is considerable competition among many exhibitors for library business. I would hate to see Gaylord being allowed to exhibit and not Gemco. Somebody is going to have to decide that, and I wonder if it would be a major problem in meeting in Canada.

MRS. FRANCES B. JENKINS: I wonder if there has been an exploration of the possibility of meeting in Detroit on those dates, at the same time as the other international conference.

PRESIDENT SHAW: The suggestion was that if we did not meet in Canada, we ought to avoid the same date so that if they arrange an international meeting with IFLA some of our members might be able to go. I don't think we have explored

having a competing meeting at the same time.

MR. ROBERT VOSPER: I would like to urge favorable consideration of a joint meeting in Montreal.

First of all, may I reminisce about a joint meeting of ACRL with the Cuban Library Association last summer in Havana. It was a much smaller affair, but a relatively similar kind of affair.

I have been tremendously impressed, not only on the basis of the discussion there, but on the basis of the continuing correspondence which has come to me since from Cuba and from some other Caribbean people present, that that meeting was tremendously heartening as well as pleasant for the people in the Caribbean area.

I am convinced, from the discussions of people from this country who went South, that it was both informative and pleasant for them. This would lead me to go further and to suggest in broad terms that, like the whole United States, the American Library Association now must recognize its major international obligations.

I think at this time in our history there is a major program to consider. The recent Rockefeller grant involving international responsibilities is now with us. I think a

joint meeting is another step in the right direction.

If I may, I would like to add just a brief fiscal note. The sum of \$20,000 is 5 per cent only of our general operating budget. It is not a large amount. Secondly, as has been suggested, this need not be a deficit only in one year, although normal operating practice makes this true. It could be amortized or saved for. Third, in all this discussion of ALA finances we talk as though income will be as it is now. We have not explored the matter of greater income.

I think we must do so in an inflationary economy, with more librarians and larger salaries, and we must definitely look toward larger income. Therefore, I think the whole future is bright. I urge favorable consideration of the joint meeting.

VOICE: As an exhibitor who has enjoyed the hospitality of the Canadian Library Association, I would like to say that you will miss the boat if you do not take this opportunity of going to Canada.

In 1951 my company was the only American company to go to Canada. Every facility was accorded us to bring all of our equipment in under bond, and it was returned in the

same way. As a matter of fact, a decided advantage accrued to us, in that we arrived at a solution whereby we could sell our products at the same price in Canada as we do in the United States, which we did not know until we attended that meeting.

Another item to be considered is that a number of us exhibitors do exhibit at the Canadian Library Association meeting annually, as well as at the ALA meeting. If this is to be a joint meeting, what we would save on the ALA exhibit we could put into our Canadian exhibit, and you would come up with a little more than you have budgeted for the exhibit space.

PRESIDENT SHAW: Are you volunteering a contribution of 20,000 bucks, sir? [Laughter]

VOICE: I can speak for our company and say we will add our Canadian budget to our American budget for the exhibit space. The rest of you may have seen Southern hospitality and Canadian hospitality, but you haven't seen anything until you get to Montreal. [Laughter and Applause]

MISS HELEN A. RIDGWAY: I have a very deep conviction that we ought not miss this opportunity for an international conference. The financial difficulties are very real,

and it would seem that there is no one solution. I am so convinced that it is something we should do--and I don't know what the deadline date is on a decision--

PRESIDENT SHAW: Yes, sir! [Laughter]

MISS RIDGWAY: --but it seems to me that perhaps, with the combination of an increase in registration fees for that conference, plus whatever contribution the exhibitors might make, plus perhaps a re-exploration of the noncommercial exhibits that might be housed not in the Queen Elizabeth but elsewhere, there might be a solution even in getting some money from a foundation to add to that difference.

It is one of the things that in the state of the world, as well as for our own professional advantage, both from the Canadian and the American side of the border, we need to do. 1960 is quite a way away. I would hate to see it postponed.

As an alternative, if the problem cannot be solved, would it be possible to have an international conference in Detroit that year, with facilities such that it could pay for itself? That would be an alternative that I would like to suggest, because it seems to me an international conference is extremely important, and we should not postpone it if we can

find any solution.

PRESIDENT SHAW: We have heard a fairly full discussion. I have heard a call for the question.

MR. PETERSON: I have only one idea to offer, and it is this: We are not ruling out the possibility, in asking for a tabling of the motion, for a later meeting in Canada; and until the prospects of saving money from other sources are explored, I am merely suggesting that we defer action on it for 1960. We could go to Canada in 1961 if we saved money in the meantime or found the money.

PRESIDENT SHAW: May I say, in answer to Miss Ridgway's question, that there would appear to be no reason for assuming that a conference in Detroit could not be self-supporting. It appears that the facilities there would be adequate, and there is no reason for assuming we could not have an international meeting.

I asked Miss Morton this specifically when she was at our joint meeting, and it was her feeling that a meeting in Detroit, even if we staged a few things in Windsor, a short ride across the Detroit River, would not be equivalent to an international meeting in Canada.

They are going to meet in Montreal in 1960 in any

event; so if we wanted a joint meeting in Detroit we would have to have it in a year other than 1960.

MR. JEROME CUSHMAN: May I make one plea to the administration of this, and it is that we do not price our annual conventions out of sight for just librarians, not necessarily administrators.

This thing can cost a lot of money, and there are an awful lot of librarians who are spending some of their own money to go to these meetings. So, please be careful on registration fees and soaking just us.

PRESIDENT SHAW: Thank you.

I hear a call for the question. The question is on the motion to table the motion. Are you ready for the question? All in favor of tabling, say "aye"; opposed, "no". I will have to ask for a division.

Will those in favor, stand. You are voting members and you are in favor of tabling the motion. [22] Those opposed to tabling the motion, please stand. There is no question about it. The motion is not tabled.

I now call for the question on the original motion. We now have before us the question of the joint meeting with the Canadian Library Association in Montreal in 1960. I under-

stand there is to be some discussion.

MR. ELI M. OBOLER: For the past four years I have been a member of the Membership Committee of the American Library Association and have attended faithfully such meetings as I was able to attend, and have read all the literature, and have been exhorted time and time again to get more members in Idaho.

We are not a very large State in the way of library membership, but we pay our dues. I wish to point out to you that if you take \$10 as the approximate fee, the average received from each member, \$20,000 represents 2,000 members. If someone were to tell you today that you had lost 2,000 members in the ALA, it would give you pause.

Spending \$20,000 that we don't have, at a time when Cassandra has told you it is going to get worse--well, I don't know whether we can believe Cassandra or Croesus, who spoke earlier.

Just this week, while I have been here, some 303 letters are going out to every name I could find in Idaho representing someone who is interested in possibly becoming a member of the ALA. We are spending some \$18.18 of ALA funds in mailing those letters. I haven't yet sent the bill

to Miss Beatty, but she will get it. In order to get those members we have told them that we are a sensible Association.

[Laughter]

It seems to me that at another time, when I pleaded the cause of the regional meetings, I was told that the main reason for not having regional meetings--the only one of which we have had has had some 8,000 people attending instead of a possible 3,200--I was told the chief reason was money, but it wasn't \$20,000--it was just a few thousand. Here we are, throwing away \$20,000 on a very beautiful gesture.

I don't think the beautiful gesture is worth it for the other 16,800 members of ALA who are not going to attend the meeting, to be priced out of sight in the way of dues or in other ways which will make up this \$20,000 deficit.

[Applause]

MR. BRIGHAM: May I suggest that we could promote a great many new members by telling them we need them in the ALA so we can have a great meeting in Montreal. I am sure we could also find means of reducing the \$20,000 by many expedencies. [Applause]

MISS MARYLYN P. DAVIS: I am not a very good mathematician, but I think I have a \$9,000 compromise. If we were

to add \$1 registration fee, not as large as \$6 as was proposed earlier, but \$1 to the \$5 registration fee at our meetings between now and 1960, we might make up \$9,000, and with the exhibitors' help it might not look so bad.

MR. CHARLES F. GOSNELL: It is very possible to turn to a great many other sources to raise money, adding to the registration fee and everything else. That same money, so raised in this fashion, can be applied to some of these other projects in which we are very much interested.

Don't forget that the money does not have to be put to this special purpose. Money raised that way can be used for many other things which we might find equally pressing.

In all of the discussion today I haven't heard anybody say what we are now doing that could be dropped in order to make up this deficit.

PRESIDENT SHAW: Are we ready for the question of whether we meet in Montreal? I hear an increasing roar over here by John Ottemiller. His voice keeps getting deeper all the time.

The question is that we vote to meet in Montreal with the Canadian Library Association in 1960. All those in favor, say "aye"; opposed, "no". I guess the "ayes" have it,

but I am going to ask you to stand again. Will the "noes" stand first, please. [28] Will the "ayes" stand, please. We don't have to count them. The "ayes" have it. [Applause]

If there is no dissent, this means instruction to the Executive Secretary and the Executive Board to explore all ways and means of keeping this as solvent as possible, including carrying as few people there as is absolutely essential, and finding any other way we can to reduce cost and increase income. May I take that by consent? We are so instructed by consent.

We have an institution, this being the second time it is going to happen, and I would like to call on Mr. Roger McDonough, who I am proud to say is State Librarian of New Jersey, for an announcement.

MR. ROGER H. McDONOUGH: Thank you, President Ralph.

The ALA Washington office is in immediate need of funds to replace---- [Laughter]

PRESIDENT SHAW: Some people can tell a story, and some can't. [Laughter]

MR. McDONOUGH: As I was saying [laughter], the ALA Washington office is in immediate need of funds to replace the \$3,500 that we spent last year to get the Library

Services Act passed. I am sure you will be called upon.

Last year the state library associations, the divisions and the Executive Board contributed between \$5,000 and \$6,000 for this purpose. We have used most of the money; but our success, as evidenced by the initial appropriation of \$2,050,000, demonstrates what a small amount of money like this can do in a lobbying operation of this kind. Any horse player would tell you that to get this much back, \$2,000,000 for a \$5,000 investment is a pretty good return.

Julia Bennett (and I want to make quite clear that she did not inspire this, but this is the Federal Relations Committee) has told us that the bill might not have passed without these additional funds. Since she is in the best position to advise us on these matters, we agree that the present low balance of \$1,000-plus should be augmented.

We believe, however, that the increased responsibilities of the Washington office require commensurate funds to operate its expanding services, and we hope that the Association will budget enough in future years for this purpose.

Your Committee has no desire to become a permanent Community Chest organization. We don't think this is the way to do it, but we do feel that this year in particular we

need a little war chest. It is perhaps going to be more difficult to get the full \$7,500,000 that we need than it was to get the initial appropriation.

Therefore, it is our recommendation that the state associations, the divisions and anyone else who would like to contribute (and we have heard rumors that several associations have already acted) come up at this time and tell Council what is in the wind in this direction. We solicit your immediate announcements, and we hope there will be more before this meeting is over.

Is there anything to report?

MISS FRANCES KENNEDY: We may not get to Montreal, but we want to contribute \$100 in support of the war chest.

[Applause]

MR. WILLIAM PORTER KELLAM: The Georgia Library Association also contributes \$100 to this project.

May I make one suggestion? Next time, make a plea like this a little earlier in the program. [Laughter]

MISS THOMPSON: I am from the Southwestern Library Association. We are happy to be able to give \$300 from our Association, made up of the States of Arizona, Arkansas, Louisiana, New Mexico, Oklahoma and Texas. [Applause]

MRS. JEAN HOFFMAN: We will gladly contribute \$100 to the support of the Washington office. [Applause]

MR. McDONOUGH: Thank you.

Mary Gaver wants me to announce that the New Jersey Library Association has contributed \$100 and the expenses of any member who goes to Washington to testify for this appropriation. [Applause]

Mr. President, we hope there will be more before the meeting is over.

Thank you very much. [Applause]

PRESIDENT SHAW: Thank you very much.

Mr. Clift, do you have any announcements?

MR. CLIFT: We have been asked to announce that if you are planning to attend the Adult Education Division meeting on Thursday afternoon, will you please pick up your work book at the Office for Adult Education table in the West Lounge to the left of the doorway.

PRESIDENT SHAW: I have one announcement that I think will be a treat. I want to urge everybody--not just those in the room, but everybody--to attend the membership meeting on Thursday morning, for a special event concerning recruiting. This is all we will tell you about it right now.

I would like to remind the Councilors please to drop their ballots in the box on the table.

The meeting is adjourned.

[The meeting adjourned at 4:45 p.m.]

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## THURSDAY EVENING SESSION

January 31, 1957

The second and last session of the Council convened in the Grand Ballroom at 8:45 p.m., Mr. Ralph R. Shaw, President, presiding.

PRESIDENT SHAW: The second session of the ALA Council will please come to order.

I would like to introduce Mr. Foster E. Mohrhardt, Librarian, U. S. Department of Agriculture, Chairman of the ALA Nominating Committee, who will present to Council his Committee's nominations for ALA officers and Councilors for election by the membership.

MR. FOSTER E. MOHRHARDT: Mr. President, Ladies and Gentlemen of Council, and Members of ALA:

Your President not only produced me, but he reduced me when he made me Chairman of this Committee.

Your Nominating Committee has completed the first phase of its responsibilities to the report of its nominations in the ALA Bulletin for December 1956. This presentation tonight complies with the second constitutional requirement, that "at the Midwinter meeting of Council the names of the candidates shall be announced."

