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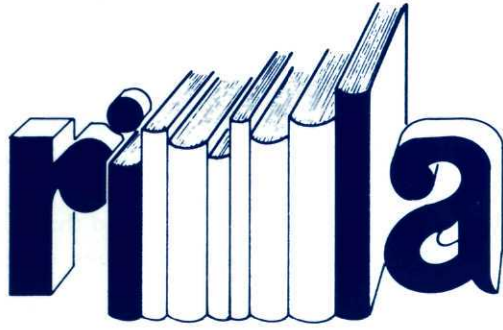
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A Conversation with Robert Schnare

BY JUDITH PASTER

The conversation began in Bob's office at the Naval War College on a windy rainy raw day in December of last year. Though I had a general idea of the College's geography, nonetheless, finding the library took some doing. As I walked through the halls, I was impressed by the good-looking uniformed men and women around me; everyone was cordial to me, though I indeed felt like a sore thumb sticking out. I had written some sample questions for Bob the night before, but, as is often the case, I simply began at the beginning, his own beginning as a librarian.

JP: How do you get to be the librarian of the Naval War College?

BS: You answer an ad.

JP: Maybe we'd better begin at the beginning! You're not a native Rhode Islander, are you?

BS: I'm a native of New Jersey. I did my undergraduate work at William Paterson in Wayne, New Jersey, did my library degree at the University of Pittsburgh, and my history degree at the University of Connecticut, and have graduate credits at Columbia and around. I started working at the Connecticut State Library, and worked there from 1967 to 1973. From '73 to '86, I was at West Point as Head of the Special Collections Division.

JP: So your career began at the Connecticut State Library.

BS: Yes. I was running basically the History and Genealogy section of the Archives' History and Genealogy section. There was a reference section, government documents, inter-library loan, Legislative Reference, and a "DSLS" incorporated into the State Library. I was able later to use the combination of history and library science that I had begun in

Connecticut at West Point. Again I answered an ad, this time for the job at West Point.

At Connecticut, I worked primarily in history using my library science skills and my archival training. That prepared me for West Point, where I ran the Rare Books, Manuscripts, and Special Collections, which included an Oriental Collection. I also, at times, had administrative supervision of the archives and was designing a new building and working in automation.

The Librarian there, Egon Weiss, knew about the pending retirement of Earl Schwass, who was the former Director here, and gave me an ad for the position. I applied in February and didn't hear anything until September. Then I got a call from a Captain, and I thought it was an Army Captain, but it was a Navy Captain, which is a whole different ball game.

JP: Is it?

BS: A Navy Captain is equal to an Army Colonel, where an Army Captain is equal to a Naval Lieutenant.

JP: So you were dealing with someone in real authority.

BS: Right. I came for the interview. They offered me the job on October 3. Before I could respond, there

was a major fire here on October 8, which destroyed the upper level of the library, and the outer lobby, and put a lot of water damage on this level (*i.e.*, lower). I came in December. I hadn't come back after the interview, so when I arrived, it was sort of like, well, my favorite line was "Please Mr. Custer, I didn't want to go." It was also "My gosh, what have I inherited?"

The first week I was here, there were two phone calls. One was from the architect, who had the contract to re-design the library, and the second was from the computer company who had the contract to install the on-line system. Which, by the way, was not the company they had told me about. When I started to think in regard to the architect, I couldn't remember what the library looked like. All I could remember was a purple carpet and orange furniture, and I thought, "Oh my god!"

As for the computer company, I determined who they were, and contacted them, to learn that they were ready to send down someone to do the computer parameters for the new on-line system. I started asking what had been done in preparation for that, and it turned out that very little had been done, since no one knew whether the contract would go through! So I was starting from scratch on both ends. It was an interesting first month.

I arrived in December of '86, and for the next seven months, put the library back together, working with the architects, and designing the parameters for the new on-line system, which has since gone bankrupt twice and is being maintained by a vendor in Vancouver, Canada. The name of the on-line system is the ULISYS Library System. We've had the automation from hell. In spite of that inauspicious beginning, the system does work well.

We've also had a retrospective conversion contract that after two years we took back and made twenty thousand corrections in the data base, because we couldn't get it corrected by the vendor, and we couldn't get it re-bid. And we have never been able to implement the circulation system. Now, we're looking for a new system. It's time to move off the old main frame, and move into a local area network.

JP: Are you free to choose vendors, or are you restricted to certain ones, specified by the military?

BS: The Information Resource Division (IRD), which is really the computer people, has told us that we can only pick a system that will run on a PC-based Novell LAN network, which limited us down to two basic systems, Data Trek or Dynix Marquis.

We will have a Data Trek system in the Classified Library, which is a very small system. We've been struggling to implement the system for the past two years, but we are evaluating Dynix Marquis. So, that was how I started my new job! It was a wonderful experience!

JP: It was amazing you could handle it, and that you stayed! It was a real baptism by fire, or rather, water!

BS: That was basically it. Since that time, we have gone from three OCLC terminals and one XT for on-line searching to about 70 PCs and dumb terminals within the library. Unfortunately, for the new local area network and the new on-line system, all the dumb terminals will have to go, and a lot of the computers are 286 technology which isn't sufficient for the new on-line system. So we're looking for a massive upgrade of technology.

JP: My impression has been that the so-called "federal" libraries have been in the vanguard of computer technology. Can you tell us a little about where you've been and where you're going with that technical availability?

BS: We need a major upgrade for the on-line system. We currently have access to 500 different data bases, and stand alone CD-ROM workstations which are part of the local area network. We're pressing for a CD-ROM local area network to load a lot of our data. We have access to the Internet now, and we're looking to bring the Internet up and available on the local network, and we're developing a manual on that.

One of the things Doris Ottaviano (Head of Reference) is developing is something called "Information Machine," which is a stand alone "expert system," something like "everything you ever wanted to know about the library but were afraid to ask."

At the reference desk, we have OCLC with access to EPIC. We now have five OCLC terminals. We were a test site for the new PRISM system. We have access to RLIN. We have a stand alone data base for the US Naval Institute called Periscope, which gives everything your heart would ever want to know about the military of every country. We also have classified data bases running in the Classified Library.

