



A Regional Association Launches Cooperative Endeavors

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THE LATENT PERIOD, 1922-1968

THE SOUTHWESTERN Library Association (SWLA) of 1922-68 has been described as a "sleeping giant"¹ and as an organization that "came to life every two years when its member librarians gathered from Arizona, Arkansas, Louisiana, New Mexico, Oklahoma, and Texas, only to subside into inactivity at the close of each biennial conference."² Clearly SWLA had proceeded for too long on the same circumscribed course and needed not only to change directions but also to broaden its horizons.

Robert Merton has described the responsibility of any professional association today as tripartite. The association is responsible to society, to the profession it represents, and to its members. To its members it is responsible for serving as host or social agent, as protector, and as educator.³ The responsibility of host or social agent was the first to be assumed by professional associations, according to a statement of objectives adopted by the Texas Library Association: "Historically the role of host or social agent came first: practitioners banded together for fellowship, for the exchange of ideas and experience, for the feeling of belonging it gave them, for the friends they made at meetings. The interchange of ideas and experience extends the knowledge of members and makes of them more up-to-date practitioners."⁴

For the first forty-six years of its existence, SWLA served as a host or

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social agent to its members by staging biennial conferences, but there its responsibilities as a professional association ended. In 1970, Janice Kee evaluated the impact of the Southwestern Library Association on library development in the Southwest as follows: "Its past conference programs show an alertness to national library trends and movements, a recognition of library needs of the states in the region and a special appreciation of regional history and literature. By and large, the SWLA has provided a meeting ground for exchange of reports from the states. Its professional force and activities as a regional organization have not been significant."⁵

THE PERIOD OF TRANSFORMATION, 1969-1974

In 1969 SWLA, the sleeping giant, awoke, and by 1974 it could claim three major accomplishments: (1) laying the groundwork for a regional bibliographic network, (2) launching a continuing education program for library staffs in the Southwest, and (3) planning a regional program to demonstrate the relativity of the humanities to the cultural environment, with the library serving as agent.

SWLA developed and implemented these regional programs, despite the fact that the six states comprising it were not held together by the common societal, geographical and economic factors which usually characterize a region. Mary Walker, in "The Southwestern Library Association, 1922-1954," discusses twenty-five characteristics which might be uniform or evenly distributed throughout a region.⁶ Of these she found only three which were uniform in SWLA territory: temperature, Spanish exploration, and Spanish possession. She concluded:

If the Southwestern Library Association is not based on [the common characteristics of] a region, then the reasoning that lay behind the selection of its constituency may be questioned. The founders of SWLA . . . were interested in forming a library association for the southwest. On the other hand, they were Texans, and since "southwest" is an indefinite entity, it is perhaps natural that they should have visualized the southwest from the point of view of Texas. No study was made by the founders to determine the best possible grouping. The logical measure, it seemed to them, was simply to draw together those states bordering on theirs [with Arizona added for good measure.]⁷

SWLA's constituency did, however, have one bond that was strong

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enough to overcome other diversities: intrastate interlibrary cooperation that begged for interstate coordination. Testimony presented to the National Commission on Libraries and Information Science at its San Antonio hearings in April 1974 stated: "Interlibrary cooperation has been a way of life in the Southwest for many years. Minimal library resources dispersed over the wide geographical area have required the early adoption of interlibrary activities. These cooperative activities have taken many forms—some formal and many informal. Thus, it was entirely in keeping with the philosophy of library services in the Southwest for the Southwestern Library Association to implement a planned and coordinated interstate library cooperative endeavor."⁸

Established in 1922, SWLA's stated primary purpose was the promotion of all library interests in the southwestern United States and Mexico by discussion, planning and cooperative action. It was the need for cooperative action that led to the founding of SWLA, and it was the continuing need for cooperative action that led to its transformation in 1969-74.

The cooperative activities of the 1970s stemmed from two events occurring in 1969: (1) the granting of the J. Morris Jones-World Book Encyclopedia-ALA Goals Award jointly to SWLA and the ALA Committee on Chapter Relationships, and (2) a workshop on interlibrary cooperation organized and directed by Janice Kee, Library Services Program Officer, U.S. Office of Education, Region VII (now Region VI).

1969 GOALS AWARD PROJECT

The J. Morris Jones-World Book Encyclopedia-ALA Goals Award of 1969 was for "A Project to Establish Effective ALA Chapter Relationships and to Coordinate Association Activities at the State, Regional, and National Levels." The purpose of the project, stated simply, was to effect cooperation between the three levels of library associations in their pursuit of common objectives.

The first step in developing strong relationships between library associations is to build strong associations, capable of carrying out any functions and responsibilities assigned to them as a member of a national library system. The Goals Award project therefore forced SWLA and the six state library associations within its region to take a hard look at themselves and to take stock of their work programs, organization, management, finances and relationships with each other and with other associations and agencies.

In carrying out the recommendations of the Goals Award project report,⁹ SWLA began its transformation. Major effects were the adoption of objectives and a work program; a reorganization that permits the association to respond more effectively to the changing interests and needs of its members; a reconstitution of its management agency, the executive board, to effect better liaison with state library associations; and the achievement of a more sound financial footing.