In view of the fact that there are 156 Councilors on our slate this year, your President has ruled that we could refer to and hold up the ALA Bulletin to constitute the announcement under our Constitution. He claims that is reduction. [Laughter]

If this does not conform with your interpretation of "announcement", I would suggest that you so call it to the attention of your President after I have concluded.

For the record, the list of nominees of our Committee appears in the ALA Bulletin for December 1956, pages 685 to 689.

[Following is the list of nominees, one person to be selected from each bracket of two candidates for the term 1957-1958:]

Evelyn C. Thornton, Supervisor of Libraries, Arlington County Public Schools, Arlington, Virginia.

Beatrice Paddock, Librarian, West High School, Wichita, Kansas.

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Ingrid O. Miller, Librarian, Edina-Morningside High School, Minneapolis, Minnesota.

Cora Paul Bomar, State School Library Adviser, North Carolina Department of Public Instruction, Raleigh.

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Eleanore C. Donnelly, Director of Children's Services, The Public Library and Art Museum, London, Ontario, Canada.

Jean Thomson, Head of Boys' and Girls' Division, Toronto Public Libraries, Toronto, Ontario, Canada.

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Philip Adam, Personnel Director, Brooklyn Public Library, Brooklyn, New York.

Katherine Laich, Administrative Assistant, Los Angeles Public Library, Los Angeles, California.

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Helen M. Focke, Professor, School of Library Science, Western Reserve University, Cleveland, Ohio.

Sarah R. Reed, Assistant Professor, Library School, Florida State University, Tallahassee.

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Milton A. Drescher, Chief, Science and Industry Department, Milwaukee Public Library, Milwaukee, Wisconsin.

Isabel Erlich, First Assistant, Reference Department, Atlanta Public Library, Atlanta, Georgia.

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Wayne M. Hartwell, Librarian, Editorial Department,

F. E. Compton and Company, Chicago, Illinois.

Jerome K. Wilcox, Librarian, The City College  
Library, New York, New York.

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Nell I. Scott, Coordinator of Group Services, Denver  
Public Library, Denver, Colorado.

Marion E. Hawes, Coordinator of Adult Services,  
Enoch Pratt Free Library, Baltimore, Maryland.

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Mary Louise Seely, Librarian in Charge, Catalog  
Department, Los Angeles City Board of Education, Los Angeles,  
California.

Virginia Drewry, Library Consultant, State Department  
of Education, Atlanta, Georgia.

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Ray O. Hummel, Jr., Assistant Librarian, Virginia  
State Library, Richmond.

J. Elias Jones, Chief, Catalog Division, Cleveland  
Public Library, Cleveland, Ohio.

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Harold F. Brigham, Director, Indiana State Library,  
Indianapolis.

Eleanor Stephens, Librarian, Oregon State Library,  
Salem.

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Ruth E. Schoneman, Librarian, Ryerson and Burnham  
Libraries, Art Institute of Chicago, Chicago, Illinois.

James K. Dickson, Head, Fine Arts Department, Enoch  
Pratt Free Library, Baltimore, Maryland.

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Andrew H. Horn, University Librarian and Professor  
of Librarianship, The University of North Carolina, Chapel  
Hill.

W. Porter Kellam, Director of Libraries, The Univer-  
sity of Georgia, Athens.

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Wyllis E. Wright, Librarian, Williams College  
Library, Williamstown, Massachusetts.

William S. Dix, Librarian, Princeton University  
Library, Princeton.

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Mrs. Francis Lander Spain, Coordinator of Children's  
Services, New York Public Library, New York, New York.

Maxine LaBounty, Coordinator, Children's Service,

District of Columbia Public Library, Washington, D.C.

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Sarita Davis, Librarian, The University School,  
University of Michigan, School of Education, Ann Arbor.

Gladys L. Lees, Director of School Libraries, Pro-  
fessional and Curriculum Library, Tacoma Public School,  
Tacoma, Washington.

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Jerome Cushman, Librarian, Salina Public Library,  
Salina, Kansas.

John C. Settelmayer, Director, Atlanta and Fulton  
County Public Libraries, Atlanta, Georgia.

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Mr. Marion A. Milczewski, Assistant Librarian,  
University of California Library, Berkeley.

Arnold H. Trotter, Associate Director for Technical  
Departments, University of Illinois Library, Urbana.

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One person to be elected from each bracket of two  
candidates for term 1957-1959:

Marylyn Davis, Librarian, Greenwich High School,  
Greenwich, Connecticut.

Othella Denman, Librarian, Waco High School, Waco,  
Texas.

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Carl W. Hintz, Librarian, University of Oregon  
Library, Eugene.

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John H. Ottemiller, Associate Librarian, Yale Uni-  
versity Library, New Haven, Connecticut.

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Fleming Bennett, Librarian, University of Arizona  
Library, Tucson.

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H. Dean Stallings, Librarian, North Dakota Agricul-  
tural College Library, Fargo.

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Mrs. Dorothy M. Crosland, Director, Georgia Insti-  
tute of Technology Libraries, Atlanta.

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Robert Russell Hertel, Librarian, New York State  
Teachers College Library, Cortland.

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Mrs. Margaret Wilson Fayer, Librarian, Middlebury  
College Library, Middlebury, Vermont.

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Constance M. Winchell, Reference Librarian, Columbia  
University Libraries, New York, New York.

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Hannah Hunt, Assistant Professor, School of Library Science, Western Reserve University, Cleveland, Ohio.

Alice Louise LeFevre, Director, Department of Librarianship, Western Michigan College, Kalamazoo, Michigan.

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Isabella Jinnette, Coordinator, Work with Children, Enoch Pratt Free Library, Baltimore, Maryland.

Miss Lesley Newton, Director, Children's and Schools' Department, Lakewood Public Library, Lakewood, Ohio.

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Marjorie Rankin, Supervising Children's Librarian, Santa Barbara Public Library, Santa Barbara, California.

Clara J. Webber, Children's Librarian, Pomona, California.

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Charles M. Mohrhardt, Associate Director, Detroit Public Library, Detroit, Michigan.

Harry N. Peterson, Librarian, District of Columbia Public Library, Washington, D.C.

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Ruth Hyatt, Librarian, Fitchburg Public Library, Fitchburg, Massachusetts.

Helen L. Norris, Supervisor of Personnel, Indianapolis Public Library, Indianapolis, Indiana.

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Clarence S. Paine, Director of Oklahoma City Libraries, Oklahoma City, Oklahoma.

John E. Smith, Librarian, Santa Barbara Public Library, Santa Barbara, California.

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Robert W. Wadsworth, Head, Acquisitions Department, University of Chicago Library, Chicago, Illinois.

Alton H. Keller, Chief, Exchange and Gift Division, Library of Congress, Washington, D.C.

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Emma Cohn, First Assistant, Nathan Straus Young Adult Room, Donnell Regional Library Reference Center, New York Public Library, New York, New York.

Jane Darrah, Superintendent, Children's Department, Seattle Public Library, Seattle, Washington.

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Lawrence S. Thompson, Director of Libraries, University of Kentucky, Lexington.

Guy R. Lyle, Director of Libraries, Emory University,

Emory University, Georgia.

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Harriet D. MacPherson, Dean, School of Library Science, Drexel Institute of Technology, Philadelphia, Pennsylvania.

David K. Berninghausen, Director, Library School, University of Minnesota, Minneapolis.

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John B. Kaiser, Director, Public Library, Newark, New Jersey.

Raymond C. Lindquist, Director, Cleveland Public Library, Cleveland, Ohio.

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Harland A. Carpenter, Director of Libraries, Wilmington Institute Free Library and New Castle County Free Library, Wilmington, Delaware.

Herbert Goldhor, Chief Librarian, Evansville Public Library, Evansville, Indiana.

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Elizabeth Bond, Coordinator of Adult Services and Head, Reference Department, Minneapolis Public Library, Minneapolis, Minnesota.

Estelle Brodman, Assistant Librarian for Reference Services, National Library of Medicine, Washington, D.C.

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One person to be elected from each bracket of two candidates for term 1957-1960:

Sara Innis Fenwick, Librarian, Laboratory School Library and Assistant Professor, Graduate Library School, University of Chicago, Chicago, Illinois.

Naomi E. Hokanson, District Librarian, Independent School District No. 3, Alexander Ramsey High School, St. Paul, Minnesota.

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Elizabeth H. Clarke, Librarian, Jane Addams Junior High School, Seattle, Washington.

Carolyn I. Whitenack, Assistant Professor, Library and Audio-Visual Education, Purdue University, Lafayette, Indiana.

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Jackson E. Towne, Librarian, Michigan State University Library, East Lansing, Michigan.

Stanley L. West, Director of Libraries, University of Florida, Gainesville, Florida.

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Hastings Alton Brubaker, Librarian, Lawrence College Library, Appleton, Wisconsin.

Walter Woodman Wright, Assistant Librarian, Service Division, University of Pennsylvania Library, Philadelphia.

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Johann L. Klick, Librarian, Patterson Park Junior-Senior High School, Baltimore, Maryland.

Ray M. Fry, Coordinator of Young Adult Services, Dallas Public Library, Dallas, Texas.

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Mary Ann Wentroth, Boys' and Girls' Librarian, Oklahoma City Libraries, Oklahoma City, Oklahoma.

Allie Beth Martin, Head, Extension and Children's Departments, Tulsa Public Library, Tulsa, Oklahoma.

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Miriam Putnam, Librarian, Memorial Hall Library, Andover, Massachusetts.

Mary Carter Rice, Librarian, Austin Public Library, Austin, Texas.

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Donna D. Finger, Head, Reference Department, Kansas

City Public Library, Kansas City, Missouri.

Violet F. Myer, Head, Films Department, Enoch Pratt  
Free Library, Baltimore, Maryland.

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Nettie B. Taylor, Supervisor, County and Institu-  
tion Libraries, Division of Library Extension, State Depart-  
ment of Education, Baltimore, Maryland.

Rose Vainstein, Head, Extension Department, Gary  
Public Library, Gary, Indiana.

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Dorothy F. Deininger, Head, Library Services Branch,  
Special Services Division, Bureau of Naval Personnel, Depart-  
ment of the Navy, Washington, D.C.

Mrs. Elsa Smith Thompson, Librarian, Albuquerque  
Public Library, Albuquerque, New Mexico.

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Bertha Bassam, Director, Library School, Ontario  
College of Education, University of Toronto, Toronto, Ontario,  
Canada.

Eleanor R. Hasting, Head, Processing Section,  
National Library of Medicine, Washington, D.C.

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Norma Cass, Head, Reference Department, University of Kentucky Libraries, Lexington.

Joseph Hillyer Brewer, Associate Librarian, Queens College Library, Flushing, Long Island, New York.

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Auguste-M. Morisset, O.M.I., Librarian and Director of the Library School, University of Ottawa, Ottawa, Ontario, Canada.

Richard Pennington, Librarian, McGill University Library, Montreal, Canada.

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Harold Walter Batchelor, Librarian and Head, Department of Library Science, Arizona State College, Tempe.

N. Orwin Rush, Professor of Library Science, College of Education, University of Wyoming, Laramie.

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Lester Asheim, Dean, Graduate Library School, University of Chicago, Chicago, Illinois.

Lowell Martin, Dean, Graduate School of Library Service, Rutgers University, New Brunswick, New Jersey.

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John M. Cory, Chief, Circulation Department, The New

York Public Library, New York, New York.

John D. Henderson, County Librarian, Los Angeles  
County Public Library, Los Angeles, California.

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James D. Meeks, Director, Dallas Public Library,  
Dallas, Texas.

Hoyt R. Galvin, Director of Libraries, Public  
Library of Charlotte and Mecklenburg County, Charlotte, North  
Carolina.

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Gertrude R. James, Supervisor of Libraries, Phoenix  
Elementary School, Phoenix, Arizona.

Elizabeth O. Williams, Supervisor of School  
Libraries, Library and Textbook Section, Board of Education,  
Los Angeles City Schools, Los Angeles, California.

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One person to be elected from each bracket of two  
candidates for term 1957-1961:

Caroline Holmes, Director of Libraries, Columbus  
Public Schools, Board of Education, Columbus, Ohio.

Margaret Moss, Director of School Libraries, Madison  
Public Schools, Madison, Wisconsin.

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Helen Frances Pierce, Librarian, Modesto Junior College Library, Modesto, California.

Elizabeth Opal Stone, Assistant Director of Libraries, Southern Illinois University, Carbondale, Illinois.

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E. Walfred Erickson, Librarian, Michigan State Normal College, Ypsilanti, Michigan.

John F. Harvey, Head Librarian, Chairman, Department of Library Science, and Professor, Kansas State Teachers College, Pittsburg, Kansas.

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Mrs. Opal C. Eagle, Chief Librarian, Young Peoples' Department, St. Louis Public Library, St. Louis, Missouri.

Mrs. Doris R. Watts, Coordinator of Work with Young People, Long Beach Public Library, Long Beach, California.

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Frances M. Grim, Librarian, East High School, Cleveland, Ohio.

Grace P. Slocum, Coordinator, Work with Young Adults, Brooklyn Public Library, Brooklyn, New York.

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Elizabeth Johnson, Supervisor, Work with Children,

Lynn Public Library, Lynn, Massachusetts.

Virginia Chase, Head, Boys' and Girls' Department,  
Carnegie Library, Pittsburgh, Pennsylvania.

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Alice E. Forward, Librarian, General Hospital Branch,  
Wayne County Library, Eloise, Michigan.

Sherrill E. McMillan, Chief Librarian, U. S. Naval  
Hospital, San Diego, California.