We are working on a proposal for a Maritime Strategic Research Center that will be built across the street which will be 150,000 square feet. It will contain War Gaming which will have 75,000 square feet, and the library, which will have 75,000 square feet. The Naval Historical Collection will remain in the old library. One of the problems that we have is that our floor loading is not sufficient to hold the

books. Floor loading is only 105 lbs. per square foot. Minimum standards call for 150 lbs. for stacks, 250 for microform. And we're about 98% of capacity in the stacks.

We are working with the architectural firm of Shepley, Bulfinch, Richardson, and Abbott. They recently did the Marine Corps Research University Library.

JP: Will that be an addition, Bob?

BS: It will be across the street, with a sky bridge connecting the two buildings, so all the buildings will be interconnected. We've done a concept paper. We've got some excellent ideas on how to utilize that facility. One of the things we want to do is to put the classified collection on one floor. It's currently on two. The reading room is on one floor with the stacks below, which makes it difficult for access. We'd like to bring the Naval Historical Collection back under our wing. We're utilizing technology to the fullest in trying to put in services that we just do not have right now: teleconferencing, computer room, multi-media resources, state of the art conference rooms.

JP: It sounds exciting. It must be exciting for you.

BS: It is, and yet it will probably be a major headache. I'm semi-dangerous in that I can read blueprints from my years at West Point! It should be very interesting. I know it will.

The other thing we're trying to deal with is personnel. We've been under a hiring freeze since February 1990.

JP: The availability of positions within the federal structure was brought up by members of the Publications Committee as a question to ask you. Would such jobs appear in the *Federal Register*?

BS: There used to be a nationwide "*Federal Register*" for librarians. It is now broken down into regional areas, and there is no national register maintained. If I need to post a position, under normal circumstances, I would go to OPM now in Baltimore, which handles the register for New England.

JP: OPM?

BS: *Office of Personnel Management* and ask them to post the position for a week or two, and then invite applicants. Usually, we'll tell people whom we want to apply.

However, the way circumstances are, we've been under a DOD freeze since February 1990 and under

a local War College freeze. So the last library position I filled was a trainee position with a career ladder from a GS 5 to a GS 7 to a GS 9. We filled it internally. We had an individual who was going to library school. That got us around the War College freeze because we could show that it would not cost them full value up front.

You have to be very creative. We've learned that we can't call people volunteers; you have to call what they do gratuitous service. At one point, without the freeze, we used to have what I called GS 1, part-time, temporary, intermittent employees. We couldn't have them volunteer their services, nor could we bring them in at any level higher than GS 1 because of the hiring regulations. You now need a waiver if you're going to hire outside the federal government. Right now, you can only hire within the federal government.

JP: Unless you're creative.

BS: Unless you're creative and work with the system. The other problem we have is that federal standards for librarians were last written in 1966. I have people on my staff who were born after that date, and who are professional librarians.

JP: It's embarrassing! In more ways than one!

BS: In 1966, computers were probably still vacuum tubes. OPM in Washington just revised federal library standards for library technicians (1411). Then along came Al Gore and the re-inventing of government, and they swept up the professional standards, which are called 1410, and the computer or information specialists, 1412. We don't know when they will ever see the light of day, and it's a problem, because you have difficulty trying to do anything with job descriptions, because you're dealing with standards that are thirty years old. Those are the standards.

Three things that we're up against are: building, personnel and automation. Another initiative that the library has gotten involved with is that we are one of the seven schools of the Military Education Coordinating Committee, known as MECC, which has come together to teach joint professional military education.

I am the co-chair of the MECC Library Working Group. MECC is composed of the presidents of the seven war colleges, which include National Defense University, Marine Corps University, Army War College, Navy War College, Air University and Command and General Staff, and the Armed Forces Staff College. We convinced MECC that libraries are absolutely vital to joint professional military education.

JP: You're coming round to one of my questions, which is "how does your library, or any of these military colleges' libraries, fit into the educational curriculum?"

BS: Basically, we're saying to them that we can support it, and that our initiatives are inter-connectivity. We want to bring all of these schools together through automation and sharing resources. I'm about to publish something called "The Database of CD-Rom Major Microform Collections and Research Databases," and we are calling this "The Union List of Library Research Materials" and it will be Publication Number 1, and it's about seventy pages listing all of these materials. Our message in there for all the students and staff is "Contact your reference librarian if you want to access any of this material." This is the first of the joint projects we have.

The other thing we're trying to do is to get everybody connected by the Internet, so we can look into the on-line systems. We're also looking at the possibility of creating a CD-ROM to master all our holdings, so we can look at everybody's collections but also have security backup. This is one of the initiatives I'm working on. And of course, my pet initiative is always preservation.

JP: I've heard you referred to as "the guru of preservation." Listening to your account of early days at the War College, I have a glimmering of how that title came about.

BS: I first became involved in preservation in 1973, twenty years ago. Carolyn Clark Morrow of Harvard refers to some of us as "the old war horses." I prefer "old sage." I was involved then when I was working at West Point and worked on a lot of material there. Then I came here and brought that expertise with me.

I had been on the New York State team that put together their preservation plan, and held a major conference, which was called "Our Memory at Risk." I brought that experience with me to Rhode Island, worked here on the NEH Planning Grant. I'm working on the third edition of George Cunha's work with Susan Swartzburg, and it's looking like it's three volumes. Two of them will be completely bibliographic.

Another project I have taken on relates to the White House Conference on Library and Information Services. I attended, was on the Conference Recommendations Committee, and basically drafted the preservation resolutions. We got preservation as a national priority item. The preservation recommendation was number 6 out of the 90 passed.

The second recommendation was further down and that was to support the states in their efforts, and the third one to print the final report on acid-free paper. I had the final report tested, and it came in at 6.9 which is pretty good for the government standards. So, at least we know that one of the White House resolutions was accomplished. I'm now also chair of the NELINET preservation working group.

JP: Were you a part of the workshop held here recently?

BS: There were two this past year. April and September, both on Wet Books. The disaster planning committee of the NEH grant wrote a manual, and then provided a series of workshops on using the manual. Two were on "hands on" demonstrations, which we ran here at the War College. I managed to get a picture in *LJ* and *Wilson Library Bulletin* of "Wet Books by the Bay" which was a panoramic shot with the bridge in the background off the pier down here.