The project also helped SWLA to establish a work program priority. The project included interviews with 321 members of the state library associations in the SWLA region; one question asked was: What association activities need to be expanded? One request for expansion of activities that was prominent in the replies from all of the states was the need for increased continuing education opportunities in a variety of subject fields and at all levels.

REGIONAL WORKSHOP ON COOPERATION AND THE INTERSTATE
LIBRARY COOPERATION COMMITTEE

While the Goals Award project was investigating the cooperation of library associations, a corollary regional cooperative effort began to take form.

In October 1969, thirty-five library leaders from the five southwestern states in U.S. Office of Education (U.S.O.E.) Region VII (now Region VI) met in Dallas for a workshop on "Mobilizing State Resources to Effect Interlibrary Cooperation," directed by Janice Kee, Library Services Program Officer for the region. An outgrowth of this workshop was the appointment by Allie Beth Martin, SWLA president, of an Interstate Library Cooperation Committee which, in September 1970, with funding from the six state library agencies in the region, conducted an intensive planning retreat at the Six Flags Inn in Arlington, Texas.

What library service needs can be met by interstate cooperative effort, but not by states individually? What is the priority of these needs? What is the vehicle for meeting them? These questions were considered at what has become known in the region as the "Six Flags meeting." The meeting provided an unprecedented opportunity for communication between groups which had a common interest in library development but which never before had met jointly to consider mutual needs and the means of meeting them. The sixty-two participants invited to the Six Flags meeting included state library agency personnel, representatives of state planning offices, state library association presidents, library educators, directors of major

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libraries, the U.S.O.E. Regional Library Service Program Officers of the Southwest and the Southeast, and other resource staff from outside the region. From the three-day meeting the following library service needs in the Southwest emerged: "Continuing education . . . improved access to all resources [both bibliographical and physical] . . . reaching non-users . . . shared data processing expertise and products . . . development of a library research center . . . resources directory . . . shared personnel and expertise in program development and implementation . . . project coordination . . . [a] 'clearing house' to provide information on projects planned or undertaken . . . [and] exchange of library science students."¹⁰

ESTABLISHMENT OF THE SLICE OFFICE

As the instrument for the promotion of interlibrary cooperation, the Interstate Library Cooperation Committee proposed the establishment of a SLICE (Southwestern Library Interstate Cooperative Endeavor) office to: "provide a demonstration of interstate services which will meet library needs which cannot be provided by a single state; determine the practicality of regional self-funding; serve as a regional clearinghouse for related projects and programs; establish the feasibility of a long-range interlibrary, interstate library agency."¹¹ Allie Beth Martin described the efforts of SWLA leading to the SLICE office proposal as follows: "This activity has a practical, down-to-earth, do-it-yourself approach. Building on existing strengths within the region, priority will be placed on multi-state projects which promise early returns and can be financed by the participating states or from other resources within the SWLA area. Short-term outside funds to start up a small executive SLICE office are being sought."¹²

In January 1971, SWLA submitted a grant proposal to the Council on Library Resources for the establishment of the SLICE office, with Maryann Duggan as its first director. The council approved the grant in September and, with added support from each of the six state library agencies of the region, the SLICE office opened October 1, 1971.

BIBLIOGRAPHIC NETWORK PROJECT

The Interstate Library Cooperation Committee identified improved access to library resources through improved bibliographic control as one of the most urgent needs of the SWLA region. The Bibliographic Network Project, the first to be developed by the SLICE office, was a response to that need. Its major programs have been:

1. a one-year program to stimulate the interstate sharing of MARC-based services, using the MARC service developed by the Oklahoma Department of Libraries (MARC-O) as the demonstration model;
2. a series of planning meetings, an institute, and working papers by contract on components of bibliographic networking. The institute, "Alternatives in Bibliographic Networking," was a cooperative effort between the ALA Information Science and Automation Division and SLICE. It was held in New Orleans in March 1974 and attracted 161 participants, 37 of whom were from the Southwestern states.¹³ The working papers have national relevance in view of the emergence of other regional networks and the proposal for the establishment of regional library networks by the National Commission on Libraries and Information Science.¹⁴ Topics included in the series are: analysis of present and potential need for a regional bibliographic data base and network, including requirements and services; legal and organizational aspects of a regional bibliographic network; alternative telecommunication links and configurations, suitable for an on-line system, in the six SWLA states; costs and alternative funding sources for such a network; and the relationship and interfacing of a regional bibliographic network and existing interlibrary loan networks in the six SWLA states;
3. observe and monitor the tie-in phase of the IUC-OCLC (InterUniversity Council of the North Texas Area-Ohio College Library Center) bibliographic network.

CELS PROJECT

Like the Bibliographic Network project, the CELS (Continuing Education for Library Staffs in the Southwest) project responded to the need for continuing education expressed by librarians in the six SWLA states. Through CELS the state library agencies also responded to this need by providing the necessary funds to get the project underway.