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Josephine A. Wedemeyer, Assistant, Reference Depart-  
ment and Instructor, University of Maryland Library, College  
Park, Maryland.

Mrs. Elizabeth L. Wright, Supervisor of Personnel,  
Boston Public Library, Boston, Massachusetts.

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Sigrid Edge, Professor, School of Library Science,  
Simmons College, Boston, Massachusetts.

Mrs. Mildred Young Johnson, Assistant Professor,  
Graduate School of Library Service, Rutgers University, New  
Brunswick, New Jersey.

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Evelyn Day Mullen, Director, State Public Library

Service Division, Montgomery, Alabama.

John G. Lorenz, Assistant State Librarian, Michigan State Library, Lansing, Michigan.

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James E. Bryan, Assistant Director, Public Library, Newark, New Jersey.

Bernard Van Horne, Librarian, Library Association of Portland, Portland, Oregon.

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Kathryn R. Renfro, Assistant Director, Technical Service Libraries, University of Nebraska, Lincoln.

Bella E. Schachtman, Chief, Catalog and Records Section, U. S. Department of Agriculture Library, Washington, D.C.

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Ralph Blasingame, Assistant State Librarian, The California State Library, Sacramento.

Mrs. Janet Z. McKinlay, Head, Public and School Library Services Bureau, State Department of Education, Trenton, New Jersey.

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Herman H. Henkle, Librarian, The John Crerar Library,

Chicago, Illinois.

Mrs. Helen E. Wessells, Editor, LIBRARY JOURNAL,  
New York, New York.

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Rosemary E. Livesey, Director, Library Work with  
Children, Los Angeles Public Library, Los Angeles, California.

Leone F. Garvey, Supervisor, Boys' and Girls' De-  
partment, Berkeley Public Library, Berkeley, California.

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Mark Crum, Librarian, Public Library, Kalamazoo,  
Michigan.

Walter H. Kaiser, County Librarian, Wayne County  
Public Library, Detroit, Michigan.

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Richard H. Logsdon, Director of Libraries, Columbia  
University, New York, New York.

Stephen A. McCarthy, Director, Cornell University  
Library, Ithaca, New York.

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Lewis C. Branscomb, Director of Libraries, Ohio  
State University, Columbus.

Frederick H. Wagman, Director, General Library,

University of Michigan, Ann Arbor.

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Mrs. Helen MacKay Hendrick, District Librarian,  
Eleventh U. S. Naval District, San Diego, California.

Margaret M. Kinney, Chief Librarian, U. S. Veterans  
Administration Hospital, Bronx, New York.

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Paul Howard, Librarian, U. S. Department of Inter-  
ior, Washington, D.C.

Joseph H. Reason, Librarian, Howard University  
Library, Washington, D.C.

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Clara E. Breed, City Librarian, San Diego Public  
Library, San Diego, California

Leonard B. Archer, Jr., Director, Rutland Free  
Library, Rutland, Vermont.

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Channing L. Bete, Trustee, Public Library, Green-  
field, Massachusetts.

Mrs. Franklin M. Reck, Trustee, Manchester Township  
Library, Manchester, Michigan.

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Z. Lucia Gordon, Command Librarian, Headquarters Continental Air Command, U. S. Air Force, Mitchell Air Force Base, New York.

Harriet L. Rourke, Command Librarian, Headquarters Air Defense Command, ENT Air Force Base, Colorado Springs, Colorado.

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Mrs. Helen Parker Gibson, Director, Davis County Libraries, Kaysville, Utah.

Elizabeth B. Hage, Librarian, Scott County Library, Eldridge, Iowa.

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MR. MOHRHARDT [continuing]: In addition to the Council nominees, our slate also includes nominations for Vice President and President-elect and the Second Vice President. Your present President has ruled that he will officially introduce these nominees at the end of my presentation.

May I first give a personal "thank you" to the Committee that labored hard in order to meet the requirements of this new Constitution, and that labored more than any of you probably realize.

In addition, I should like to thank, for our Commit-

tee, all of the ALA members who sent in names, and all of the members of the ALA staff in Chicago, particularly Cora M. Beatty, who was extremely helpful to us, and the ALA membership generally. I can't do much more than that. [Laughter]

I have just had word from the President that I am to introduce the top candidates. The candidates for Vice President and President-elect are Mr. Emerson Greenaway,<sup>3</sup> Director, Philadelphia Free Library, Philadelphia, Pennsylvania, and Mr. Maurice F. Tauber, Melvil Dewey Professor, School of Library Service, Columbia University, New York, New York.

[Mr. Greenaway and Mr. Tauber were introduced.]

MR. MOHRHARDT [continuing]: The candidates for the office of Second Vice President are Sarah Jones, Chief Library Consultant, State Department of Education, Atlanta, Georgia, and Margaret I. Rufsvold, Director and Associate Professor, Division of Library Science, Indiana University, Bloomington, Indiana.

[The candidates were introduced.]

MR. MOHRHARDT [continuing]: In conclusion, may I read the names of our Nominating Committee: J. Richard Blanchard; Nancy Jane Day; William H. Hyde; Mildred Young

Johnson; Margaret C. Scoggin, and Foster E. Mohrhardt,  
Chairman. [Applause]

PRESIDENT SHAW: Thank you very much, Mr. Mohrhardt.  
That was a very unusual and difficult job. It was necessary  
to name all these people because Council had to be reconsti-  
tuted, and there were a lot of other offices that had to be  
filled for the first time. It was a bigger job than usual.

I now call for nominations from the floor, if any.  
You will recall that "At the Midwinter meeting any member of  
the Council may present a petition signed by not fewer than  
ten Councilors, proposing additional nominations. In case  
nominations for more than two candidates for any office are  
made by the Committee and by petitioners, the Council shall  
take a written ballot on the names presented. The two names  
receiving the highest number of votes for any office shall be  
the official candidates placed on the official ballot."

Have any petitions been received, Mr. Clift? There  
were no petitions. That being the case, I think we have our  
nominees.

Again, thank you very much, Mr. Mohrhardt.

I should like now to introduce the Chairman of the  
ALA Committee on Constitution and Bylaws, who will report for

his Committee on further chapter designations and future plans of the Committee.

Mr. Ralph T. Esterquest, Director, Midwest Inter-Library Center, Chicago.

MR. RALPH T. ESTERQUEST: The Constitution and Bylaws, which went into effect on January 1, 1957, were adopted last year with general appreciation of the fact that minor flaws were likely to show up as these instruments were put to use.

A few flaws of a minor nature have in fact come to the attention of the Committee on Constitution and Bylaws, but none that seems likely to cause immediate trouble. For this reason the Committee is not recommending any amendments at this time, nor is it planning to do so over the months immediately ahead. Instead, it will keep watch over these documents and will make note of inconsistencies which show up, and of sections where clarification might seem desirable. As it performs this watchdog function it will naturally welcome suggestions and advice from all ALA members.

In passing, I must thank those of you who have already submitted suggestions to the Committee.

Meanwhile, your Committee has begun the task of

examining the constitutions and bylaws of the divisions, both the new ones and those in process of reorganization. In this connection, the Committee takes the liberty of reminding those who are writing or revising division constitutions to avoid inconsistencies as between division constitutions and the ALA Constitution and Bylaws, and also to make sure that the statement of "Object", that is, Object of the Division, which appears in the division constitution, is consistent with the fields of responsibility statements which have been and are being adopted.

These constitution writers are further reminded that nomination and election procedures and time tables must be set up to synchronize with the ALA nomination and election time table, and these matters apply also to section constitutions.

The Committee reports also on petitions from associations desiring to become or to be redesignated chapters of the ALA.

The following Associations have petitioned for Chapter redesignation, and the Committee on Constitution and Bylaws certifies that they have complied with the requirements outlined in Article V of the ALA Bylaws:

Arkansas Library Association  
Mississippi Library Association  
Rhode Island Library Association  
Vermont Library Association  
Pacific Northwest Library Association

The Committee recommends that these five Associations be redesignated as ALA Chapters.

The following Association has petitioned to be a Chapter of the ALA, and the Committee on Constitution and Bylaws certifies that it has complied with the requirements outlined in Article V of the ALA Bylaws:

Southwestern Library Association

The Committee recommends that Council accept this Association as an ALA Chapter.

Respectfully submitted,

ALA Committee on Constitution and  
Bylaws:

Benjamin Custer  
John Eastlick  
William O'Rourke  
Donald Thompson  
Stanley West  
Ralph T. Esterquest, Chairman

Mr. President, as a voting member of Council I move that these five Associations be redesignated Chapters of the American Library Association, and that the Southwestern Library Association be established for the first time as a Chapter.

[The motion was severally seconded, was put to a vote, and was carried unanimously.]

PRESIDENT SHAW: I now call upon President-elect Lucile Morsch, Deputy Chief Assistant Librarian, Library of Congress, who will present, on behalf of the Executive Board, a report on the Placement Service, for policy decision by Council.

MISS LUCILE M. MORSCH: Mr. President and Members of Council:

You have had my report for a couple of weeks, and I assume you have all read it. There are in the room, however, members of the Association who have not had an opportunity to see it, so I am going to ask you to bear with me while I read the report; and for those who have read it, it will refresh your memory and presumably put you in a frame of mind to discuss it.

#### ALA PLACEMENT SERVICE

The ALA budget for 1956-1957, which was submitted to the Program Evaluation and Budget Committee at its first meeting in November, included an item of \$5,280 to operate a Placement Service. After careful consideration, the Committee recommended to the Executive Board that this item be

eliminated, feeling that at this time the Association's funds could be used for better purposes.

The Executive Board gave further attention to this matter, approved the recommendation of the Program Evaluation and Budget Committee, and agreed that in so doing it had acted on a matter of policy which should be brought to the attention of the ALA Council.

(I should add here that this is a question wherein the Executive Board had no alternative. We had to have a budget for the year. We could not wait for Council decision. As an interim organization acting for Council, the Executive Board had to make the decision.)

The purpose of this report, therefore, is to supply the Council with a summary of the data upon which this decision was based, in order that the Council may either express its concurrence with the action taken (which would also be reflected in the budget for 1957-1958) or request that attempts be made again next year to include the cost of a Placement Service in the Association's budget.

#### History of ALA Placement Service.

For some years prior to September 1, 1948, the ALA offered a limited Placement Service to employers seeking

professional librarians and to individuals attempting to find new positions. The service was never ideal, but it became admittedly less satisfactory as the Association grew to a point that a much more elaborate system would have become unavoidable. Because funds were not available for this purpose, the existing Service was discontinued in 1948. The action was considered to be temporary and experimental, with restoration of the service anticipated when conditions were more favorable. (See ALA Bulletin 42:294, 1948.)

For one year following this suspension of service, an Employment Register (Ibid 42:340, 1948) was maintained on an experimental basis. This service consisted simply of compiling lists of individuals interested in finding positions, with a minimum of information about each person listed, to be sent to library administrators upon request, for confidential use. It was discontinued on the grounds that it was an inadequate substitute for a Placement Service. According to many membership recommendations, the ALA should do nothing in this field until it is in a position to support an adequate Placement Service.

Investigations and Proposals, 1952-1956:

In 1952 the Board on Personnel Administration created

a Subcommittee on Placement Service, with instructions "to prepare a plan which would provide the ALA with a good Placement Service, including its setup and estimated costs; and to prepare alternate proposals to be considered only if it is found that the original plan cannot be financed, bringing out definitely the estimated costs and limitations of each alternate."

During the course of the Subcommittee's investigations the question was raised as to whether a Placement Service would affect the ALA's tax-free status. This question became very involved, and was further complicated by the same question being raised with respect to the ALA Group Insurance Plan.

It should not be necessary to review the history of the legal considerations (the point is mentioned only to explain the delay in completing and acting upon the recommendations of the Subcommittee on Placement Service) because in November 1955 the Executive Board, after long consideration of the legal question, voted "That Placement Service be considered on its merits in terms of its priority and demands on Association funds as compared with all other demands."

At the Midwinter 1956 meeting the Executive Board,

accordingly, considered the 1953 proposals of the Subcommittee on Placement Service. This report concerned itself with five separate plans for Placement Service which illustrated the range of placement practices, from the most complex, offering counseling and selective evaluative placement, to the most simple, offering only controlled centralized advertising.

The advantages and limitations of each plan had been thoroughly outlined and costs estimated, ranging from \$124,674 as the total capital and operating costs of the first plan to zero for a self-supporting plan for a controlled centralized advertising service. The plan recommended was the fourth, called a Job Information Service, involving \$16,892 for capital and operating costs as estimated in 1953.

After studying these proposals, the Executive Board rejected the self-supporting plan and came to the conclusion that all of the others were too expensive for the Association at present, and indicated that it would entertain recommendations from the Board on Personnel Administration and its Subcommittee for a simple and less costly posting service.

The proposal, for which \$5,280 was included in the budget, was the first of three submitted in 1956 by the BPA and the Subcommittee without specification of preference.

These proposals are described in the attachment herewith.

Both the Program Evaluation and Budget Committee and the Executive Board concluded that this kind of approach to the placement problem would not be desirable and would not meet the needs of the members.

In view of the need for an increased public relations program, including recruiting, it was agreed that the Association's funds could be put to better purposes. The many expressions of membership opinion that the ALA should do nothing in this field until it is in a position to support an adequate Placement Service are still to be considered.