JP: This is one of the most extraordinary landscapes in all Rhode Island.

BS: It's a neat place. You should also know that NELINET is running some preservation workshops. There will be one on repairing children's books coming up, which Nancy Schrock will do. We're looking at some other initiatives. This afternoon, I'm going to be on conference call to the FLICC (Federal Library Information Coordinating Committee) Preservation Working Group meeting which I'm involved with. I'm over-involved, I think.

JP: I was just going to ask you how you did it all.

BS: I have some time to do other things. I just had a book review published in *Wilson Library Bulletin* on "Best Library Reads for 1993." I did it on baseball.

JP: You mean you do have a hobby?

BS: I do have another life somewhere along the line. I'm also active in supporting school libraries. My wife, Mary Kay, is a school librarian in the Nathan Bishop School in Providence.

JP: What is the breakdown of your staff?

BS: I have thirty-three people. It comes down to nineteen support personnel, seventeen technicians, secretary, clerk typist, and twelve professional librarians and an archivist.

JP: Let me ask you what may strike you as a stupid question. What is the "Classified" Library? I assume

we are not talking about a classification system like LC.

BS: It's a library of classified material, as "up to secret." Because of the nature of the academic program here, we have material classified "up to secret" in a vault upstairs. It's not unusual for us to issue shopping bags full of classified material to students.

JP: What are some of them?

BS: They could be naval warfare publications on how you plan and fight wars. Primarily everything we do revolves on the art of war, how to plan, fight and survive. One must have this type of training to ensure keeping the peace and avoiding wars.

There are three academic departments: strategy, which is how you would fight campaigns, beginning with Sun Yatsen and leading up to and beyond the Persian Gulf. It talks about what has worked and what hasn't. Clausewitz is a god. As one of the fundamental foundation points of military theory and thought, Clausewitz is essential.

Then you go to national security and defense planning, which talks about how, in this day and world, you do force planning. For example, you have a mission to accomplish, how do you go about accomplishing that mission, what are the logistics and acquisitions required, how do you put the people in the field, what it all involves.

That also brings in the political scene. Today, General Sullivan, who is the Army Chief of Staff, is coming in to speak in the afternoon. Yesterday, General McPeak, who is the Air Force Chief of Staff, was here. Colin Powell has been here as a Chief of Staff, and as Head of the Joint Chiefs of Staff. There are a number of speakers they bring out of Washington to talk about what it's like to deal with Congress, what it's like to try to work in the Pentagon environment. A lot of our students are going on to major staff jobs. I'll come back to that.

The other area of study is joint military operations which basically deals with the concept of warfare. Here, students hypothesize what they would do in specific military situations. Here is where war "games" are used. Situations are created, such as, if the Russians were to shut off the Norwegian Sea, how would you counteract that? Lately, we're not dealing with the Big Bear anymore as we called them. Now, we're dealing with "how do you handle a low intensity conflict in Africa or the Middle East?"

The War College also has two additional schools: Naval Command College, and Naval Staff College

which deal with foreign students. We have a number of "senior" foreign students here for a year and "junior" classes which come every six years. That gives us very much an international mix. We give a lot of extra help to those students.

There's also another section: the CNWS – Center for Naval Warfare Studies – which does a lot of research and employs a good deal of war gaming aspect. They're basically a research center.

And as I said, the library is open from 6 a.m. to 11 p.m., seven days a week, and is staffed mainly from 8 to 4:30.

We've just been through a Joint Professional Military Education Accreditation. We're coming up for re-accreditation for New England states. We were authorized to give a Masters' degree in 1989, and it's coming up now for the five-year review. We give a Masters' degree in National Security and Strategic Studies. As a result, if you come here, you'll get a Masters' degree. This is a graduate program. It's an assumption, that if you come here, you already have an undergraduate degree, a bachelors' degree. And some come here already with masters' degrees, or even the Ph.D.

This is a graduate program. It's designed to take senior and junior U.S. military, primarily Navy, but we are a Joint School, and we have Army, the Air Force, Marines, and Coast Guard, and senior civilians related to the defense industry in Washington, who come in and are given a ten-month program around strategy, security, and defense management, and joint professional military operations. There are also some electives which are a part of the program.

JP: So Annapolis or West Point are undergraduate schools and not comparable to the joint professional military education schools.

BS: All the seven joint schools (MPME) we talked about are also graduate. One of the things the accreditation people had a little bit of trouble with was realizing that we don't have an admissions policy. We also don't have a football team or a faculty senate. Individuals come here who are assigned here by the military detailers down in Washington. If they look at someone's career record and decide that it's time for him or her to go to graduate school...

JP: To give them a sort of "polish" or "finish?"

BS: It's a ticket punch, but it's also a time to go back and get a refresher. It's been harder for the Navy since it's more difficult for them to free people up for a year

because of the way they're assigned on the tours. They want people on the ships, out to sea. Pulling somebody off for a year is a little difficult. It's been traditionally hard to do that.

Lately, in the last three years, we've gained 150 new students as it becomes more evident that an educated military is probably the best deterrent the military can have. Also with some of the downsizing, it's more important to create a core of professional military educators. For that reason we've gained 150 students while all the rest of the world is downsizing. Twenty-six of them now sit within the library. We've run out of space. That's another reason for the new building.

JP: Are you somewhat competitive for numbers of students?

BS: Again, it's all assigned out of Washington. That's the thing the accreditation people couldn't realize, because they were used to looking at schools that have a defined admissions policy. We take who's sent. We usually have very little say in who is sent here. We will invite people from the senior civilian agencies, who are related to defense, to nominate someone, and then they are normally accepted. What we then get are people from the Navy, the Air Force, the Army.

The students are then divided, so that if there's a seminar, which is usually fifteen people, there's a representative of each service in the seminar. So, if someone is talking about Air Force and Air Force policy, there's somebody there who can say, "no," "yes," or, "you guys don't know what you're talking about."

JP: So that when a student is "tapped" to come here, it can be interpreted as a sign that he is being groomed for an advanced position.