In Spring 1973, Maryann Duggan and Allie Beth Martin conducted a survey of continuing library education in the region to determine the pattern of existing activities, to identify major perceived needs, and to develop a pragmatic plan for launching a program to meet regional needs.¹⁵ Included in the survey were state library agencies, library associations, graduate library schools, and a sample of public, school, and junior and senior college libraries.

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As a result of the meetings of a CELS strategy group and a CELS advisory group the following functions of the CELS project emerged:

- (1) Assess continuing education needs and solicit feedback from the six-state region.
- (2) Develop a plan for the region based on these needs. The plan would require built-in flexibility to insure response to change. Continuity would also be necessary to allow individual libraries and librarians to plan ahead.
- (3) Identify and generate funding for continuing education.
- (4) Identify and organize a core of experts in subject fields.
- (5) Coordinate activity among the states. Arrange to share expertise and package when common needs emerge in various states.
- (6) Demonstrate by means of prototypes. Solicit grant applications from specific libraries or agencies and initiate contracts.
- (7) Initiate experimental activity where gaps in knowledge are identified.
- (8) Solicit and test learning programs.¹⁶

On November 1, 1974, Peggy O'Donnell was appointed director of the CELS project and of the SLICE office. In addition to the survey of continuing library education in the region, major accomplishments of the project to date have been:

1. the development or distribution of packaged programs on library services to shut-ins through volunteer service, library automation and bibliographic networking, and management methodology;¹⁷
2. cosponsorship of a regional institute for training in library service to the disadvantaged. Cosponsors were the ALA Advisory Committee on Library Service to the Disadvantaged and the University of Oklahoma School of Library Science. The institute was funded by the U.S. Office of Education and directed by Virginia Mathews, Director of the National Book Committee. One purpose of the institute was to promote cooperation between library associations by providing initial guidance to ALA concerning the ways it can best operate to support local and regional efforts and integrate them into a national program. A multimedia package of the institute proceedings is distributed by ALA;¹⁸
3. sponsorship of a two-week institute on "Continuing Education Program Planning for Library Staffs in the Southwest," conducted by the Graduate School of Library Science, Louisiana State University in Baton Rouge.

The CELS project would be a logical component of the Continuing Library Education Network and Exchange (CLENE), the establishment of which was the basic recommendation of the Continuing Library and Information Science Education project in its final report to the National Commission on Libraries and Information Science (NCLIS).¹⁹

NATIONAL ENDOWMENT FOR THE HUMANITIES PROJECT

In July 1974, the National Endowment for the Humanities awarded SWLA a six-month planning grant in support of a project entitled "Humanities in the Southwest Bicentennial Program," and in September Phyllis Maggeroli was appointed project director. State planning committees and a regional planning team have developed a proposal for a "Humanities in the Southwest" program to involve the libraries of the region in relating academic humanists and the humanities to the current concerns of the general adult public. An important phase of the planning procedure was an inventory by the state planning committees of statewide resources available for such a program, including the identification of academic humanists and their areas of expertise, public meeting facilities, media, and library resources.

STRATEGY OF TRANSFORMATION

The changes which took place in SWLA during the period 1969-74 can be attributed in part to the national library environment at the beginning of the period. The Activities Committee on New Directions for ALA (ACONDA), which began work in 1969, probably stimulated library associations at all levels to review their priorities and opportunity for the membership to participate in policy-making. The 1968 proposal by NCLIS for the establishment of regional library networks to promote interlibrary cooperation and the scheduling of regional hearings gave impetus to regional library planning and was conducive to grants for regional programs. The establishment in 1967 by U.S.O.E. of nine regional offices to administer the Library Services and Construction Act also promoted regional planning.

Given a favorable national environment, SWLA achieved transformation through the events chronologized in the appendix to this article. Underlying these events is a strategy for change which becomes manifest when the events are viewed collectively and interpreted.

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Work projects responded to the expressed needs of the librarians, libraries, state library agencies, and state library associations of the region. The Interstate Library Cooperation Committee and the Goals Award project provided the opportunity for members, institutions and associations to identify and establish the priority of needs. Both the bibliographic network and CELS projects conducted surveys to determine perceived needs for specific programs.

The SLICE office provided an effective means of work accomplishment. A number of library associations, including SWLA, have administrative offices which are essential to the efficient management of association business and to the continuity of association work. Most library associations, however, must depend on the contributed services of members to carry out their work projects. As valuable as volunteer task forces are to associations, they cannot match the accomplishments of a permanent, full-time staff in planning and implementing work projects.

The strategy for developing work projects has taken the following pattern: (1) planning meeting, (2) determination of specific needs, (3) project model proposal (goals, structure, finance, implementation), (4) critique of proposed model, (5) refinement of project model, (6) formation of a project advisory group, (7) implementation.

SWLA has opened channels of communication among key persons and groups in the southwestern library community and promoted continuing relationships among them, to the mutual benefit of all.

The planning and implementation of work projects has involved SWLA officers and membership interest groups, state library associations, state library agencies, graduate library schools, the Library Services Program Officer of the U.S.O.E. Region VI, and numerous consultants.