AMERICAN LIBRARY ASSOCIATION  
Board on Personnel Administration  
50 E. Huron, Chicago 11, Illinois

October 15, 1956

To the Members of the ALA Executive Board:

Members of the Board on Personnel Administration and its Subcommittee on Placement Service are grateful to the Executive Board for the opportunity to reopen the subject of Placement Service, which the two groups still believe to be an unmet need of the membership. In accordance with the Executive Board's suggestion of February 1956, the Board on Person-

nel Administration and the Subcommittee on Placement Service are presenting plans for low-cost posting service.

The Board on Personnel Administration began to work on the problem of re-establishing placement early in 1952, since which time the need for such a service has increased rather than diminished.

The Subcommittee on Placement Service was appointed by the Board on Personnel Administration in May 1952, and has been active ever since in trying to devise a feasible means of solving the problem. After an initial year of research, the Subcommittee prepared five placement proposals which were considered by the Executive Board at its fall 1953 meeting.

Association-sponsored placement was at that time disqualified because, in the opinion of the ALA's legal counsel, it was deemed that such a service might jeopardize the ALA's tax-exempt status. The Executive Board at its fall 1955 meeting voted "That Placement Service be considered on its merits in terms of its priority and demands on Association funds as compared with all other demands on Association funds."

At the Midwinter 1956 meeting the Executive Board considered the 1953 and 1954 proposals for Placement Service

resubmitted by the Board and Subcommittee, adjudged them to be too expensive for the ALA to attempt at present, and indicated that it would entertain recommendations from the Board and Subcommittee for a simpler and less costly posting service.

Accompanying this letter are three plans for low-cost placement posting. The first two are proposals worked out by the Subcommittee with Board approval.

Late in 1955, when the Subcommittee learned that the Library Placement Exchange had submitted a proposal to the Special Libraries Association, the Subcommittee, with the knowledge of the ALA Executive Secretary, made contact with the owners-operators on behalf of a similar proposal to the ALA. The Library Placement Exchange proposal, prepared by its owners, is the third plan presented. Following the presentation of the actual plans, the Board and Subcommittee have appended the assets and limitations of each plan as they see them.

Realizing that a more comprehensive type of Placement Service for the library profession must be postponed, the Board and Subcommittee in presenting these three proposals urge the Executive Board to consider each on its merits, and

to select and put into operation a posting (advertising) service. It is imperative to provide such service at this time, to make known the acute placement needs resulting from the implementation of the Library Services Act, as well as the continuous pressing placement needs of existing libraries. The only answer is immediate and constructive action by the American Library Association.

Respectfully submitted,

s/ Roberta Bowler, Chairman  
Board on Personnel Administration

s/ Mrs. Rezia Gaunt, Chairman  
Subcommittee on Placement Service

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FREE POSTING SERVICE IN ALA BULLETIN

Proposal

To alter the present policy of paid placement advertising in the ALA Bulletin by the addition of a limited number of placement posting privileges available free of charge to ALA institutional and personal members.

Regulations regarding the number, extent and frequency of such privileges, and the maximum number of pages to be used annually for free postings, have been made in order to maintain this free service at a moderate cost through

subsidy from the American Library Association.

### Plan of Operation

Announcements of professional library position vacancies would be accepted from ALA institutional members. A library's subgroups (branches, department, etc.) holding such memberships would not be regarded as separate institutional members. An institutional member (as defined above) would be permitted to list a placement announcement free of charge in six issues of the ALA Bulletin per year. The announcement, limited to a maximum of ten lines (seventy words), could include more than one position opening within this space limitation. Repetition of a previous position notice must be counted in the allowance of six insertions, such a notice not to be printed in consecutive issues nor repeated more than once a year.

An announcement of a Civil Service examination for professional positions would be accepted free of charge, subject to the above regulations, provided a library (an ALA institutional member) in which all or part of the vacancies exist, sponsored the announcement and approved counting it as one of those to which it was entitled. State library extension agencies would not be permitted to post vacancies for other

libraries in the state.

A personal ALA member would be permitted to post a notice of his availability free of charge in one issue per year. The posting would be limited to a maximum of seven lines (50-55 words).

All postings would be accepted without editing within the above space limitations. A service charge of, \$1 would be made for each free posting containing a blind (coded) listing. Employers and individuals would assume entire responsibility for investigating the postings of interest to them.

In each issue of the ALA Bulletin a brief statement would appear, describing this free service and suggesting the points which normally should be covered in an announcement.

The publication of a limited number of free placement notices annually would not change the present policy of paid placement advertising, which would be maintained at current rates (60 cents per line to members; \$1 per line to nonmembers). This arrangement permits the member who has used up his gratis posting privileges to avail himself of the Bulletin service on a fee basis, gives the nonmember a chance to advertise, and provides access to placement information covering

the entire profession.

It is proposed that the ALA publicize this free service as experimental for the first year, and limit the free space to a total of 88 pages for the year (eleven issues); such free space to include in each issue the statement of policy and points to be included in a typical listing.

Approximately 1,100 postings, averaging ten lines each, could be listed. The number of pages of free postings in a single issue of the ALA Bulletin could vary according to need within the yearly limitation of a total of 88 pages. Free postings, identified by an inconspicuous symbol for record purposes, would be interlisted with paid placement advertising, thus continuing the present geographical arrangement.

Free listings would be accepted in order of their receipt, but subject to the regulations previously mentioned. These restrictions have been set in order to extend these free listing privileges to as many members as possible, instead of permitting a few institutions and personal members to use the total free space. At the time the free yearly space had been used completely, such an announcement could be published. Paid advertising space would be available for the members' use during the remainder of the year.

Cost of Service

The cost of this free posting service, for which the ALA would provide subsidy, would be \$5,280 if the maximum number of 88 pages were used, or \$60 per page.

The ALA Bulletin staff has provided the Board and Subcommittee with the present per page cost (\$43.95) and also the cost (exclusive of billing costs) of clerical and supervisory work involved in maintaining the placement advertising section, which has been refigured in terms of per page cost (\$11.40). The \$60 per page, therefore, adds but a small amount to the total of these two costs, which amount is needed because of the extra clerical record keeping, etc., involved in operating the free service.

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SEMIMONTHLY PLACEMENT BULLETIN  
PUBLISHED BY ALA ON SUBSCRIPTION BASIS

Proposal

By means of a separate placement bulletin, published semimonthly by the ALA and issued on a subscription basis, to provide a posting service for librarians and other agencies seeking candidates for professional library positions and for individuals interested in knowing of professional placement

opportunities.

Plan of Operation

A central office would be set up at ALA headquarters to receive subscriptions from all libraries and other agencies seeking candidates for professional positions and from individuals seeking professional positions. This central office would then assemble and publish position notices and notices of availability in a non-print, low-cost format for distribution to subscribers.

At a slightly higher rate the services of the Bulletin are made available to nonmember subscribers as well as member subscribers. This follows a practice common in other professional groups, and results in increased dissemination of placement information.

Subscription rates for 24 issues (one year) would be:

ALA institutional members	\$ 5
Other libraries and agencies	10
ALA personal members	3
Other individuals	5

Additional subscriptions by the same institution could be secured at a rate of \$3 per subscription.

Position announcements by institutions available to subscribers only:

ALA institutional members (as defined above)

One posting in each issue, limit 15 lines each, which could include as many position vacancies as desired within the space limitations.

Other Libraries and Agencies

One posting in each issue, limit 10 lines each, which could include as many position vacancies as desired within the space limitations.

Repetition of the same notice would not be accepted in two consecutive issues. The notice could, however, be repeated at a later date and would be counted as the listing to which the subscriber would be entitled in that issue.

An announcement of a Civil Service examination for professional positions would be accepted free of charge, subject to the above regulations, provided a library (an institutional subscriber) in which all or part of the vacancies exist sponsored the announcement and approved counting it as one of those to which it was entitled. State library extension agencies would not be permitted to post vacancies for other libraries in the state. Subscriptions held by a library's

subgroups (branches, departments, etc.) would not entitle the institution to additional listings.

Available announcements by individuals available to subscribers only:

ALA personal members: One announcement in three nonconsecutive issues, limit 10 lines each.

Other individuals: One announcement in two nonconsecutive issues, limit 7 lines each.

All announcements would be accepted without editing within the above space limitations. In each issue, however, a brief statement would appear, describing the service and suggesting the points which normally should be covered in an announcement. A service charge of \$1 would be made for each announcement containing a blind (coded) listing. Employers and individuals would assume entire responsibility for investigating the postings of interest to them.

Adequate publicity would be given this service in the ALA Bulletin and wherever free announcement space is available in the professional press. Additional direct promotion would be required.

Institutions and persons wishing to reach a wider audience than this Bulletin would reach could continue to use the paid placement advertising space in the ALA Bulletin,

either as supplementary to or in place of this special bulletin. It is proposed that no change be made in the ALA Bulletin's policy of accepting paid placement advertising.

#### Subsidy for the Service

It is proposed that the ALA subsidize this service for the first three years of its operation. After this time it is believed that the service should be self-supporting. A sum of not more than \$4,000 would be needed the first year to cover the differential between the costs and income from subscriptions. In the second and third years the amounts needed would decrease as the number of subscribers increased.

#### Cost of Service

Postage	\$ 1,000
Staffing (salaries, social security, etc.)	4,500
Supplies for duplication and mailing Bulletin	180
Addressograph plates	200
Correspondence (supplies and postage)	200
Promotion	1,000
Capital costs for equipment	900
Administrative overhead @ 5 per cent	420
	<u>\$ 8,400</u>

Income from Subscriptions

It is impossible to judge, before its inception, the proportion of subscribers who would be ALA members. The estimates are therefore confined to fees obtained at the subscription rates to ALA members. With proper, intensive and early promotion it is expected that at least 1,200 subscriptions would be received during the first year, including those of smaller member institutions attracted by the nominal fee. About one-third of the subscribers would be institutions. Estimated subscription fees, therefore, would amount to \$4,400.

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A PLACEMENT SERVICE PROPOSAL  
SUBMITTED TO THE  
AMERICAN LIBRARY ASSOCIATION  
BY  
LIBRARY PLACEMENT EXCHANGE

6 Sept. 1956

BACKGROUND

REGULAR LPE POLICY

A. GENERAL

1 - LPE is a publication medium for advertising job information, at low cost, available to libraries and librarians with an expressed interest in recruitment and placement.

2 - LPE is issued twice a month.

3 - It is available by subscription only.

4 - Subscribers automatically receive listing privileges.

5 - Listings are run twice in consecutive issues.

B. SUBSCRIPTION AND OTHER FEES

1 - For \$12: Libraries have the right to describe an unlimited number of positions open. Library schools have the right to list the qualifications of prospective graduates a few months before graduation.

2 - For \$3: Individual subscribers are entitled to insert one position wanted listing.

3 - Extra listing cost \$1 per listing per issue.

4 - Coded listings (blind ads) cost \$1 per listing.

5 - All subscribers receive 24 issues a year.

C. HOW LISTINGS ARE PREPARED

1 - Subscribers compose their own copy, subject to minor editorial revision by the publication's staff. A typical listing is edited to 7 lines and contains 70 words. Listings conform to prescribed minimum data standards which subscribers are requested to follow. Listings arriving at least 12 days before the 1st or the 15th of

the month are printed immediately.

2 - Position Listings Include: Title of Vacancy; Duties, Special Requirements (i.e., Languages, Subject Specialization, etc.); Degree or Certification Required; Salary Range; Sex, Age Limits; Hours, Vacation, Retirement, etc.; Beginning Date; Name and Address of Person to Whom Application Should be Made.

3 - Situations Wanted Include: Type of Position Preferred; Experience; Subject Specialization; Language Proficiency; Date Available; Salary Wanted; Geographical Preference; Sex; Age; Highest Degree Held and Where Acquired; Name and Address.

D. CONTACTS

1 - Library Placement Exchange is devoted exclusively to recording placement information. It does not conduct personal interviews or engage in job evaluations. No placement fee is charged. Interested parties contact each other directly and work out their own arrangements.

EXPLANATION OF LPE PROPOSAL

LPE WOULD AGREE TO:

- 1 - Negotiate a \$5,500 annual contract with ALA to cover:
  - a. Editing and printing 1,000 listings; each listing being edited to not more than 70 words. For more

than 1,000 listings, a fee of \$4.50 per listing will be charged; repeats at half this rate.

- b - Running each listing one time in one issue of LPE; a repeat to be counted as half a listing.
  - c - Forwarding all replies to blind ads directly to the ALA member.
  - d - Placing the individual ALA member on LPE's mailing list for six months after his listing appears.
  - e - Placing the institutional ALA member on LPE's mailing list for one year after the first listing appears.
  - f - Providing sufficient copies of one LPE issue for distribution to all ALA members. Printing costs to be borne by LPE. (Postage and other clerical mailing costs to be billed to ALA separately)
- 2 - Waive all regular and special charges for any ALA member participating under the LPE-ALA contract.
  - 3 - Accept policy guidance from ALA on establishing minimum data standards for position and personal listings.
  - 4 - Assume responsibility for maintaining the count of the number of ALA listings and for identifying them by an inconspicuous symbol in the printed copy.
  - 5 - Continue to receive subscriptions as usual from any library or librarian preferring a direct arrangement with LPE.

ALA WOULD AGREE TO:

- 1 - Enter into a service contract with LPE for one year, subject to the stipulations mentioned in Point 1 of the foregoing explanation of what LPE agrees to do. At the termination of this contract ALA would renegotiate.