BS: He or she has the potential to go on. We just had three individuals promoted to the rank of Rear Admiral. One is a student, the others are assigned to the Center for Naval Warfare Studies.

JP: Right out of their studies here?

BS: They're selected. They will probably finish and then go on, unless they have to leave early. Every once in a while that happens, but normally, if you're enrolled in the course, you'll finish the course. If they are selected for a command, or a flag rank, they may leave sooner. We had one of the students who went to the astronaut program after he graduated.

JP: How long is a student here on average?

BS: Ten months. A lot of them bring their families. Others are "geographical bachelors." If the spouse is working and the children are enrolled in a school in the Washington area, and if he knows where their assignment is, and it's back in the same area, why up-root? So, they will come here, study, and run home on the weekends.

JP: Are they given assignments that can only be done here?

BS: Oh, yes. There's a lot of reading. One of the best quotes I've heard is that one gentleman said, "The War College wasn't the rose garden I thought it was going to be, but it was awful nice to be near my wife for a year." Compared to a Navy year, where you're deployed for six months and off for six months, or the Army where you're rotating around for training missions, being assigned here is a chance for a family to rejuvenate itself and be together. The Admiral stresses the importance of the family, while at the same time recognizing that the student is here with a defined mission and has a lot of work to do.

JP: In a word, it is a professional job.

BS: There's a lot of academic rigor. If you talk to them or look at the course syllabuses, you'll see Thucydides and the Peloponnesian Wars. Students can relate to World War Two or Vietnam, but find even Napoleon pretty remote. I hear a lot of rumblings about the Peloponnesian Wars.

JP: I suddenly feel a need to brush up on my Greek history!

BS: They do study the classic battles, military strategies and campaigns. That's basic.

There is also an awful lot of research going on. Students have the opportunity to opt out of one of the trimesters and prepare an advanced research project. Beyond that, there are a number who work on war games. In the summer, we do global war games, monstrous war gaming that goes on for a month.

It used to be "how do you fight the great fight against Russia?" It's interesting to watch this generation who grew up having one enemy now not knowing who the enemy is. It's really a scary world. You used to know that our main opposition was the Soviet Union and its satellites. Now, there's Somalia, Bosnia, Haiti, or Iraq. Who's next? What's next? How do you deal with that uncertainty?

JP: Do the students here deal with questions of policy?

BS: All the time.

JP: On a philosophical level, or a more practical "shall we" or "shall we not go into X?" Does their training go beyond strategy?

BS: The War College runs a number of conferences, often on ethics. In 1991, we held a conference on "Ethics and Adversity," in which speakers were brought in to address the ethics of intervention and war termination, or as Rear Admiral Strasser put it, "What CAN We Do When the Shooting Stops?"

It's all in an attempt to find the higher moral plane, which is hard when your adversaries have no moral plane at all.

JP: I see that George McGovern was here!

BS: Surprising, isn't it?

JP: It's fascinating to me that a world like this exists right here. When I first was involved with libraries in Rhode Island, my first acquaintance with the Naval War College was seeing it listed on a serials list of some sort. Not having come from a military family, and indeed having been strongly a pacifist in the Vietnam years, I was dumbfounded by an institution called a "Naval War College." What on earth could they teach there? I was almost, forgive me, offended! Now, as I'm sitting here, it makes a lot more sense. Students at a "war college" are not learning how to make war.

BS: Basically, they're studying war and how not to do it. By the way, that list you referred to was probably the CRIARL union serials list. We're part of the Navy Union List, and we try to make our resources available to everyone. We're definitely a lender and not a user. In terms of interlibrary loans, the ratio is something like 3,000 to 1,000, lending over borrowing.

JP: Do you keep a kind of core reference collection that might be found in any academic library? Would you find the *World Almanac*, for example, on the reference shelf?

BS: We have all the basic sources that deal with current events. We don't have science, literature, agriculture, or education. We might have basic books in those fields, but nothing "in depth."

We have international law, law of the sea, political science, naval science, military science, American history, world history, especially the histories dealing with the wars of the world.

We also have 24,000 reels of microform, and over 500,000 pieces of fiche. I'm very fortunate to acquire

five new plain bond reader/printers. We're also probably one of the few places in the world that has a micro-card reader/printer.

All this is available and free to anyone. We will do any search anybody wants, and we will pay for that. Eighty percent of our budget goes into books, periodicals, serials, and automation. The personnel budget is a separate item.

JP: Dumb question, perhaps, but do you keep some leisure reading for their "leisure" time, if they have it?

BS: We have a McNaughton Plan. We don't buy fiction; we "McNaughton" it. One year the most circulated book was *How to Lower Your Cholesterol*. Clancy and Ludlum are popular.

One of the problems we have as part of the federal government is that we can't order anything until it's published. We can do it through McNaughton.

JP: They do the selection for you.

BS: Right. Procurement is our number one problem. The other part of that problem is that we're a small business, so we don't deal with big business vendors. We deal with Faxon for our periodicals. All in all, purchasing is a difficult problem.

JP: Do you have a supervisor, or is this your kingdom?

BS: My supervisor is the Dean of Academics, who reports to the Deputy, who reports to the President who is the Admiral.

JP: Are there meetings between the three of you?

BS: There are always meetings. There are always discussions. One of our problems is that, while I report to the Dean of Academics, Space and Personnel come out of the Dean of Administration. There are also two other deans: the Dean of Students, and the Dean for the Center of Naval Warfare Studies. We deal primarily with the Dean of Academics, but the other three come into play, too.

JP: But you're free in terms of anything else basically?

BS: Yes. You're as free as your common sense dictates. I have a lot of freedom to direct the library because that's what they hired me to do. I'm considered a research professor. Technically, my title is "professor."

JP: That's a fine thing.

BS: When they asked what I wanted them to call me, Professor Schnare, or several other options, I said, "I don't care what you call me, but don't call me late for any social events."

JP: You sound like you enjoy your work.

BS: I love my work. I really do.

JP: What could lure you away, Bob?

BS: I don't know. I turned down an opportunity to go to Washington a couple of years ago. My daughter was a senior in high school, and I couldn't do that to her. Also, Washington doesn't have the lure for me that it did when I was younger. You're in your own world here; whereas, in Washington, you're one of many.