The SLICE office is advised by a council, composed of the directors of the state library agencies and the vice-presidents of the state library associations in the SWLA region, SWLA officers, and consultants.

Each project of the SLICE office has an advisory group. The Bibliographic Networking and Resource Sharing advisory group is composed of networking practitioners from each of the six SWLA states. The CELS advisory group is composed of the deans and directors of the graduate library schools, the SWLA Continuing Education Interest Group chairperson, the chairpersons of continuing education committees of other professional associations, and those responsible for continuing education in the state library agencies in the region.

The reorganization of SWLA through the adoption of a new constitution and by-laws in 1972 strengthened relationships with the state library associations. Prior to that time, the state associations were represented on the SWLA executive board by delegates, some of whom were members of the state association executive board and some of whom were not. State association representation on the SWLA board was meant to provide the interchange of state and regional concerns and to coordinate the work programs of the regional and state associations. The persons most knowledgeable about state association affairs—and therefore the best qualified SWLA representatives—are the state association presidents; these people became ex-officio members of the SWLA executive board in 1973.

The reorganization of SWLA in 1972 (see figure 1) simplified association structure and provided organizational units that better respond to member needs and interests than the traditional type-of-library and type-of-library-activity divisions. In the 1972 constitution and by-laws, divisions were replaced by interest groups, which are organized by membership petition and whose continued existence is determined biennially by executive board review. Task forces may be organized to carry out specific work projects, the funding for which is authorized by the executive board. Examples of interest groups that cut across type-of-library and type-of-library-activity lines are those concerned with continuing education, public relations, and educating the library user.

SWLA has sought and obtained project funding from organizations interested in the promotion of interstate library cooperation. SWLA's only sources of self-generated income are membership dues and proceeds from conferences. The SLICE office and its projects would not have been possible without grants from the Council on Library Resources, the National Endowment for the Humanities, and the U.S. Office of Education; state library agency contracts for service with LSCA Title III funds; and the commitment of funds by state library associations.

SWLA improved communication with its membership. At the recommendation of the publications committee, the *SWLA Newsletter*, which had been published five times each biennium, became a bimonthly publication. To further cooperation between SWLA and the state library associations, the publications committee has consistently invited the editors of the state journals to its meetings.

The constitution and by-laws adopted in 1974 provide for increased accountability to the membership. The by-laws call for a report by the

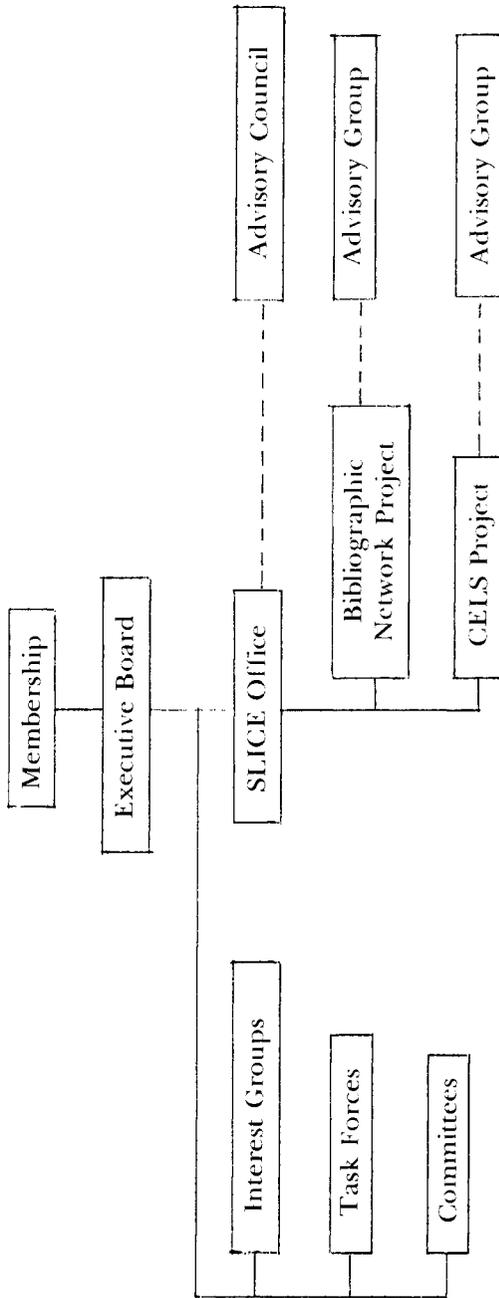


Figure 1. SWLA Organization

president to the membership at each biennial conference and the presentation of executive board actions to the membership for ratification.

In 1971 SWLA changed the basis of its individual membership, and while membership consequently decreased, the association was strengthened.

Immediately prior to 1971, members of the state library associations in the SWLA region were automatically members of SWLA. At the same time that they paid their state association dues, they also paid SWLA dues of twenty cents, although many of them were unaware of it and did not know that they were SWLA members. Such a basis of membership produced members in large number (6,729 in 1969), but did not provide a unified, supportive constituency.