- 2 - Allow LPE to rely on the individual's own statement that he or his institution is an ALA member, when accepting listings for printing.
- 3 - Determine which LPE issue should be sent to the entire ALA membership.
- 4 - Provide LPE with mailing stickers for all ALA members to be used in mailing one issue of LPE to the entire ALA membership, and reimburse LPE for postage and clerical help needed for pasting on these stickers.
- 5 - Provide LPE with a brief statement of the ALA-LPE arrangement to be used in the LPE issue going to all ALA members.

#### ADVANTAGES OF THE PLAN TO MEMBERS

- 1 - Provides a systematic placement service in the form of controlled centralized advertising as part of membership dues.
- 2 - Allows opportunity to advertise on a timely basis with assurance that listings will reach those in the profession who have immediate recruitment and placement requirements.
- 3 - Makes services of the plan available to institutions and individual members any time needed.
- 4 - Gives the job hunter a chance to review new opportunities on an extended basis through receipt of twelve issues of LPE.
- 5 - Assures that members will tend to use the service more regularly if they feel it has official ALA approval.

#### ADVANTAGES OF THE PLAN TO ALA HEADQUARTERS

- 1 - It is cheaper to contract for this type of service than it would be for headquarters to undertake to set up a new independent operation.

- 2 - No staff effort is involved at ALA headquarters. All follow-up work is done by LPE.
- 3 - Pages now devoted to position advertising in the ALA Bulletin can be saved or used for other purposes.
- 4 - ALA participation in the plan will bring prestige and dignity to job advertising. ALA will be helping to build a comprehensive recruitment and placement instrument unequalled in any other profession.

ASSETS AND LIMITATIONS OF  
FREE POSTING SERVICE IN ALA BULLETIN

Assets of the plan - In the opinion of the Board and Subcommittee:

- 1 - The announcements will be accessible to the entire membership.
- 2 - The ALA itself will provide through its official Bulletin a special, though limited, service free of charge to ALA members for which others must pay.
- 3 - An institutional member using all of its free space would save \$36 per year and the individual member \$4.20 at the present paid advertising rates in the ALA Bulletin. This may well be an inducement to retain and obtain both institutional and personal memberships.
- 4 - Even within space limitations, many institutions can post all of their professional vacancies, and very large libraries can include many.
- 5 - By the inclusion of the Civil Service provision, all institutional members are treated alike in posting privileges.
- 6 - Since the policy statement on listing privileges, etc., will appear in each issue of the ALA Bulletin, additional promotion of the service can be confined to brief periodic notices.

- 7 - The cost of the service is confined primarily to actual publication costs.
- 8 - No separate office or staff will be needed, since the plan is designed to operate in the Bulletin office with a minimum of clerical and supervisory assistance.

Limitations of the plan - in the opinion of the Board and Subcommittee:

- 1 - The service is given only eleven times a year, with a long interval in the summer months.
- 2 - The interval between the receipt of the announcement and its publication provides a time lag (a minimum of one month) which may be a hardship in some cases.
- 3 - Some institutional and personal members may find that they need to use the service for the first time after the total amount of free space has been used. They may resent this unintentional but seeming discrimination. Paid space, however, will be available to them.
- 4 - Other professions are using a special job information bulletin rather than putting ads in their general professional journals, because employers and individuals are assumed to be more interested in posting their requirements in a publication devoted exclusively to job information.
- 5 - The subsidy provided by ALA will be needed annually, since the service produces no income. The service charge for blind (coded) listings covers only the cost of forwarding replies.

ASSETS AND LIMITATIONS OF THE SEMIMONTHLY  
PLACEMENT BULLETIN PUBLISHED BY THE ALA ON  
A SUBSCRIPTION BASIS

Assets of the plan - In the opinion of the Board and Subcommittee:

- 1 - Since the ALA will provide this service directly to the profession, it will have full responsibility for determining all policies.
- 2 - The ALA member (institutional and personal) will be given increased listing space and privileges at lower subscription rates than the nonmember.
- 3 - The service will be provided 24 times a year, with no time lag in summer.
- 4 - The interval between the receipt of an announcement and its publication can be limited to two weeks.
- 5 - By the inclusion of the Civil Service provision, all institutional subscribers are treated alike in listing privileges.
- 6 - Other professions are using a special job information bulletin, rather than putting ads in their general professional journals, because employers and individuals are assumed to be more interested in posting their requirements in a publication devoted exclusively to job information.
- 7 - Some employers and individuals, hesitating to place their ads in a journal reaching large numbers, may be willing to use this special bulletin limited to job information.
- 8 - The subsidy provided by the ALA is requested for three years, after which time the special bulletin should become self-supporting. It is anticipated that the amounts of subsidy needed for the second and third years may be less than that requested for the first year.

Limitations of the plan - in the opinion of the Board and Subcommittee:

- 1 - While the ALA member obtains more listing space and privileges at a lower subscription fee than the nonmember, the subscription fee is in addition to his ALA dues.

- 2 - The special bulletin does not have the membership-wide coverage of the ALA Bulletin plan, and some opportunities of contact will be missed.
- 3 - Regular promotion will be required to remind institutions and persons of the service being provided.
- 4 - It will require staff and space in an already crowded ALA headquarters building.
- 5 - The special bulletin does not obviate the necessity of maintaining the present policy of paid placement advertising (open to members and nonmembers) in the ALA Bulletin, since some members will wish to reach a larger group than those receiving the special bulletin.

ASSETS AND LIMITATIONS OF THE  
LIBRARY PLACEMENT EXCHANGE PROPOSAL

Assets of the plan - In the opinion of the Board  
and Subcommittee:

- 1 - The service is provided 24 times a year, with no time lag in summer.
- 2 - Listings arriving at least 12 days before the 1st and 15th of the month are printed immediately.
- 3 - The service is provided the ALA member free of charge as a perquisite of membership.
- 4 - Other professions are using special job information bulletins rather than putting ads in their general professional journals, because employers and individuals are assumed to be more interested in posting their requirements in a publication devoted exclusively to job information.
- 5 - Some employers and individuals, hesitating to place their ads in a journal reaching large numbers, may be willing to use this special bulletin limited to job information.

- 6 - By contracting for the service, the ALA is relieved of the responsibility of the actual operation of the service.

Limitations of the plan - In the opinion of the Board and Subcommittee:

- 1 - The cost to the ALA is actually unknown.

(a) The base charge of \$5,500 per year covers any number up to 1,000 listings (actually a maximum of 666 first-time listings, which are automatically repeated in the next issue and counted as a half listing). For additional listings above the base number the fee will be \$4.50 per first-time listing, and \$2.25 for its automatic repeat. The contract as proposed will entitle the Library Placement Exchange to accept an unlimited number of additional listings.

(b) The Library Placement Exchange's current policy provides the possibility of "extra listings" for a fee of \$1 per listing per issue. The contract proposal does not indicate whether these extra listings will be permitted or how they will be counted. It is assumed that they will be permitted and counted, since the proposal to ALA waives all regular and special charges to ALA members. Clarification on this point is needed. Such listings could increase the ALA's cost and would decrease the number of first-time listings in the base amount.

(c) The promotional device, that one issue of the Library Placement Exchange will be sent to all ALA members, entails an additional expense to ALA to provide mailing stickers and to reimburse the Library Placement Exchange for postage and clerical help for affixing stickers, which is estimated between \$600 and \$800.

(d) Unless ALA provides periodic promotion of this service rendered to the members by contract with the Library Placement Exchange, the ALA membership may soon overlook this membership perquisite and not

give credit to the ALA for providing free posting service for members. A small amount of money will be needed for this promotion.

- 2 - The ALA has no official responsibility for the service other than policy guidance in establishing minimum data standards for the position and personal listings. In some members' thinking the ALA will nevertheless be praised for the service's accomplishments and blamed for its shortcomings.
  - 3 - The special bulletin does not have the membership-wide coverage of the ALA Bulletin plan, and some opportunities of contact will be missed.
  - 4 - Service is somewhat discriminatory: The personal member using the service receives 12 issues free, the institutional member using the service 24 issues; the institutional member under a Civil Service jurisdiction has no free service and no free issues unless a provision similar to that in the other two plans is secured.
  - 5 - A listing is not defined to show that within the space limitations one or more vacancies can be included by an institution as one listing. This must be verified, since the count will differ radically if each vacancy is counted as a separate listing.
  - 6 - Contract with the Library Placement Exchange does not obviate the necessity of maintaining the present policy of paid placement advertising (open to members and nonmembers) in the ALA Bulletin, since some members will wish to reach a larger group than those receiving the special bulletin.
  - 7 - The subsidy provided by the ALA will be needed annually and will include contract, mailing of special issue, and promotion costs.
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MISS MORSE (continuing): I hope you have had an opportunity not only to think about this but to have looked over the three plans that were submitted, which were the ones that this Committee was acting upon, because next year's Committee on Program Evaluation and Budget will need the guidance of Council.

Thank you.

PRESIDENT SHAW: Thank you, Miss Morsch.

You have heard the report of the Placement Service. This has been under consideration for a long time. The ACRL notably recommended a Placement Service, and, based on the legal decision, decided nothing could be done about it. Further study indicated an issue in that opinion.

There now appears on the Executive Board to be other things of higher priority apparently than the kind of Placement Service that could be provided with any funds in sight.

What is the wish of the Council in this matter? Is Council content with this report? Hearing no objection, I assume that the report may be filed.

MR. PETERSON: Mr. President, I move that the Council confirm the action taken by the Executive Board.

[The motion was duly seconded.]

PRESIDENT SHAW: It is moved and seconded that the position of the Executive Board be confirmed. Is there any discussion? Miss Morsch insists there must be some discussion from the floor. There appears to be no discussion--or is there?

VOICE: When are we to give our views on these three plans to next year's Committee?

PRESIDENT SHAW: As the matter stands now, I think, assuming confirmation by the Council of this report, we are to consider the plans for a Placement Service can be considered at any time by the Executive Board, but that we do not give top priority to these plans in the present state of the library market.

This, then, would have to start all over again. Somebody would have to propose that we do it. They would have to justify it. They would have to submit it to PEBCO for budget consideration in competition with other budget items. I think that would be the process. Unless somebody does that, or until somebody does that, this is then quiescent, if the Council approves this motion. Is there further discussion?

[The motion was put to a vote and was carried unanimously.]

MR. JACOBS: May I ask that the Council express its appreciation of the magnificent work which the Subcommittee of the Board of Personnel Administration has done on this report, which I know represents a terrific amount of work. I believe we owe them our deep gratitude. [Applause]

I so move.

[The motion was severally seconded, was put to a vote, and was carried unanimously.]

PRESIDENT SHAW: Thank you, Mr. Jacobs.

PRESIDENT SHAW [continuing]: I should like now to introduce Immediate Past President John S. Richards, Librarian of the Seattle (Washington) Public Library and Chairman of the ALA Committee on Organization, who will submit his Committee's recommendations to Council further implementing the Management Survey.

MR. JOHN S. RICHARDS: Mr. President, Members of Council and Members of the Association:

At the Miami Beach conference the Committee on Organization replaced the Committee on Boards and Committees, and at the same time assumed the remaining duties of the Steering Committee for Implementation of the Management Survey.

At this same meeting Council approved the report of the Steering Committee, which recommended "that all of the then present divisions, except the Division of Libraries for Children and Young People, plus the Children's Library Association and the Association of Young People's Librarians, be recognized as divisions in the reorganized ALA, on the assumption that a field of responsibility statement, satisfactory to Council, could be worked out by each division prior to the 1957 midwinter meeting." That is the way it was

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worded in the report.

You will remember that the report of the Steering Committee took note of the fact that "No ALA committee should be created or continued if its functions fall completely within the scope of any one of the divisions so that the authority for the work of the committee can be delegated to one of the divisions."

In the report of the Steering Committee, published in the ALA Bulletin for March 1956, complete recommendations were made with regard to the committee structure of ALA, providing for most committees' assignment and function to a particular division, and in a few cases dispersion of these functions.

The work of the Committee on Organization, then, during the months since Miami Beach, has been mainly in two fields. First, assisting the divisions established by Council in the preparation of their field of responsibility statements, and arranging for an orderly take-over by divisions of the functions of a large number of ALA committees.

Tonight the Committee brings to Council, for approval, field of responsibility statements for ten of the thirteen divisions. This represents the seven old Divisions

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and three of the new divisions. As you know, the new divisions were given until the Kansas City conference to present these statements. Three divisions--Resources and Technical Services, State Library Agencies, and Special Libraries--are not yet ready with their presentation.

Also, the Committee has recommendations regarding the proposal of certain committees which were referred to by the Steering Committee.

You have in your hands the mimeographed report, which I propose to read. I wanted you to have it so you could follow it and have the report for reference when the report is being considered. I am going to read each of these in order, but at the beginning may I say that with one exception, which I will discuss when I come to it, each of these statements is exactly as we received it from the division. There has been no alteration. That is not true in two, and I will mention those two when I come to them.

I will now read this report of the Committee on Organization without further ado, and then I will make closing remarks before we throw it open to discussion by Council.

Adult Education Division

"This Division is responsible for those activities

that are designed to stimulate and promote the development of adult education services in libraries."

American Association of School Librarians

I have under date of January 30 a letter from Miss Batchelor, President of the AASL, saying, "The field of responsibility statement is the same one previously submitted. The AASL Board felt it could not make further changes until the functions of other groups were more clearly defined", and so the Committee assumes this is the statement which the Association wants included at this time. It reads as follows:

"The American Association of School Librarians is responsible for the improvement and extension of library services in schools as a means of strengthening the educational program; and for cooperation with other library and educational organizations concerned with the welfare of children and youth.