I've got a lot of professional freedom here, and that's what I enjoy. I also have an excellent staff. We've worked hard to make the Library the learning core of the College.

JP: You can't ask for much more than that: the freedom to do your job as you see fit.

BS: We've been very fortunate. Even with this freeze, we've been lucky. I have an employee here whose husband is an engineer, and has been assigned to Washington for a year. We agreed to put her on leave without pay for a year. I had another staff person whose husband was due to be transferred in a year but whose time was extended, so we moved her to that job. It was fortunate because we filled the vacancy behind her. It's damn near impossible to fill the lower-grade vacancies because the freeze has been on so long, there's nobody at the bottom. GS4 positions are really difficult to fill. We have three vacancies now, two in cataloging, and one in Naval Historical Collections.

Now, one of the things that we did which is interesting is that we created an IPC collection. I wanted a way to let everybody know what we owned. So what we do is, when a book comes in, we type the order into the on-line system. When it's received, it is so noted. Then it goes to cataloging, where it is fully processed, or put in the backlog, or put in the "In Process" collection, which is everything about the book except the call number and the subject headings. We currently have about 7,500 items backlogged; over three thousand of them sit outside here available in the IPC collection where they're circulating. Some day we hope to go back and fully catalog them, but in the meantime, everything's available.

One of the things we're trying to do is study the TQM process, which is really big in the Navy, except that here it's called the TQL, because the Navy leads,

it doesn't manage. All the staff has had TQL training. We have also analyzed the library from a manpower efficiency standpoint. You have to justify your existence and hang onto your backside!

JP: It sounds as if everyone here is busily, efficiently at work!

BS: It makes it interesting. We're trying to survive, trying to increase productivity, and trying to look at different ways to do things in a changing environment.

- Robert Schnare is Director of the Naval War College Library in Newport, Rhode Island. Judith Paster is Co-Feature Editor of the Bulletin and occasional interviewer of major figures in the library community of Rhode Island.

(Blue) Moon Over Miami: ALA Conference Report

While your own ambassador to the ALA Conference in Miami Beach in June had his usual rewarding and enjoyable conference experience, it's safe to say that for numerous attendees, the old Martin Mull song, "Am I In Heaven or Am I In Miami," was not the internal jukebox tune of choice. Inconvenience, costliness (cab fares between meeting sites in Miami and Miami Beach), and, of course, good old heat and humidity were the major causes for complaint. And with paid attendance falling approximately 4,500 below the 12,500 average, you can bet that Miami has about as much chance as Providence of ever hosting another ALA annual conference.

My time in Miami was spent primarily at Council meetings, caucuses, and Chapter Relations Committee (CRC) meetings - with the occasional program thrown in for good measure. Having volunteered in a moment of weakness to chair the CRC Chapter Booth Subcommittee, I also got to set up and dismantle the CRC exhibits booth, which displayed PR materials from Chapters around the country. But there was still a little time for fun things such as sampling the wild and crazy scene that is South Beach and the ALA Fun(?) Run.

Both Council and the CRC reviewed the ALA Self-Study Committee's initial recommendations for

change with regard to current ALA structure and governance. Some recommendations were endorsed in theory, but nothing will be finalized until the ALA Constitution & By-laws committee brings language to the Council for vote. Call me if you would like a copy of the Self-Study Committee's recommendations to date. I would particularly be interested in how Rhode Island members feel about its member initiative proposal which would enable 1% of the ALA membership (approximately 550 members) to have a measure put on a ballot for all members.

Council also passed several resolutions, most notably: (a) one supporting public access in the development of the information highway, to be sent to Congress and the Clinton Administration; (b) one calling for reauthorization of the Library Services and Construction Act (LSCA); and, (c) a resolution on intellectual property principles that urges that the fair use for libraries provision of the Copyright Act of 1976 be preserved in the development of the electronic information infrastructure. The texts of these and all the Council resolutions are yours for the asking.

An exciting development, reflecting ALA's commitment to providing services and opportunities on the grassroots level, was the announcement of two "train the trainers" projects. With generous funding from World Book, Inc., ALA has begun to implement its "Library Advocacy Now" and "Serving the Underserved: Customer Service for Young Adults" proposals.

The first project has trained a corps of presenters on: (a) how to mount an effective public awareness campaign; (b) how to be an effective spokesperson for libraries; and, (c) how to mobilize citizen support and influence legislators. Rhode Island's own Donna DuFault, Director of the North Kingstown Public Library, was chosen for this training. These presenters will be offering 3 and 1/2 hour training sessions to librarians, trustees, and friends at state and regional conferences around the country (RILA tentatively will be offering one next Spring). The second project has prepared twenty-six member-leaders of the Young Adult Library Services Association (YALSA) to train public librarians to serve young adults more effectively. These trainers are available to provide training sessions at state and regional conferences and individual libraries. While none of the trainers are Rhode Islanders, there are several from New England who will be available.

ALA President Arthur Curley has already proven to be a personable, dynamic leader as he begins his

OSIS!!

The Ocean State Internet Society (OSIS) is a new avenue for Rhode Islanders to get involved in the Internet and its offerings. Organized by early users of the LORI (Library of Rhode Island) and Ocean State Free-Net systems, OSIS aims to educate the area community on the accessibility, use, and value of the Internet. Presently, the group is building an Internet Users' Group (IUG) and subject-oriented special interests groups (SIGs); among the SIGs under consideration are a Business Users' Group and a Parents Users' Group. Membership is open to all, and OSIS is actively seeking members and individuals/companies interested in making presentations about their involvement with the Internet.

Monthly meetings of the IUG are free and the general public is welcome. With the assistance of Robin Medeiros, past IUG meetings have been held at the Weaver Public Library in East Providence, but OSIS organizers expect that meeting locations will change to accommodate the technology needs of presentations as well to spread the news of the Internet around the state.