One recommendation of the Goals Award project was the adoption of an independent membership program. The recommendation was effected by a revision of the by-laws in 1970, which set annual individual dues at \$4.00 (to increase to \$10.00 in 1976). As was expected, the membership dropped to 1,662 in 1972. By 1974, however, the number had increased to 2,287, and a membership of 3,000 is projected for 1976. Members now join SWLA knowingly and, it is presumed, because they support the SWLA program.

From 1971 to 1975 the state library associations assisted SWLA in the collection of its dues by mailing SWLA membership renewals with their own renewal notices. If members remitted SWLA dues to the state associations, the associations retained a small handling charge and forwarded the balance to SWLA. In 1974, two-thirds of all SWLA dues were collected through state library associations. Beginning in 1976 SWLA will collect its own dues in order to effect better control of membership records.

SWLA has viewed its responsibility in promoting interstate library cooperation to be one of program development, with program delivery the responsibility of the state library agencies and the state library associations. In this sense, its programs are state based and regionally coordinated. Its purpose is to make available library services which all the southwestern states need, but which can be most efficiently or economically developed and made available as a regional resource.

Interstate interlibrary cooperation, then, is the goal and sustenance of SWLA. Its strength lies in the cooperation generated by and among the state library associations, state library agencies, libraries, and librarians within its region.

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APPENDIX
THE SOUTHWESTERN LIBRARY ASSOCIATION:
A SELECTED CHRONOLOGY

The following chronology emphasizes the association's library cooperation activities from 1969 to 1975.

February 15, 1969. Allie Beth Martin, SWLA President for the 1969-70 biennium, appoints Heartsill Young, Professor of Library Science, University of Texas at Austin, to chair a special SWLA committee to submit an application for the J. Morris Jones-ALA Goals Award. The application, jointly sponsored by the ALA Committee on Chapter Relationships and the SWLA, proposes to define and establish more effective relationships among ALA, the regional chapter and the state chapters within the region.

June 1969. The J. Morris Jones-ALA Goals Award in the amount of \$23,632 is made to the SWLA and the ALA Committee on Chapter Relationships for *A Project To Establish Effective ALA Chapter Relationships and to Coordinate Association Activities at the State, Regional, and National Levels*. An advisory project council is appointed consisting of the presidents and ALA councilors of the six state library associations in SWLA, the SWLA president and the chairman of the ALA Chapter Relationships Committee. Heartsill Young is appointed chairman of the council and Phyllis Maggeroli, Special Programs Coordinator for ALA, is appointed as ALA liaison to the council.

September 1969. Della Thomas, former Associate Professor of Library Science and Director of Curriculum Materials Laboratory at Oklahoma State University, is selected to be SWLA's first executive secretary on a part-time basis. In addition to her general duties, her responsibilities include membership promotion, coordination of biennial conferences, and improved communication between the board and association units.

October 2-3, 1969. U.S.O.E. Region VII, Dallas, Texas, conducts a workshop related to programs under Title II, LSCA on "Mobilizing State Resources To Effect Inter-library Cooperation." Directed by Janice Kee, Library Services Program Officer, the workshop performed a library needs assessment for the region, critiqued

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programs currently underway to meet the needs, and suggested means to improve interlibrary interstate library cooperation and planning in the region. The workshop identified the following as some of the major library needs of the region: public information programs, more library planning skills, identification of and need for expanded resources, clarification of the legal basis for interstate planning and programs, and the role of library education as it relates to all of these needs.

October and November 1969. Grace Stevenson is appointed project director of the ALA/SWLA Goals Award project. Survey teams are appointed by state library association presidents in the SWLA states to conduct in-depth polling of librarians in each state.

January 19, 1970. The newly appointed SWLA Interstate Library Cooperation Committee, chaired by Ralph Funk, Oklahoma State Librarian, holds its first meeting in Chicago during the ALA midwinter conference. An outgrowth of the U.S.O.E. Region VII workshop on interlibrary cooperation, the committee reviews a proposal by Maryann Duggan, Director of Industrial Information Services for the Science Information Center at Southern Methodist University, for planning, funding and initiating interstate library network development and related interstate services in the SWLA region.

January 20, 1970. SWLA approves in principle a proposed demonstration program of the Interstate Library Cooperation Committee to determine the feasibility of a collaborative program for the development of interstate library service.

February 20, 1970. The Interstate Library Cooperation Committee meets in Dallas with representatives from the six southwest states—including representatives from the state library agencies—to critique preliminary plans for an interstate interlibrary demonstration project to be known as SLICE (Southwestern Library Interstate Cooperative Endeavor). Preparations are made for a two-day planning retreat to refine and finalize the proposed SLICE demonstration project. The committee agrees to seek \$500 from each of the six state library agencies to help underwrite the cost of the planning retreat. Maryann Duggan and Ralph Funk are named co-chairpersons of the committee.

September 16-18, 1970. The SWLA Interstate Library Cooperation Committee, with funding from the six state library agencies in the region, conducts an intensive planning retreat at the Six Flags Inn in Arlington, Texas. The participants identify regional library priority

needs and recommend that the SWLA executive board establish a coordinating office to further identify regional needs and projects. A poll of state library agency representatives reveals support for funding "mutually beneficial library programs in the region."