"The Division initiates and coordinates the work of local, state and national committees and personnel of school libraries and stimulates the professional growth and status of school librarians.

"It interprets the need for and function of school

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libraries and plans and promotes library publicity and public relations with lay, educational and professional groups at national, state, and local levels.

"It stimulates study and research to improve standards and procedures in the school library field and to establish criteria of evaluation.

"It provides consultant services to individuals and groups in such areas as: evaluation, organization and use of materials, planning and equipping school libraries, financing and administering school library services.

"The Division cooperates with other American Library Association divisions in areas of mutual concern."

Association of College and Reference Libraries

"The Committee on Organization recommends that the name of this Association be changed to Association of College and Research Libraries in accordance with their request, and that the Division be assigned the following field of responsibility:

"This Division represents those libraries which support formal education above the secondary school level or which maintain research collections."

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Association of Hospital and Institution Libraries

"The Association of Hospital and Institution Libraries represents libraries which serve the recreational, educational, rehabilitative, and therapeutic needs of patients, inmates, and residents in hospitals and institutions, and libraries which serve the needs of the medical, nursing, administrative and other professional staffs in hospitals and institutions, and of students and faculty of affiliated training schools and colleges by providing material for their clinical, educational, research, public health and recreational programs. The Association desires to carry on a program of activities to raise the standards of library services in these libraries, to advance the professional growth of the librarians working therein, to promote specialized training of librarians for hospital and institutional work, to interest public, county, and regional libraries in extending library service to hospitals and institutions, and to promote the establishment of libraries for patients, residents, and staffs in hospitals and institutions without this service."

Association of Young People's Librarians

"This Division is responsible for establishing the

criteria for the selection, production, interpretation, and use of book and non-book materials for the teen age and young adult, and for the development of special services and programs for this group."

#### Children's Library Association

"The Children's Library Association is responsible for a program of activities which will establish criteria, for the selection of books and related materials used by children, develop the highest standards of library service, and promote the extension of this service to children and to adults working with or interested in children and children's books."

#### Library Administration Division

"The Library Administration Division is directly concerned with library administration in general as well as six major areas of library administration (personnel administration, financial administration, buildings and equipment, public relations, governmental relations, and library organization and management) as they apply to the over-all and internal administrative practices of all libraries."

#### Library Education Division

"It is the responsibility of this Division to advance

8 library service through consideration of library education at all levels and for all types of libraries."

Public Libraries Division

We come now to one of the two Divisions in which we have not taken the recommendation exactly as it stood. We were unable last night to get in touch with the people we should have been able to contact, and so I want to read the statement as it was submitted to us. I want to read it as we are proposing it, and I want to speak briefly as to why we changed it.

The statement as submitted by the Public Libraries Division is as follows:

"The Public Libraries Association represents and is responsible for the advancement and expansion of public library service to all ages in all kinds of life situations in various types of communities. The Association is also responsible for the coordination of the activities of all units within the ALA that relate to this type of library and for a program of service to individuals and groups who constitute the Association."

Leaving out for a minute the change in name, we are proposing that this be the statement which will be included:

9 "The Public Libraries Association represents and is responsible for the advancement and expansion of public library service to all ages."

We have suggested the deletion of the last sentence in this statement because we feel that it duplicates a very clear provision in the ALA Constitution and Bylaws.

Article VI, Divisions: "(c) Type-of-library divisions shall be concerned with all activities that affect their types of libraries, shall function as agencies for broad, over-all consideration of all policies, programs, and operations of the Association from this point of view....".

It was our feeling that in a way that expressed what we thought the public libraries people were getting at better than what they had written, and we felt that this second sentence of their statement was somewhat redundant.

#### Reference Services Division

"The object of the Reference Services Division shall be to advance the informational, bibliographical, and research services in all types of libraries and at all levels; and to act for the American Library Association on matters concerning reference services. The Division shall assume responsibility for continuous study and improvement of reference materials

and methods."

ACTION ON COMMITTEES

"The Steering Committee on Implementation of the Management Survey recommended that the following, presently designated as joint committees, be studied by the Committee on Organization to determine their proper status:

"Guide to Comparative Literature  
and Inter-Cultural Relations:

"This should not be a joint Committee and will no longer be so designated. Mr. Clift will represent the Association's interests with the groups concerned. The Committee on Organization recommends that this be discontinued as a joint Committee.

"American Committee on Arrangements  
for International Library of Congress:

"It is recommended that this Committee be discontinued.

"Microcard:

"This is not really a joint Committee. ALA presently has a representative on this Committee, and the Committee on Organization recommends that ALA's responsibilities in regard to this Committee now become the responsibility of the Resources and Technical Services Division and that ALA repre-

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sentative on this Committee in the future be appointed by this Division.

"Government Publications and  
Union List of Serials:

"The Committee on Organization recommends that ALA's responsibilities to these Committees be transferred to the Resources and Technical Services Division."

"The Committee recommends that the following action be taken in regard to certain ALA standing committees:

"Book Binding and  
Copying Methods:

"The function of these to be transferred to Resources and Technical Services Division.

"State Legislative Action:

"To be discontinued, since Committee functions have been discharged."

"The Committee on Organization has also been given the responsibility of recommending to Council the name, function and size of ALA standing committees.

"The Committee recommends that all standing committees shall retain their present name, function and size, with the exception of the ALA Audio-Visual Committee, which should be increased to seven members in accordance with their request.

12 "The Awards Committee has requested that subcommittees of five members each be established to act as juries for the Dewey Award and the Lippincott Award. The Committee on Organization so recommends."

While the reorganized ALA should be in business at the close of this session, I would like to point out certain unfinished business which yet needs attention.

It has not been possible for the Committee on Organization to make a complete study of divisional committees. We know that some of the old divisional committees are clearly in fields where the responsibility has been assigned elsewhere. Moreover, a check of divisional constitutions is needed to insure that provision is made for activities which are not provided for in the field of responsibility statements here presented tonight.

The Special Libraries group has presented to the Committee a plan which would make this a division of subject specialists, intended to bring together in ALA those interested in a high degree of specialization in subject fields. The Committee is interested in this plan, but realizes the problems of fitting such things into a reorganization scheme. Such a division would not be a reorganization divi-

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sion and would be difficult to classify, and it would be necessary to see whether a field of responsibility statement could be drawn which would be distinct and not in conflict with any of the other divisions.

In closing this report, on behalf of the Committee I should like to thank the divisions for their cooperation and for the fine leadership which has been shown. There is every indication that the new divisions are realizing that in their respective fields they now are ALA, and are determined to add new laurels to our Association.

I think perhaps two examples of creative thinking which we have run across in our Committee will be of interest to you. First, the Public Libraries Division is establishing a Council on Program Coordination. It is proposed that there be maintained a Council on Program Coordination to coordinate the Division's interests and responsibilities with other divisions and committees of ALA. This Council shall be composed of representatives from the Public Libraries Division who are qualified to represent this Association in the programs and projects of other divisions and committees. These representatives must be members of the divisions or committees to which they are appointed. They will serve as a channel of

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coordination between the Public Libraries Division and other units of ALA and will bring the needs of the Public Libraries Division, the type of work divisions and committees, and will develop program coordination in areas of mutual interest.

Again, we have the example of ACRL. This Division has embarked on a thorough-going study of program evaluation. A special committee has been appointed to undertake a study which will serve as a definite guide to ACRL in the development of a comprehensive program in support of its field of responsibility.

I believe these examples typify the spirit of all the divisions in their efforts to complete the task of reorganization. The Committee thanks you all, and wishes you success in the future.

I think I should give you the names of the Committee. Virginia Haviland; Frank N. Jones; Foster E. Mohrhardt; Lucile M. Morsch; Ruth Rutzen; Robert Severance; Ralph R. Shaw; Harold Tucker, and John S. Richards, Chairman.

Mr. President, as a Council member I move the acceptance of this report.

PRESIDENT SHAW: Mr. Richards, I regret that I must rule that the motion is out of order, as being in clear

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contravention of provisions in the Constitution and Bylaws.

All of the Council members have received a copy of the Constitution and Bylaws in their packet. In the Bylaws, Article VI, Divisions, the last sentence of Section 2 states: "Each division shall represent a field of activity clearly distinct from that of other divisions."

That was the point of my talk the other day. It is here in the Bylaws. As pointed out by Mr. Richards in his presentation, even though it does not show in his presentation, they have accepted the old Bylaw provision below that, and this is the same Article, the part Mr. Richards just read to you, which says, "The type-of-activity divisions shall be concerned with the functional, technical and resource field which are related to their designated interests."

This means that the Public Libraries Division, ACRL and all the other types of library divisions are given, under this proposal, a concern and operating responsibility in the field that are presumably assigned to this piece of paper, to cataloging, reference and all other types of work fields.

Furthermore, to check this I checked with the Committee itself. I did not check with all of the members of the Committee, but without checking with all of them I found--and

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the question was straight, and they are here, and if you want it done we will poll them--I asked each one of them, "In your judgment does this report provide for divisions each of which shall represent a field of activity clearly distinct from that of other divisions?"

Without polling the whole of the Committee on <sup>ORGAN-</sup> ~~Opera-~~  
<sup>IZATIONS</sup> ~~tions~~, I found a majority that said, "No, it does not provide clearly distinct divisions."

That being the case, it is in contravention of the provisions of the Bylaws, and cannot be accepted. I think, therefore, the Council has the problem of referring this back to ask for a blueprint that will provide for clearly distinct divisions so that we can assign and delegate responsibility and authority, and also the Council will have to make some provision for an interim continuance of the provisional divisions until such time as they can be set up on a permanent basis.

I am not surprised to hear a good deal of murmuring. It seems to me that unless this ruling is unreasonable--and I am open to conviction--I have heard from a majority of the Committee, without any sales talk and without checking the whole Committee, that in their own judgment this does not

17 provide, as the Bylaws say without any question, "clear distinction for each division from that of other divisions".

I think we ought to entertain a motion to refer this back. This in effect takes the place of a tabled motion, does it not? We might refer this back to the Committee on Organization, with a request that they bring in clearly defined fields of activity for all divisions, including the three that are not covered, and including the overlapping still in the report.

Do I hear such a motion?

VOICE: I so move.

[The motion was duly seconded.]

PRESIDENT SHAW: Is there any discussion?

MISS MORSCH: As a member of the Committee that was polled, and one who gave a definitely opposite answer to this, and since as a member of the Committee I heard no such statement within the Committee, I think this is a little bit irregular, to say the least.

My answer to Mr. Shaw--and I don't know how many other members of the Committee he polled individually--was that to the best of our ability and knowledge we had cleared up all conflict and overlapping, that undoubtedly there would

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be some that would show up because we may not have interpreted everything as the submitting divisions did, but these we would clear up as we went along.

Without meeting with all the divisions at one time and talking things over, we did not see how we could be absolutely sure that there was a complete meeting of minds.

[Applause]

PRESIDENT SHAW: You were not counted among those who voted "no". I polled six members. Five of them said that it was not clear. Five make a majority of the Committee. If there is any question about the accuracy of that, I will embarrass the Committee by calling on all of them and polling them out loud.

MR. LORENZ: Mr. Richards, the Committee did move the adoption of this report, didn't it?

MR. RICHARDS: That's right.

PRESIDENT SHAW: It was not seconded and it was not accepted. You cannot move the adoption of an unconstitutional report. It violates the provision of Section 2, that every division shall represent a field of activity clearly defined, when a majority of your own Committee says these are not clearly defined.

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MR. LORENZ: I am asking Mr. Richards whether, when the Committee met and voted on the report, they moved the adoption of this report before Council.

MR. RICHARDS: No. There was no action on it by the Committee itself last night. We worked until very late on it, and we straggled out and weren't all together at the last. There was no indication, as far as I knew last night, that there was any disaffection on the part of any of the Committee members. We seemed to be completely in accord when we finished our work.

MR. ARTHUR M. McANALLY: I was once a member of the Committee on Constitution and Bylaws at San Francisco, and there were some very controversial subjects that were referred to the Committee at that meeting. It is my suggestion that the constitutionality of this question be referred to the Committee on Constitution and Bylaws for a ruling.

PRESIDENT SHAW: It is my understanding that this is a responsibility of the President, although, if Council chooses to overrule my ruling (and I don't see how you can, in view of the clear language of the Section), that is your privilege. I don't think anybody but the Council has authority to overrule it. I think the Council does have

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authority to overrule it.

We have a motion before us that the report be referred back, with instructions to bring in a clear blueprint which meets the requirements -- there is a question up here as to whether we ought to have a parliamentarian. There is a call for the question. I hear a call for the question.

All those in favor, say "aye"; opposed, "no". We have a separation. Those in favor will please stand. If you are in favor of referring the report back to the Committee on Organization, to bring in a blueprint--

VOICE: Mr. President, the question was not clear. You must restate the question.

PRESIDENT SHAW: That is what I am doing right now, Mr. Smith. The motion is that the report be referred back to the Committee on Organization, with instructions that they provide a blueprint of organization of the ALA in which each division "shall represent a field of activity clearly distinct from the other divisions", and covering the whole of the structure of ALA.

Those in favor will please stand. Those opposed will please stand. Clearly the motion is defeated.

Now where do we go? We now need a parliamentarian

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to rule on the decision of the Chair--no; the Chair will present to the Council, for action, his ruling. Let's get this ruling straightened out first, Ralph, unless you want to speak to this.