Plans for topics at future OSIS meetings include:

- Educational (K-12) Internet resources
- Personal investment tools available on the Internet
- Community computing models
- Disability-related resources for consumers and professionals
- Local bulletin boards: who are they, what do they offer
- On-line publishing via the World Wide Web
- International connectivity and communities of color on the Internet
- SLIP access to the Internet

If you would like to become involved, call (401) 435-8083 for news of the next meeting. Or send e-mail to any one of the following:

D.J. Harrop (ab107@osfn.rhinet.gov)
Monica Dzialo (ab109@osfn.rhinet.gov)
or Angela E. Taylor (angela@dsl.rhinet.gov).

CONFERENCE '95

Monday, April 10, 1995
Marriott Hotel & Conference Center
Newport, RI

Call For Proposal

The theme for the 1995 Joint Conference is "partnerships." The RILA/RIEMA Conference Committee plans to feature sessions that explore the broad aspects of partnerships both in professional relationships and in activities and programs, and is accepting proposals from members who are interested in presenting a workshop session. Please complete the form below and **mail proposal to Karen Shore, 52 Concord Avenue, Cranston, RI 02910** no later than November 15, 1994. If you need additional information, contact either conference committee co-chair Karen Shore at (401) 941-8592, or Karen McGrath at (401)781-6116.

Name _____ Title _____

Mailing Address _____

City _____ State _____ Zip _____

Work Phone _____ Home Phone _____

Title of Presentation _____

Length of Time Needed (45 or 90 minutes) _____

Equipment or other needs _____

Target Audience _____

Description (150 words or less)

**WELCOME
NEW MEMBERS**

COLLEEN ANDERSON
Reference Librarian
Bryant College Library

WILLIAM ANGER, JR.
Student
URI GSLIS

ALICIA ANTONE
Library Aide
East Providence Public Library

EDGAR BAILEY
Library Director
Phillips Memorial Library
Providence College

ERIC K. BARDEN
Student
URI GSLIS

MARTHA BESHES
Catalog Librarian
Phillips Memorial Library
Providence College

KRIS BJERKE
Whitcomb Associates
Representatives for Winnebago Software Co.

JANET BOWAB
Manager
Brown University Admissions Office

MIA BRAZIL
Librarian
Kingston Free Library

LINDA CAISSE
Assistant Librarian
North Kingstown Free Library

SUSAN COEN
Student
URI GSLIS

ROSEMARY DRISCOLL
Health Science Librarian
Sturdy Memorial Hospital
(Attleboro, MA)

GAIL GEISSER
Circulation Supervisor
Rhode Island School of Design Library

LINDA GOLDMAN
Trustee
Champlin Memorial Library
(West Warwick)

MARGARET HIRST
Children's Librarian
Mayor Salvatore Mancini Union Free Library
(North Providence)

KIMBERLY HUGHES
Trustee
Lincoln Public Library

JENNY LAPERRIERE
Cataloger
Rhode Island State Library

SHARON ANNE LUX
Student
URI GSLIS
Reference Library at Coventry Public Library

NILES MADSEN
Student
URI GSLIS

MAUREEN MOTTAU
Children's Assistant
Cumberland Public Library

BETH PERRY
Chief
Regional Library for the Blind and Physically
Handicapped at DSLS

DEBORAH SHEA PORRAZZO
Director of Library and Information Services
Levy Library at Bradley Hospital

HELENA RODRIGUES
Dean of University Libraries
Johnson and Wales University

JOAN SMITH
Library Assistant
Cranston Public Library, William Hall Branch

RENEE VAILLANCOURT
Children's Librarian
Lincoln Public Library
(Boston Public Library, October)

EDNA WELLS
Circulation Supervisor
Newport Public Library

LAURIE WHITEHALL
Reader Services Librarian
Rhode Island School of Design Library

term of office. He is deeply committed to library advocacy and awareness programs as major factors in garnering recognition and support for libraries. Look for his regular column in *American Libraries*. And keep in mind that two great cities are next in line for ALA conferences. Philadelphia hosts ALA Midwinter (February 3-9) and Chicago hosts ALA Annual (June 22-29).

- Reported by Frank Iacono,
ALA Councilor

The Ocean State Free-Net Opens Rhode Island's Public Access Ramp to America's Information Superhighway

After more than two years of planning, grant writing and meeting on the average of three times a week with every imaginable segment of the community, The Ocean State Free-Net (OSFN) is opening its electronic gates to the public.

"The Free-Net, is a statewide, on-line community computing network which has been incubated by a group of visionary public servants at the Department of State Library Services (DSLS)," according to Michael Cerullo, Common Cause's representative to the Free-Net and president of OSFN's steering committee. "When in full operation, it will enable any Rhode Islander who has access to a personal computer and modem to dial a local telephone number and use a host of electronic information files, bulletin boards and other local data resources as well as many national and international data bases and global e-mail via the Internet."

Though still in the pilot stage, The Free-Net already provides statewide, on-line access to a wealth of library catalogs and resources through its link to the Library of Rhode Island's (LORI) network. Registered users of OSFN also have immediate access to the current offerings of the National Public Telecomputing Network. These include Academy One K-12 Educational Services, US Supreme Court Decisions, The Federal Budget, *USA Today* and the complete texts of the Bible, the Koran and scores of the world's great literary classics.

"Make sure you wear your electronic hard hat as you enter this construction area," advises Howard Boksenbaum, the project's team leader. "Not all of the system is in its final form and many of the menu items

you will encounter refer to things to come." The DSLS team includes Sheila Carlson, Andrew Egan and Jeff Vale who, with Boksenbaum have provided both the vision and the technical support that has guided this community venture to its opening this month.

Making Rhode Island government information available on-line is a particular priority of the Free-Net as State Departments of Health, Employment and Training, Administration, Elderly Affairs, MHRH and the Rhode Island Solid Waste Management Corporation prepare materials and interactive information services for release in the near future.

The Free-Net's role in ensuring access to crucial citizen information assets is expected to grow as the General Assembly releases on-line current legislative process data including proposed bill texts and amendments, current committee calendars, the general laws and legislators' voting records by 1996 as required by landmark bills passed by both houses this year.

"In fostering the development of The Ocean State Free-Net to this point, we have a fine example of government getting it right," observes Cerullo. "When you consider that the Free-Net uses the statewide modem access of RINet, a collaborative effort of Brown University, URI, WSBE-Channel 36, DSLS and The Rhode Island Department of Education with the corporation of NYNEX you have to be impressed with the way this project is bringing Rhode Island together on many levels."