November 7, 1970. At the biennial conference in Tulsa, the SWLA membership approves constitution and by-laws revisions establishing a voluntary, individual dues schedule of \$4 per year. Previously, members automatically became SWLA members upon joining one of the six state library associations. Under the new arrangement, the state associations will promote and collect dues for SWLA, and be responsible for mailing the *SWLA Newsletter*; the state associations will retain \$1 of each member's dues to defray the costs involved.

The membership adopts the recommendations of the J. Morris Jones-World Book Encyclopedia-ALA Goals Award project, and charges the SWLA president to initiate action toward their implementation.

The membership approves the establishment of the SLICE office and staff as funding permits.

January 1971. SWLA submits a proposal for \$25,000 to the Council on Library Resources (CLR) for the establishment of a SLICE office to "provide a demonstration of interstate services which will meet library needs which cannot be provided by a state; determine the practicality of regional self-funding; serve as a regional clearinghouse for related projects and programs; establish the feasibility of a long-range interlibrary, interstate library agency." A specific goal of the project is to stimulate sharing throughout the SWLA region of various MARC-based services such as those developed by the CLR, the participants and the Oklahoma Department of Libraries.

April 1971. The SWLA New Directions Task Force, chaired by Pearce Grove, SWLA president-elect, is appointed and charged with the responsibility of planning, implementing and evaluating the recommendations of the ALA/SWLA Chapter Relationships project report. The six state library associations initiate similar task forces to consider the report's recommendations for state associations.

June 23, 1971. The SWLA executive board adopts a statement of association objectives and corresponding program of work for the 1971-72 biennium as submitted by the New Directions Task Force. The program includes the need for funding SLICE and its related projects, the expansion of SWLA staff to coordinate regional planning, a

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directory of existing library information networks in the region, establishing closer working relationships with graduate library schools and continuing library education programs in the region, a more effective communications program for the association, the incorporation and tax-exemption of the association, a restructuring of the SWLA to make it more responsive to cooperative activities, and implementation of the Goals Award recommendations.

June 28, 1971. SWLA becomes a nonprofit corporation in Texas to "promote all public and non-profit library interests and services in the southwestern United States and Mexico."

August 17, 1971. SWLA is granted an exemption from federal income tax under Section 501(c)(3) of the Internal Revenue Code, thus making contributions to the SWLA Scholarship Endowment, membership dues and other contributions to SWLA tax deductible.

September 22, 1971. CLR approves a grant of \$25,000 to SWLA to implement the SLICE project. A SLICE council is appointed, composed of the six state librarians in the region and six state library association presidents (subsequently changed to vice-presidents when the presidents became members of the SWLA executive board in 1973), the SWLA president, and consultants including Janice Kee, U.S.O.E. Library Service Program Officer for Region VII, and Donald Hendricks, Library Director, University of Texas Southwestern Medical School Library (UTSMS) in Dallas. SWLA engages Maryann Duggan, Assistant Professor and Systems Analyst at UTSMS as SLICE project director and contracts with UTSMS for office space and supportive services. The SLICE council elects SWLA president Lee Brawner as council chairman and chairman of the three-member executive committee, as well as selecting Phyllis Burson, immediate past-president of the Texas Library Association, to represent state library associations, and Edwin Dowlin, New Mexico State Librarian to represent state library agencies. In addition to the CLR grant to SLICE, the six state library agencies agree to provide \$2,000 each to SLICE for a survey of continuing education for librarianship in the region, with recommendations for improvement.

March 1972. U.S.O.E. approves a joint grant of \$10,000 to SWLA/SLICE, the ALA Advisory Committee on Library Service to the Disadvantaged, and the University of Oklahoma School of Library Science for a model, three-day pilot Institute on Strengthening Librarians' Capability to Elicit and Respond to the Felt Needs of

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Minority/Culturally Isolated/Disadvantaged Persons and Groups in the Southwest. The institute is held Oct. 4-8, 1972. Virginia Mathews of the National Book Committee is director of the institute, and Frank Bertlan, Director of the University of Oklahoma School of Library Science, is associate director.

October 31-November 1, 1972. SWLA/SLICE and the Southeastern Library Association jointly sponsor a pre-conference, partially funded by the U.S.O.E., on "Crisis in Library Management: Planning and Evaluation of Library Programs." The institute receives assistance from Ohio State University faculty specialists and is designed to acquaint librarians with new management methodology including the CIPP (Context Input Process Product) evaluation theory. SLICE produces an audiotape kit from the pre-conference for local workshops.

November 1-4, 1972. SWLA and SELA hold a joint conference for their fifteen states in New Orleans with the theme, "New faces of Cooperation" featuring programs on cooperation at the state, regional and national levels.

SWLA membership approves restructure of the association's constitution and by-laws; funding in accordance with the ALA/SWLA Goals Award recommendations for a full-time executive secretary is approved for 1973-74; the presidents of the six state library associations are included on the SWLA executive board; publication frequency of the *SWLA Newsletter* is increased from semiannually to at least bimonthly; and provision is made for members to organize into interest groups and task forces designed to cut across type-of-library lines.