MR. RALPH H. PARKER: I was just going to recommend that the ruling of the Chair be referred to the Committee on Constitution and Bylaws--not the ruling, but that the question of constitutionality of the report be settled by referring it to the Committee on Constitution and Bylaws.

PRESIDENT SHAW: Unfortunately this is the last Council meeting of this session. We must take action on this one way or another, because some of the divisions were authorized only until this meeting. Some provision will have to be made by the Council, and I think the Council will have to make its own decision.

The Bylaw reads, "Each division shall represent a field of activity clearly distinct from that of other divisions." The report which you have just heard says, "Type-of-activity divisions shall be concerned with the functional, technical, and resource fields which are related to their designated interests."

This, in plain English, means that in addition to

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what you have here, we have the Constitutional or Bylaw provision which the Committee is including, which says that the type-of-library divisions shall be responsible for everything in the type-of-activity divisions.

In view of this, I polled six of the members of the Committee. The following five--Jones, Tucker, Mohrhardt, Severance and Shaw--said no, it was not in their judgment an assignment clearly distinct from that of other divisions. The only other member I polled was Miss Morsch, from whom you have heard.

In view of the Committee's own statement that this is not clear, I have ruled, in view of this provision in the Bylaws, that this is contrary to the Bylaws. I am now asking the Council to confirm or reverse that ruling. May I hear a motion from the Council confirming or reversing that ruling?

MR. CHARLES F. GOSNELL: Mr. President, I move that the ruling be confirmed.

[The motion was duly seconded.]

VOICE: What are we voting on?

PRESIDENT SHAW: We are voting on whether the ruling, that the report is in contravention of the Bylaws, is a sound ruling.

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MR. GOSNELL: Perhaps this is a hypothetical matter to be submitted, but I read under "Public Libraries Division" the statement, "The Public Libraries Association represents and is responsible for the advancement and expansion of public library service....". Tomorrow morning the Organizing Committee for the State Library Agencies is to meet and discuss this question, and I don't know of any other group that is more responsible for "the advancement and expansion of public library services" than is the State Library Agencies.

Maybe this is hypothetical because they have not yet submitted their statement, but it certainly is an example of the confusion that is facing us tonight.

PRESIDENT SHAW: I didn't want to get into all the elements of confusion here. We do have a provision in the Bylaws, which you passed at Miami Beach and which is now in force, which says that each field of activity must be clearly distinct from that assigned other divisions.

As Mr. Gosnell points out here, and as I have pointed out, and as the Committee itself has pointed out, this is clearly not true.

We have a motion that the ruling by the Chair, that this would be unconstitutional, be upheld. Is there further

24- discussion? Are you ready for the question?

All those in favor, say "aye"; opposed, "no". I guess we had better ask for a division. Those in favor of upholding the ruling, stand up, please. Will those who hold that the ruling is incorrect, please stand.

The motion is carried, 54 to 46. The ruling is upheld. [Applause]

Honestly, I don't like this a bit better than you do. I am sorry, but I think there are matters of high principle involved here. I think we voted things into the Constitution, and that we have to take our job seriously and decide whether we are going to stick with them or not.

The judgment of the Chair was upheld. We will now refer this back to the Committee for revision. May I have a motion continuing all the divisions in action, and the new divisions on a tentative basis until we have a firm, clear statement of their functions?

MR. JOHN H. OTTEMILLER: I so move.

MR. GOSNELL: Second the motion.

[The motion was put to a vote and was carried unanimously.]

PRESIDENT SHAW: All the divisions are continued.

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MR. RICHARDS: I have just one statement to make, and that is that I would like to request that this be referred back not to the present Committee but to a special committee. You have definitely indicated your lack of confidence in the present Committee on Organization, which is your privilege, and I think it would be very unfortunate for this matter to be thrown back into the laps of this particular Committee.

And so, I should like to make a motion that this committee be a special committee appointed by your President, rather than the Committee on Organization that is presently in existence.

I think it should also be said that most of the material that was in the alternative proposal has been considered by this Committee and turned down. There again it seems to me this Committee is clearly not the one to have this matter referred to it.

PRESIDENT SHAW: Except for the fact that there has been no alternative proposal submitted.

Is there a second to the motion?

[The motion was duly seconded.]

VOICE: I have a question in regard to something

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else that preceded this. Is this the time to ask which divisions will be continued--the thirteen we are working on now, or the seven that existed before?

PRESIDENT SHAW: We included all of those tentatively in existence.

VOICE: The thirteen?

PRESIDENT SHAW: Yes.

MISS MARY D. HERRICK: I would like to speak against this motion. I think we have a marvelous Committee. I don't think it is their fault that they have some conflicts here. I think each of us belongs to some of those divisions that have not cooperated enough.

This is a splendid Committee, and I want to see all of us make it possible for them to come up with what they really want, too, and what we should want. [Applause]

MR. RICHARDS: I think it is only fair to say that if this motion is not passed, my resignation as Chairman will be in the hands of Mr. Shaw tomorrow morning. We have worked very hard on this matter. I have given all that I could on it. I see no reason for wasting any more time from here on in.

PRESIDENT SHAW: I think the applause indicated that there is no lack of appreciation for the difficulty of

the job and the devotion of the Committee and its earnest efforts to get this job done. We are faced, however, with a statement by the Chairman of the Committee that he will not continue in any event, and so I think this motion still awaits your pleasure.

I am sure Mr. Richards would not have made the motion if he didn't want it to have your serious consideration. We have a motion before us that there be a special committee appointed to do this job. Are you ready for the question?

MISS MORSCHE: Mr. President, I think it should also be pointed out, before this is referred back to that Committee, that that Committee does not represent all the divisions. A new special committee that is truly representative of all thirteen divisions might have a better chance of success.

PRESIDENT SHAW: Thank you, Miss Morsch. Are you ready for the question?

MR. PAUL H. BIXLER: I think it would be very unfortunate, if you do appoint a new committee, if you did not put on it some of the people who have been working on this Committee. Certainly their experience is important.

PRESIDENT SHAW: Even though the members of this

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Committee say they will not serve on the new committee, the Chair will invite them to serve on the new committee, among others.

Excuse me. I didn't mean to influence your vote. This is assuming you choose to have a new committee. Are you ready for the question?

All in favor of a new committee, say "aye"; opposed, "no". There will be a new committee.

Now, shall there be a date for reporting of this committee officially set? Shall we require that they report by the Kansas City meeting?

I beg you to note that there are some things in the Constitution which would have to be revised, which will take at least a full year after the committee makes its recommendation before we can get into full swing.

The sense of the meeting seems to be that we will ask them to report with maximum despatch, but not fix a date. Is that about it? Do I hear any objections to that?

I will now call on Mr. Peterson.

MR. HARRY N. PETERSON: I move that the Council go on record expressing its appreciation to this Committee for the excellent work that it has done in dealing with an extremely

difficult subject.

[The motion was severally seconded.]

PRESIDENT SHAW: We have a motion, which I would have liked to have seconded if that were legal. All in favor, say "aye"; opposed, "no". The "ayes" have it unanimously.

We did have a tabled motion that had to do with the reorganization; but since this matter has been taken care of, can we assume that the people who made and seconded that motion withdraw it--the one referring it back? Thank you.

Now may I call on the Executive Secretary, Mr. Clift, to report to the Council for the headquarters staff, as provided for by the Constitution. Mr. Clift.

MR. CLIFT: Mr. President and Members of the Council:

It is a constitutional responsibility of the ALA Executive Secretary to report to the Council annually "for the headquarters staff".

The Constitution, with that ambiguity which sometimes characterizes such documents, fails to specify the areas in which he shall speak for the staff, leaving therefore to his discretion whether he reports joys or sorrows, complaints, hardships, accomplishments, failures, frustrations, views on the Association or even views on the members.

He just reports for the staff.

At the Kansas City conference I shall make a report covering staff activities for the year 1956-1957. For this report I should like to offer to the Council a few observations on the programs of the Association and on some of the problems confronting us as these may relate to staff assignments and responsibilities.

If my remarks appear disjointed, you are at liberty to lay this to me, or you may decide that some of the characteristics of the reorganizational process have rubbed off on me. There is a measure of truth in the latter.

Starting with the reorganization, we are now, I take it, in phase 3. In the beginning there was Cresap, McCormick and Paget. In phase 1 we went through the soul searching. In phase 2 the Association spoke with complete and warm unanimity in accepting the principles of the recommendations. In phase 3, in which we have been since June 1955 in Philadelphia, we have been engaged in the laborious, hard, difficult work of translating the principles of a survey into working and satisfactory arrangements. This is the hardest task of all--or do I need to tell you?

The work must consist of the hammering out of

details, the give-and-take involved in the differing viewpoints, the adjustments and compromises so necessary to the architecture of the final organization.

Perhaps five years, five months and a few days at ALA headquarters have had a salutary effect upon my normal impatience, for I do not feel, as I have observed the reorganization process, that the Association has been dragging its feet. I have felt--indeed, I have observed--that all units involved have gone about their self-imposed tasks with earnestness and determination, tasks which we laid upon ourselves in approving the Management Survey and the recommendations of the Steering Committee. That the work has been difficult is admitted; that it takes time, should surprise no one. The ALA, or any membership organization in which the decisions must be shared by all, cannot ever move at a very rapid pace.

The President and the Treasurer have pointed out to you our need for more income. This lack of funds is certainly not new to ALA, but it would be a hard time to find a time in the history of the ALA when this lack was more critical. There are forces favorable to library development everywhere about us now, and these would benefit from increased Associa-

tion activity. To mention a few: The Library Services Act; the publication of the revised and restated Standards for Public Libraries; the public interest activities of such groups as the National Book Committee, and the rise in adult education.

As we have told you, we are budgeted up to the hilt for 1956-1957. Under our financial regulation we never budget total expenditures for any one year in excess of the previous year's income. However, for 1956-1957 we have been able to use the balances that were transferred from the divisions and other units; and this means that while we are not currently living above our resources, we are spending at a rate and supporting programs at a rate that will not be possible next year.

This has not been done blindly. The Executive Board and the Committee on Program Evaluation and Budget have taken the stand that vigorous budgeting was desirable, even necessary, in this first year of the reorganization, but this was done with the full knowledge that normal income to be expected in 1956-1957 would mean a decrease in program activities for the following year.

The Management Survey of ALA included the following

sage observation on ALA finances. The Association had said, "We will probably never have enough funds to support all the programs that will be devised by the fertile minds of its members." Clearly this will be the case, ALA members and ALA finances being what they are.

Limited funds on the one hand, and great program needs and opportunities on the other, mean the exercise of hard choices by the bodies charged with programs and financial responsibilities. Experience since the conference at Miami Beach leaves no doubt but that the newly established Committee on Program Evaluation and Budget, one of the most important committees in the reorganization, will approach these problems with deep understanding and high statesmanship.

The problem relating to program money which we face, I believe, is this: To avoid scattering the Association's funds on a great variety of desirable but perhaps minor programs, we should perhaps select for any one year or for any period of years those programs which are of the most immediate importance to library service, and concentrate our efforts and our funds on them. This, I think, fairly reflects the attitude taken this year by the Program Evaluation and Budget Committee.

The reorganization of the Association requires much in the way of a reorganization of staff services at ALA headquarters. The Council, in its approval of the Management Survey, not only undertook to establish new divisions but it also approved the recommendation that each division have the services of an executive secretary. This does not mean one executive secretary for each division, but it does mean that each division have a staff member at ALA headquarters who is the executive secretary of that division, even though that person serves more than one division in this respect.

Much attention already has been given to the reorganization of headquarters services. This has been given by a subcommittee of the Executive Board. Possible staffing plans have been discussed by this subcommittee at this meeting with PEBCO and with the Executive Board.

The plans, which include the eventual provision of executive secretarial services to all the divisions, and which provide also for a better coordination of staff work, will add necessarily to our professional staff costs. We shall have to start off slowly. We shall have to make every possible savings and utilization of staff, for we have a recognized and important responsibility to be as economical

in staff costs as the commitments laid upon headquarters by the Association will permit.

I would like to offer the personal observation that Association funds spent in acquiring a responsible and highly qualified staff represent program expenditure in the best sense of the term.

I know that you must realize it, but it must be emphasized that however many savings we may make in whatever areas, in my honest opinion it is unlikely that the Association will be in a position to provide staff assistance for all of the divisions within the next year.

In accepting the Management Survey, the Association committed itself to the provision of this service; but staff cannot be provided until funds become available. Equally, if not more important, full staffing should not be provided until divisional responsibilities are established by this body and staff requirements thus established.

The report you have heard at this midwinter meeting illustrates strikingly but not fully the major problems and concerns of the Association as a whole. While all programs are important, it is likely desirable at this point in Association affairs, and at this point in our national life, that

the Association select carefully those programs that are most timely and important, and give these our first attention and support. You will have your own views on which programs might be so selected. I would like to suggest a few of these areas.

First come two programs--two great opportunities, side by side. These are the Library Services Act and the revised and restated Public Library Standards.

The measure of success which the Library Services Act can obtain rests with varying emphasis upon various groups. A very large measure of responsibility rests upon the states themselves in the development and implementation of plans. No less than this is both the opportunity and the responsibility resting with the U. S. Office of Education, for the Library Services Act offers the best chance the Office has had in its history to fulfill the national obligations in library service laid upon the Office by the Congress many years ago.

A responsibility rests upon the American Library Association and its members to bring about the kind of results that will justify the beliefs and hopes expressed by Congress in the passage of the Library Services Act.