"Bringing the community together and making sure that all Rhode Islanders regardless of income, background or physical limits will be able to access the real wealth of the information age and enter the halls of power that this knowledge can unlock is also what the Free-Net is about," adds Cerullo. "We've already had expressions of interest by the environment community, neighborhood organizations and human services agencies. They see the Free-Net as a means of empowering and educating their members as well as serving the community at large."

Any Rhode Islander can register to try out The Ocean State Free-Net using a computer and a modem. (If you don't own your own computer and modem, check with your local public library or public school system.) Using telecommunications software, dial **946-9810 (Providence Dialing Area), 789-9764 (South County), 658-3995 (Northern Rhode Island) or 683-4550 (Aquidnick Island and Tiverton)**. Your call will be answered by a RINet modem. Log in as GUEST, then follow directions to get to the OSFN. If you already have access to an Internet connection, you can reach OSFN by telnetting to OSFN.RHILINET.GOV.

On screen directions will lead you through the process of registering for a User ID and a Password. Because this is a pilot test of the system, the *Steering Committee* is especially interested in as much user feedback as possible, so as you explore please send your thoughts and comments via e-mail to FREENET@OSFN.RHILINET.GOV. For assistance in connecting, DSLS has set up a help line at 277-2728, ext. 500.

The Ocean State Free-Net is in the process of establishing itself as an independent not-for-profit corporation. In addition to DSLS, funding for OSFN has come from the Governor's Commission on the Handicapped and NYNEX. In-kind assistance has been provided by IDS Inc. and INTECH. For more information about The Ocean State Free-Net you can leave a voice message at 277-2728 ext. 127.

BULLETIN BOARD

RILA's Conference Committee recently announced that the first RILA/RIEMA joint conference will be held April 10th of next year at the Newport Marriott.

RILA's LTV cable television production crew is seeking new members. Training will be provided to those without television production experience. Interested parties should contact Frances Farrell-Bergeron, Director of the West Warwick Public Library, at 828-3750.

Internet surfers in need of information/assistance from the American Library Association (ALA) should take advantage of ALA's Internet Gopher. The ALA Gopher address is: gopher.uic.edu. Once connected, choose "The Library" from the first menu and then the "American Library Association"

from "The Library" menu. A wealth of information pertaining to ALA is available such as phone and FAX numbers for all ALA staffers, news of publications, *ALA Intellectual Freedom Statements* and conference information.

"Libraries Change Lives" will be the theme for National Library Week, April 9-15, 1995 – the first time a theme has been used for three years. "It's a great theme – one that still has enormous potential for building public awareness and support for libraries," said Robert Reagan, Chair of the National Library Week Committee. "Many librarians have reported great success using the theme, and we encourage all

libraries to join in spreading the word about the life-changing power of libraries." Reagan noted that Microsoft Corporation will again contribute the Encarta multimedia encyclopedia to libraries (one per library) that submit 25 letters or more from the public about how libraries have made a difference in their lives. Letters should be sent to the ALA Public Information Office. National Library Week tip sheets are available free from the ALA Public Information Office, 50 East Huron Street, Chicago, IL 60611. Telephone: 800-545-2433, ext. 5044 or 5041.

The Providence Public Library (PPL) recently received its largest donation ever to the general circulating collection. Mr. Fred Turco, a local jazz enthusiast and owner of an international mail-order company of jazz materials, recently donated his company's inventory collection and personal collection of materials, totaling over 5,000 items, to be housed at the Central Library. The collection consists of books, some sheet music and albums. This material will be added to PPL's circulating collection and

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available to the general public. The collection comes just in time to kick off the upcoming year celebrating Jazz when PPL hosts in April the Smithsonian Institution's Traveling Exhibit "Beyond Category: The Musical Genius of Duke Ellington."

•

The Northeast Document Conservation Center (NEDCC) announces an update of its technical leaflet on microfilm and microfiche. The leaflet, revised by the Center's Director of Reprographic Services, Steve Dalton, provides an overview of the technology for librarians, curators, archivists, and others responsible for paper-based collections. Some of the topics addressed include: film bases, microfilm types (i.e., silver-gelatin, diazo, and vesicular), standards, and storage enclosures. To obtain a free copy of the Microfilm and Microfiche leaflet, send a self-addressed stamped envelope (\$.52) to Gay Tracy, Northeast Document Conservation Center, 100 Brickstone Square, Andover, MA 01810-1494.

NEDCC's reprographic services department, which includes preservation microfilming and photoduplication, has recently been reorganized under the direction of Steve Dalton, who can be reached at NEDCC at (508) 470-1010.

D A T E S

October 18: ACRL New England Chapter Fall Conference, Worcester Polytechnic Institute. Information: (508) 831-5058.

October 20: Rhode Island Library Network (RHILINET) Annual Meeting, Cranston Public Library, 9:30 - 3:30.

October 23-23: Rhode Island Festival of Children's Books and Authors, Lincoln School, 301 Butler Avenue, Providence, Rhode Island. Information: 454-4422.

November 9-13: American Association of School Librarians (AASL) National Conference, Indianapolis.

November 14: RILA Fall Conference, Barrington Public Library.

November 14-20: National Children's Book Week.

P E O P L E

Betty Fitzgerald, a member of the Providence Public Library (PPL) Reference Services Staff since 1989, was recently named Rhode Island Collection Librarian at PPL.

Earleen Gamache, Director of the Lincoln Public Library, will retire in November.

Jim Giles, Director of the Cranston Public Library for over 26 years, has announced his plan to retire next March.

Congressman Jack Reed has been awarded the White House Conference on Library and Information Services Taskforce (WHCLIST) Legislative Award for 1994. The award is "reserved for a member of the US Congress in recognition of outstanding service to school and public libraries." A long time library advocate, Congressman Reed has been especially effective as a key player in the enactment of legislation benefiting school library media centers.