January 4, 1973. The CLR approves a new two-year grant of \$50,000 to the SLICE project to further its development of a systematic regional plan for increasing and stimulating the sharing of library resources, services and expertise within the region. Specifically, the SLICE project will—during the two-year period—develop design requirements and cost data for various alternative types of regional bibliographic networks, with particular emphasis on the use of MARC records. In addition to the CLR funding, the six state libraries in the region are to provide \$4,000 annually in support of the SLICE project's CELS study and programs.

January 1973. Mary Clotfelter is employed as SWLA's first fulltime executive secretary, on a temporary basis. A temporary office is

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established in space provided by Eastern New Mexico University in Portales. A search committee continues its efforts to find a permanent executive secretary.

February 5, 1973. The SLICE council appoints Allie Beth Martin as project director of the CELS project. She will work with Maryann Duggan, SLICE office director, SWLA officers, a CELS project advisory group of librarians and educators from each of the six states, U.S.O.E. officials, and other nationally recognized consultants. The project is largely financed by funds from the six state library agencies in the region and from the association. The purpose of the CELS project is to assess continuing education needs of library staffs in the region and to propose a plan of action designed to meet those needs.

February 26, 1973. SLICE and the InterUniversity Council (IUC) Committee for an Electronic Library Center cosponsor an invitational conference in Dallas to present the IUC proposal for replicating the Ohio College Library Center (OCLC) in the Dallas-Fort Worth region. Keynote speaker is Larry Livingston, program officer from the CLR.

May 18-19, 1973. The SWLA executive board, the SLICE council and its CELS strategy group meet in Dallas for an intensive series of working sessions. Speakers include Charles Sprague, president of the University of Texas Southwestern Medical School, who spoke on the IUC proposal to replicate OCLC and the implications of the proposal for other regional libraries, and David Clay, assistant to the president of the University of Texas at Austin, who discussed computer-based bibliographic plans.

May 19, 1973. Deans and representatives of the graduate library schools in the southwestern region meet with the SLICE council to review the second phase of the CELS project survey. Continuing education consultants from outside the region serving as resource personnel for the meeting included: Elizabeth Stone, professor and chairman of the Catholic University of America Department of Library Science and chairperson of the ALA Committee on Continuing Education; Barbara Conroy, who directed the New England Outreach Network; Peter Hiatt, Director of Library Continuing Education for WICHE; and Roderick Swartz, representing the NCLIS.

July 1973. The Public Relations Interest Group, chaired by Sue Fountaine, Tulsa City-County Library, initiates the "Round Robin" Library PR/Publicity Exchange among more than fifty libraries in the region as part of its work program.

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August 3, 1973. Marion Mitchell is appointed as SWLA's first permanent full-time executive secretary, and the first permanent full-time SWLA Office is established at the University of Texas Southwestern Medical School Library in Dallas on a contract basis.

October 4-5, 1973. Another joint marathon meeting of the SLICE council and the SWLA executive board is held in Dallas. Principal actions include: acceptance of the CELS report and its recommendations by Allie Beth Martin; appointment of a CELS advisory council of regional librarians and educators; allocation of \$1,500 to reproduce and distribute a summary of the report and to initiate action on its recommendations; adoption of an inter-regional exchange program for distribution of state library association publications to all state association presidents and vice-presidents, state editors and SWLA officers. In response to the participatory membership structure of the associations, the board approves membership applications for the 1973-74 biennium establishing: a Task Force on Nonprint Media chaired by Jay Clark, Houston Public Library; a Bibliographic Network Task Force chaired by David Ince, University of New Mexico Library; and a Continuing Education Interest Group chaired by John Anderson, Tucson Public Library.

February 1974. As part of the association's efforts to implement the CELS report recommendations, the *SWLA Newsletter* begins publishing a "Continuing Education Calendar for the Southwest" in each bimonthly issue, and the SWLA executive secretary's office begins serving as a clearinghouse for continuing education programs.

February 8, 1974. The newly appointed SWLA/CELS advisory group—consisting of regional library educators, state librarians, state library associations, and SWLA representatives—meets and selects to be chairman Donald Foos, Dean of Louisiana State University (LSU) Graduate School of Library Science. The participants adopt the CELS report recommendations; SWLA president Pearce Grove reports that SWLA has earmarked \$6,000 for initial development of the CELS project. The group receives pledges of approximately \$32,000 from state library associations (principally from the six state library agencies) for funding the first year of the CELS project, and authorizes SWLA to proceed with the submission of regionally related proposals to U.S.O.E. for Higher Education Act Title III institutes during fiscal year 1974. It reviews plans for the programming of a general session on continuing education at the SWLA biennial conference in Galveston

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in October 1974, and receives a report from the newly organized Continuing Education Interest Group on its own action plans. A position description for a CELS coordinator to join the SWLA staff is approved, and a proposed increase in SWLA dues to help finance the CELS project is endorsed.