The revised Library Standards offer a compelling plan for the best use of funds made available under the Library Services Act. It is difficult to estimate which of the two--the Act or the Standards--will have the greater influence in the next decade of library service in this country. Necessary and desirable implementation of the Standards will require funds and work.

No concern which the Association faces seems more critical at this time than recruiting for the profession. We have made a modest beginning this year; and the adoption of a plan which will provide a recruiting pamphlet in quantity this spring, it is hoped, and which will also provide staff assistance to groups and individuals interested in and engaged in recruiting.

In the area of citizens' movements which encourage library development, special mention should be made of Operation Library, about which you heard this morning; and National Library Week, the latter to be sponsored by the National Book Committee, and about which you will hear more later in the spring and at Kansas City, offers much that can be tremendously effective in disposing the public mind toward better understanding and support of libraries. This is a

program in which the ALA is joining, and which will demand heavy expenditures of staff time.

I could go on and list many Association needs and programs known to you, but these may be sufficient to indicate the importance of our opportunities and the need for deliberate planning and careful selection of goals upon which we might concentrate, since we cannot do all things.

It should be noted with heavy underscoring that all of our programs do not call for an expenditure of Association funds. The Association is enabled by foundation grants to carry on far-reaching and effective programs. More than that, though, is the ongoing work of the Association, the tremendous amount of work accomplished by the volunteer help of members serving both individually and as members of committees and governing units.

In concluding these brief remarks, I should like to publicly express my appreciation to the staff at ALA headquarters for the work of the past year. More than any other person in this room, I know from firsthand association and observation of the constant devotion and long hours of duty performed by the headquarters staff.

It has not been an easy year--but, for that matter,

the reorganizational process has not made life any easier for the members, either. We look forward with keen anticipation to the work of the coming year, to the further implementation of the reorganization, to our changed responsibilities in the ALA, and to a return eventually to something approaching the normal turmoil of pre-Management Survey days.

[Applause]

PRESIDENT SHAW: Thank you, Mr. Clift.

I should now like to introduce Mr. Roger H. McDonough, New Jersey State Librarian, Chairman of the ALA Federal Relations Committee, who will present a resolution from his Committee for Council adoption.

MR. ROGER H. McDONOUGH: You are about to get a lot of "Whereases".

Mr. President and Members of Council:

"Whereas, the Library Services Act was passed by the 84th Congress and signed by the President, to aid the states in extending and developing public library service to millions of people in rural areas now without such service or with inadequate service, and

"Whereas, this Act authorizes an annual appropriation of \$7,500,000 for a five-year period, to be used for

grants to the states on a matching basis, and

"Whereas, the President's budget for 1957-1958 recommends only \$3,000,000 for these grants, and

"Whereas, this recommended appropriation for 1957-1958 will penalize states that have developed and promoted programs in anticipation of the full amount for which they could qualify under the Act, because any reduction from the total amount authorized, namely, \$7,500,000, will necessarily reduce the amount available to each state, and

"Whereas, this proposed reduction will seriously endanger the accomplishment of the primary objective of the Act: to stimulate the states and their political subdivisions to establish and maintain adequate library facilities in our rural areas now unserved or inadequately served; therefore, be it

"RESOLVED: That the members of the American Library Association, at their midwinter meeting at Chicago, Illinois, on January 31, 1957, recommend to the 85th Congress, sitting in its first session, that it appropriate for 1957-1958 the full amount of \$7,500,000 authorized by the Act, in order that this amount may be available to stimulate the states to proceed with their programs of further extending

public library services to rural areas; and be it further

"RESOLVED: That copies of this resolution be sent to the President of the United States; to all the members of the Congress; to the Secretary of the Department of Health, Education and Welfare, and to the United States Commissioner of Education."

Mr. President, as a member of the Council and on behalf of the Federal Relations Committee, I move this resolution.

[The motion was severally seconded, was put to a vote, and was carried unanimously.]

PRESIDENT SHAW: Thank you, Mr. McDonough.

MR. McDONOUGH: May I point out that the Federal Relations Committee brought this matter to the attention of the Executive Board yesterday, and we emphasized the importance of this particular action.

We recommended that the Association get in touch with the Secretary of the Department of Health, Education and Welfare immediately and ask for an interview to discuss this particular matter. Mr. Shaw has already authorized a wire to be sent to Secretary Folsom, asking for an appointment some time next week, and a night letter has been prepared and will

be sent as soon as this meeting is over, asking for such an arrangement.

I have another resolution to present.

"In 1950, by formal action of Council, the American Library Association endorsed federal aid to public education, including the use of federal funds for the construction of school buildings. There is urgent need for new school construction at this time, and legislation has just been introduced in the 85th Congress which would provide \$2,000,000,000 for this purpose.

"President Eisenhower, in his State of the Union message on January 10, 1957, made the following statement concerning this legislation:

"'High priority should be given the school construction bill. This will benefit children of all races throughout the country--and children of all races need schools now.

A program designed to meet emergency needs for more classrooms should be enacted without delay. I am hopeful that this program can be enacted on its own merits, uncomplicated by provisions dealing with the complex problems of integration.....'

"The Federal Relations Committee believes that the President's position is a sound one. We believe our children

need the buildings now, and that nothing should be allowed to interfere with this construction program."

On behalf of the Federal Relations Committee, and as a voting member of Council, I move that Council support the school construction legislation with no restrictive amendments attached.

[The motion was severally seconded, was put to a vote, and was carried unanimously.]

PRESIDENT SHAW: I should like at this time to read a communication to the Council:

"Dear Sir: This is to inform you that the Tennessee Library Association is happy to contribute \$100 to the ALA fund for the Washington office, in furtherance of its activities on the library services bill. s/ Don Ferris, President, Tennessee Library Association." [Applause]

Thank you.

MISS FLORENCE W. BUTLER: Mr. President, the Iowa Library Association will contribute \$100 and, if needed, expenses for anyone who might have to go to Washington to testify. [Applause]

MISS LORA CROUCH: We would like to contribute \$100. [Applause]

VOICE: The Executive Board of the Kansas City Library Association will contribute an additional \$100 for the Washington office. [Applause]

MISS ELIZABETH D. HODGES: The Maryland Library Association is very happy to contribute \$100 to the fund for the advancement of the Library Services Act. [Applause]

PRESIDENT SHAW: That is wonderful.

Now we move on to the Bookbinding Committee, and I will ask Mr. Paul Howard, Chairman, to report on library binding standards.

MR. PAUL HOWARD: Mr. President and Members of the Council:

You have not received a copy of this report, so you won't have to read anything. The action of the Committee, which I wish to report, was unanimous this morning. [Laughter and Applause]

If you will remember, at the Miami Beach meeting, among the things you should remember, there was considerable discussion about the need for a less costly form of binding. Your Committee has taken that into consideration in negotiating on the proposed Commercial Standard for Library Binding.

There are two of these Standards. One is TS 5329,

which simply means "Tentative Standard 5329", and the other is TS 5330, which means the standard for pre-bound library binding.

The proposal for these two commercial standards was presented to the Commodity Standards Division of the Department of Commerce in 1953. They were circulated generally on September 14 of this year. If you have not received one, you may write to Mr. George Umhau, of the Commodity Standards Division, Washington, D.C., and he will send you copies.

The Standards are in effect a modernization of the minimum specifications for Class A library binding, which was developed jointly by the ALA and the LBI over a period of years. They have been recast in a form that meets government jargon, and there have been some additions that have been brought up-to-date to take care of new materials, and so on.

Technically, your Bookbinding Committee believes they are the equivalent of the Class A Library Standards. However, your Committee has protested one phrase in the Standards, in the statement of purpose. That phrase says, "Only binding according to these Standards shall be considered library binding."

That, to us, brings serious hazard to the develop-

ment of the less costly form of library binding. It would establish a government recognition of library binding, changing the ALA's definition of library binding to what we have always considered a Class A library binding. In our opinion it would definitely handicap us in developing that type of binding both for rebinding of books and binding of periodicals and for prebound materials.

Acting with the consent of the Executive Board last fall, we protested the inclusion of this, and suggested that a modifying phrase be placed ahead of the words "library binding" so that it would read either, "Only binding according to this Standard may be considered Class A library binding or standard library binding", or some other phrase to designate that there would be a grade of library binding, that "library binding" to us is a generic term which includes binding from pamphlet binding through Class A library binding, to hand-tooled leather library binding or anything you wish to consider.

The negotiations have been carried on with the Library Binding Institute over a period of months. The last meeting was on Thursday of last week. We have reached an impasse. The Library Binding Institute has made what they

consider to be a concession. They would be willing to say that binding which does not conform to these Standards may be considered substandard library binding. [Laughter]

I transmitted that to the Bookbinding Committee of the ALA, and they were unanimous in saying that we could not agree to it.

We wish to maintain our position that these specifications call for only a grade of library binding; and in order to make that perfectly clear, and to establish a precedent, we also wish to go on record as opposing the adoption of this Commodity Standard TS 5329 and TS 5330 until a standard for the binding of the lesser used materials is developed.

We have appointed a subcommittee to begin work on such a Standard, and have asked it to report at a public meeting at Kansas City, but we wish to have Council's approval of this position so that there is no question but that we represent the consumers of library binding.

I am not only a nonvoting member of Council, but I guess I am a stationary member, because I cannot "move".

[Laughter] I would like to ask some member of Council to move approval. [Laughter]

PRESIDENT SHAW: It almost sounds like a motion by acclamation. Do I hear a motion to approve this recommendation?

MR. OTTEMILLER: I so move.

[The motion was duly seconded, was put to a vote, and was carried unanimously.]

PRESIDENT SHAW: We have a problem of Council apportionment. We gave Council an Apportionment Committee of Council. Since we are going to operate tentatively with thirteen divisions and the members firming up, it will be necessary to reapportion Council memberships.

I therefore want to submit to Council the nomination of the following three members of Council for the Council Apportionment Committee. Two of them continue on last year's Committee. I have dropped Miss Gscheidle from the recommendations because she is no longer a member of the Council, and if I were to put her on it would mean I would be betting she was going to be elected to the Board, and therefore she would be on the Council. That would not be fair.

The three I suggest are: Herman Fussler, Director of Libraries and Professor, Graduate Library School, University of Chicago. Wallace Van Jackson, Director, Johnston Memorial

Library, Virginia State College, Petersburg, Virginia, and Miss Carolyn I. Whitenack, School of Library Science, Purdue University.

Is it the pleasure of the Council to have these three serve as your Apportionment Committee? I move it.

[The motion was severally seconded, was put to a vote, and was carried unanimously.]

PRESIDENT SHAW: I would now like to ask Miss Dorothy Cole, election teller, to announce to Council the results of its election of the 1957-1961 Executive Board members.

MISS DOROTHY COLE: Mr. President and Members of Council:

On behalf of the Council Credentials Committee I wish to give you the report on the election of Council members to the Executive Board as of January 30, 1957.

A total of 122 ballots was received. One mystified your Committee because it was completely unmarked. Another was marked only with respect to one pair of candidates.

The result of the election is as follows:

Mrs. Frances Neel Cheney, 72 votes.  
Mr. Carlyle J. Frarey, 48 votes.  
Miss Marion Gilroy, 53 votes.  
Miss Gertrude Gscheidle, 68 votes.

PRESIDENT SHAW: That puts Miss Gscheidle back on the Council. If she wants to serve as a fourth member of the Apportionment Committee she is welcome.

I can announce that total registration as of 7 p.m. tonight was 1,328.

Mr. Clift, do you have any other announcements?

I hereby adjourn the 1957 Midwinter meeting of the Council.

MISS FLORA B. LUDINGTON: Mr. President, as a non-voting member of the Council it seems to me that at this Council meeting, and before we adjourn the business session of this Midwinter meeting, we should remind ourselves of the high goals we had two years ago when we first heard the report of the Management Survey and the action that we took in subsequent meetings. I think because of the delay in organizing formally the new sections, we should not be too downhearted.

It seems to me that the basic reasons behind the reorganization were, first, that the ALA was too large, and that we had full membership participation in an ineffective way, and that through the years there had grown up a cumbersome committee structure.

We recognized also that each of us had a dual type of allegiance to our profession--one to the kind of library in which we serve, and the other the type of activity that we perform within that library.

The reorganization plan was envisaged as a means to help solve the problems of this organization of ours, with the legal provision that we could join additional divisions if we had more than a dual interest. I am one who is a member of more than one of the already existing divisions, and I suspect that in the years to come I might belong to even more.

It seems to me that much that we hoped for in the reorganization survey and the subsequent action of Council and of the membership has been achieved. These things, I think, are greater responsibility on the part of the Council in policy and in management, and this is a very real responsibility.

I think also we are achieving, in the type of activity divisions and in our somewhat more old-line divisions, according to type of library, a greater opportunity for membership participation in the activities of the divisions, the sections of the divisions, and the committees of those divi-

sions.

It seems to me the membership meeting this morning was an excellent demonstration of the kind of reporting that we all need so that the entire group of the membership and of Council can be informed as to the progress of the part as well as the whole.

As we look forward to these months and years to come, I think we will iron out what I consider to be these somewhat technical difficulties. I believe our divisions now carried on under the Council action this evening, under a temporary kind of provision, will in the months to come iron out these small technical difficulties.

The ALA is a going concern, as you heard when the Executive Secretary reported. I think we must keep going.

[Applause]

PRESIDENT SHAW: Thank you very much, Miss Ludington. The Council meeting is adjourned.

[The meeting adjourned sine die at 10:20 p.m.]

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