Joan Ress Reeves recently received the White House Conference on Library and Information Services Taskforce (WHCLIST) Citizen Award for 1994. The award honors "a citizen who is not a professional in the field, but who has contributed notably to the advancement of libraries." Joan, a former WHCLIST chair, is currently a member of ALA's Legislation Committee and chair of the Library Board of Rhode Island; she also was a founder and past president of Rhode Island's Coalition of Library Advocates (COLA).

Jeanne Richardson, former Rhode Island Collection Librarian at PPL, has retired. Jeanne worked at the library for over thirty years.

Renee Vaillancourt, former Children's/Young Adult Librarian at the Lincoln Public Library, is now working at the Boston Public Library as an Access Center Librarian, whose prime responsibility is library service to the disabled. Teleconferences to Educate Library Assistants

OUR APOLOGIES!

To Donna DuFault, for inadvertently spelling her name wrong in our last issue. We will try to be more careful in the future!

Teleconferences to Educate Library Assistants

The Learning Resources Center and the Library Technical Assistant (LTA) program at College of DuPage have been awarded a \$125,000 grant to produce 10 live, interactive, satellite teleconferences, which will train 30,000 library assistants at 300 viewer sites in the United States, Puerto Rico and the Virgin Island.

The 10 programs, which will provide specialized training in library and information services, will be broadcast on five days the first Tuesday of each month beginning in February and running through June 1995.

Four key objectives include: recruiting national library experts to participate in the teleconferences; providing library assistant participants with direct access to quality training and skills improvement; providing resource materials, Internet-supported electronic discussion opportunities and local networking for library personnel; and implementing, evaluating and disseminating a satellite-delivered model for the training and education of library personnel.

A variety of topics will comprise the teleconference programs, including: "Libraries Then and Now: What does the Future Hold?;" "Individualized Library Service for a Diverse Population;" "Technology and the Library Staff;" "Technology and the Library User;" "Tools of Our Trade: Reference Sources for Real-Life Issues;" "Staff: The Key to Library Service;" and "Meet the Library Assistants."

The co-directors of the teleconference project, which will originate at C.O.D., are Bernard Fradkin, dean of the Learning Resources Center and Linda Slusar, coordinator of the Library Technical Assistant program. The teleconferences will be produced and directed by the college's Audio Radio & TV Services area.

The teleconferences will be offered for college and continuing education credit, according to Fradkin. Slusar added that the teleconference project will be offered for credit through both the LTA program and the Academic Alternatives area at C.O.D.

"This teleconference is the first of its kind," said Slusar. "The whole library community can benefit from what it has to offer."

For more information on the teleconferences, call C.O.D. at 1-800-3LINKUP. For more information on the C.O.D. Learning Resources Center or the LTA program, call Fradkin at 858-2800, Ext. 2351 or Slusar at Ext. 2597.

Editor's Notebook (continued from page 16)

The reference collection is a reference librarian's dream with all the familiar titles like *Current Biography*, the *National Cyclopaedia*, or the *County & City Data Book*. Yet, along with these old friends are *Who's Who in the People's Republic of China* or a *Historical Dictionary of the Korean War*, and *Heroes of the Marine Corps. 1861-1955*. This proximity of the familiar with the strange gave me a feeling unique among my visits to other libraries. Most strange of all to me was the concept of war gaming. This is a form of case study/role playing in which students play out conflict situations. The new library building will provide space for both library services and war gaming.

Another member of the Publications Committee recently voiced her belief that a librarian at the War College would probably come from a military background. Not true of Bob Schnare. He came to the War College from an academic background, focused on history, with strong preparation in archives and preservation. For him, the War College Library is a rigorously academic, strongly specialized library, to which he brings all of his earlier training, plus a talent for management and the ability to work within a highly structured system to achieve a level of service that is responsive to its patrons.

Bob has been heavily involved in many aspects of the library community, both in Rhode Island and throughout New England. For me, he is another example of the truly exceptional participants in our library life. When I mentioned this involvement to him, Bob merely responded, "I've done my fair share."

After my last visit to the Naval War College, I wandered around a bit to try and pick up some "atmosphere." Students were reading newspapers in a lounge area. Popular up-to-date fiction and non-fiction titles were displayed on shelves. I glanced to the tall windows at the end of the room, and saw a tall white sail, full of wind, headed north.

Perhaps the most human (or humanizing) memory of my visits was a handwritten note taped to the bookstore window. "If anyone has lost a large amount of money, please come to the Dean's Office." And with that image in mind, I left the War College for the more familiar world outside.

EDITOR'S NOTEBOOK

BY JUDITH PASTER

Several years ago, a member of the Publications Committee suggested that I do an interview with Bob Schnare. At that time, Bob was little more than a name to me. As time went on, however, in performing my duties as RILA president, I sat in on a few of the meetings of the Preservation Council, where Bob was obviously a major player, especially in the preparation of its disaster manual.

Also as RILA president, I became involved in COLA affairs where once again Bob was prominent as the CRIARL representative. Thoroughly intimidated by his powerful presence, I nonetheless caught him at the buffet table the night we worked on COLA's strategic planning, and asked if he would be a subject for an interview in the *RILA Bulletin*. "Anytime," he said.

Not only was Bob himself intimidating, but also the Naval War College itself, was shrouded in a pale of mystery. Its buildings are visible from the Bay as one passes under the Newport Bridge on the eastern side. To me, the buildings visible from the water, resemble a concrete phalanx, strong, imposing, forbidding.

My visits to the War College were instructive. As I walked through the halls to the library the first time, I distinctly felt that I was in new and, for me, untraveled territory. The students I passed were extremely well-groomed and well-spoken. Hewitt Hall, which houses the library, is immaculate, and quiet.

I paused in the library's lobby to examine the memorabilia of Admiral Henry E. Eccles, for whom the library is named. Bob later referred to him as the "Mister Logistics" of the Second World War, and indeed Eccles' belief is written on the wall: "...logistics and leadership are the keys to ultimate success in military operations." This idea undergirds the curriculum of the college, and the functions of the library as it supports that curriculum.

The library resembles that of most other academic libraries. The periodicals seem the same, except that among the usual newspapers, such as *USA Today* or even the *Times Literary Supplement* are the *Middle East Times* or *Defense News*. Public terminals look the same, except they provide access to the *Periscope/USNI Military Database*.

(Continued on page 15)

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