February 18, 1974. The InterUniversity Council Bibliographic Network Committee meets to further develop the tie-in with OCLC and votes on a motion by Pearce Grove, SWLA president, to recommend to the IUC board that the six SWLA states be considered the prime geographic area of responsibility for the IUC/OCLC tie-in and for local education. The committee accepts SWLA's offer to provide a demonstration and discussion of the OCLC tie-in at the SWLA biennial conference in October 1974.

April 24, 1974. Four SWLA representatives testify at the NCLIS hearing in San Antonio, Texas. Heartsill Young, SWLA president-elect, focuses on the regional planning emphasis of the association and on the role of the regional groups in the development and implementation of a national library network. Marion Mitchell, executive secretary, describes the administrative and clearinghouse role of SWLA. Vivian Cazayoux, member of the SLICE council, identifies the relationship between state library agencies and the regional association. Maryann Duggan's presentation focuses on the activities of the SLICE office and emphasizes the CELS project and the planning for a regional bibliographical network.

May and June 1974. Marguerite Cooley, director of the Arizona State Department of Library and Archives, sponsors three 2½-day workshops on library automation and bibliographic networking conducted by the SLICE project office and developed by John Corbin, Professor of Library Science at North Texas State University. A training syllabus of the instructional content is prepared by Corbin for presentation by other sponsoring agencies interested in scheduling similar workshops through the SLICE office.

July 2, 1974. SWLA receives notification that the National Endowment for the Humanities (NEH) is awarding the association a \$25,000 six-month planning grant in support of a project entitled "Humanities in the Southwest Bicentennial Program." Phyllis Maggeroli, library consultant and formerly special programs director for the ALA, will serve as fulltime project director. A regional planning team of librarians, academic humanists and directors of state-based humanities

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committees from the six states is established to work with the project director.

September 1974. An audiovisual packet on library service to shut-ins through volunteer service is produced by John Hinkle, outreach consultant with the Oklahoma Department of Libraries, with a \$1,000 SLICE grant, and made available for purchase through SWLA. One set of the packet is provided to each state library in the region for interlibrary loan use.

October 1974. Under a new contract, the SWLA staff moves to the campus of the new University of Texas at Dallas with enlarged office space for Marion Mitchell, executive secretary, Peggy O'Donnell, CELS coordinator, and a clerical assistant.

October 15-19, 1974. The biennial conference in Galveston with the theme "The Interfaces of Librarianship" serves a continuing education function, focusing on communications systems, information sources, multimedia trends and problems, and related association interest group and task force goals. The membership adopts changes to the constitution and by-laws essentially vesting more responsibility for policy/program decisions in the membership, to whom the elected officers are responsible. Individual dues are increased from \$4.00 to \$10.00 annually, recognizing the need to provide more financial support for the CELS project. The membership responds to the SLICE council's criteria for producing the final report and recommendations for the development of a bibliographic network in the Southwest.

November 1974. The U.S.O.E. approves a two-week institute for March 17-28, 1975, on continuing education program planning for library staffs in the Southwest, to be conducted by the SWLA and the LSU Graduate School of Library Science. Thirty representatives from the SWLA area (five from each state) by type of library and/or association will be selected from applicants. The institute director will be Donald Foos.

November 1, 1974. Peggy O'Donnell, formerly assistant director of the Bay Area Reference Center in San Francisco, is appointed by the SWLA executive board as CELS coordinator with primary responsibility for implementing the objectives identified in the CELS study.

January 19, 1975. The SLICE council and the SWLA executive board hold their tandem meetings in Chicago during the ALA midwinter

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conference. Final SLICE project recommendations for developing a southwestern bibliographic network are presented; the SWLA biennial budget is finalized; reports, including recommendations for new SWLA grant proposals, are presented on various projects.

March 21, 1975. SWLA's six-month planning project, "Humanities in the Southwest," funded by the National Endowment for the Humanities, concludes with the submission of \$903,000 proposal to the NEH for an 18-month program series to be cosponsored by libraries and related institutions in twelve demonstration areas throughout the six-state region. Over 3.9 million persons are included in the demonstration areas which span rural and urban locales and were selected by planning committees of librarians and academic humanists in each state to present a cross-section of the racial and cultural diversity, the social and ethnic heritage of the region. The project will develop "humanities program models" and establish a network of library outlets in the region through which to channel and share future programming.

March 17-28, 1975. Thirty-five selected librarians from representative types of libraries and state library associations in the six-state SWLA region participate in the institute on continuing education program planning for library staffs in the Southwest. Sponsored by U.S.O.E. through SWLA and the LSU Graduate School of Library Science, the institute provides training in the processes of planning, developing, implementing and evaluating continuing education programs for library staffs. Participants are asked to form "continuing education teams" in each state to assess their respective needs, and to develop statewide continuing education networks. SWLA's CELS coordinator, the CELS advisory group and the continuing education interest group will provide support and coordination of these follow-up efforts.

June 25, 1975. The National Endowment for the Humanities awards to SWLA a grant of \$120,000 in support of a one-year program entitled "The Southwestern Mosaic: Living in a Land of Extremes."

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