

State Library Agency Organization and Services

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PRINCIPLES FOR ORGANIZATION of state library agencies were most recently defined by the American Library Association (ALA) in 1970 with the publication of *Standards for Library Functions at the State Level*.¹ These standards (of which numbers fifty-two to sixty in the series of seventy-five are set forth in that publication) are based on an array of diverse functions which, the ALA recognizes, are organized differently from state to state.

The standards, together with a 1967 study completed by Nelson Associates for the National Advisory Committee on Libraries, provide a good overview of state library agency functions.² *The Book of the States, 1978-79* uses this overview in charting a profile of state library agencies which lists functions under such headings as library services to state government, statewide services development, statewide development of library resources, statewide development of information networks, and financing library programs.³ A 1978 survey of state library agencies being conducted by the State Library of Florida for the National Center for Education Statistics (NCES) of the Library General Information Survey (LIBGIS) series identifies twenty-five specialized service activities and functions and will provide a statistical profile of the fifty state library agencies.

It is the library development functions which form the common interest and concern of the state library agencies surveyed for NCES. Library development functions are defined as those which foster the im-

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provement and coordination of library resources and services throughout a state. These include: network and system development; administration of state and federal funding programs which foster resource-sharing, resource and service development, improved organization and operation of libraries and systems, and access to resources; statistics collection and analysis; planning and evaluation; research; dissemination of information; and consultant service.

In addition to library development, the majority of state library agencies have library operation functions such as the collection and maintenance of subject and reference resources, and direct reference and library service to state government. State library agencies with major reference libraries include: Arizona, California, Connecticut, Florida, Illinois, Indiana, Louisiana, Michigan, New Jersey, New York, North Carolina, Ohio, Oklahoma, Oregon, Pennsylvania, Texas, Virginia and Washington. Those states with major law libraries as part of comprehensive reference libraries include: California, New York, Pennsylvania and Virginia (see Table 1).

The size of state library agency staffs varies considerably from state to state. The 1977 report *The State Library Agencies*, published by the Association of State Library Agencies (ASLA), included data on staff assigned to library operations and library development functions.⁴ These data, updated in a brief survey the authors conducted in early 1978, show that the number of library operations personnel ranges from 1 to 100 persons and that the number of those in library development ranges from 1 to 30 (see Table 2).

STATE LIBRARY AGENCIES IN STATE GOVERNMENT

The ALA standards point out that the state library agency should have "clear statutory provisions which define the functions to be performed, provide authority for these activities, and ensure the legal basis for a flexible program to meet the needs of the state."⁵ The standards are less specific in prescribing a structure within state government, pointing out that the agency "should be so placed [as to] . . . have the authority and status to discharge . . . responsibilities."⁶ The standards recommend status as a separate agency "directly responsible through its chief administrator or its governing board to the executive and legislative branches of government"⁷ and suggest a lay governing board appointed by the governor or other elective officials. The standards also recognize that the state library agency may be part of a department of education or other state agency. In such a case, administrative simplification should not subordi-

TABLE 1. FUNCTIONS AND RESPONSIBILITIES OF STATE LIBRARY AGENCIES*

State	Library services to state governments					Statewide library services development																	
	Documents	Information and reference service	Legislative reference	Law library	Genealogy and state history	Archives	Liaison with institutional libraries	Coordination of academic libraries	Coordination of public libraries	Coordination of school libraries	Coordination of institutional libraries	Research	Coordination of library systems	Consulting services	Interlibrary loan, reference and bibliographic services	Statistical gathering and analysis	Library legislation review	Interstate library compacts and other cooperative efforts	Specialized resource centers	Direct service to the public	Annual reports	Public relations	Continuing education
Alabama	*	*	*	..	*	..	*	..	*	*	*	*	*	*	*	*	†	*	*	*
Alaska	*	†	†	*	..	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	*
Arizona	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	†	†	†	*
Arkansas	*	*	*	†	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	*
California	*	*	*	*	*	*	†	*	†	*	†	*	*	*	*	*	*	*	*	†	†	†	†
Colorado	†	*	†	*	†	*	†	*	..	*	*	*	*	*	*	†	*	†	†	†	*
Connecticut	*	*	*	*	*	†	..	*	..	*	..	*	*	*	*	*	*	*	*	*	*	*	*
Delaware	†	*	†	†	†	*	..	*	..	*	..	*	*	*	†	*	†	*	*	*	*	*	*
Florida	*	†	*	†	*	..	*	..	*	*	*	*	*	*	*	*	*	*	†	*
Georgia	†	*	*	..	*	..	*	..	*	*	*	*	*	*	*	*	*	*	*	†
Hawaii	*	*	*	..	*	..	*	..	†	†	†	†	*	*	†	†	†	†
Idaho	†	*	†	†	†	*	..	*	†	*	..	*	*	*	†	†	†	*	*	..	*	*	†
Illinois	*	†	†	†	†	*	..	*	†	*	..	*	*	*	†	†	†	*	*	..	*	*	†
Indiana	*	†	†	†	*	*	..	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	*
Iowa	†	*	†	†	†	*	..	*	..	*	..	†	*	*	*	*	*	*	*	*	*	*	†
Kansas	*	*	*	*	†	*	†	*	†	*	*	*	*	*	*	*	*	†	†	†	..
Kentucky	†	*	†	†	*	*	..	*	†	*	..	†	†	†	*	*	*	*	*	†	†	†	†
Louisiana	*	†	†	†	*	*	†	*	†	*	†	*	*	*	*	*	*	*	*	†	†	†	†
Maine	*	*	†	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	†
Maryland	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	†
Massachusetts	..	†	*	*	*	*	*	..	*	†	†	*	*	..	*	*	†	†	†	†
Michigan	*	*	*	*	..	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Minnesota	..	†	†	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	..	*	*	*
Mississippi	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	†
Missouri	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	*	*	*	*
Montana	†	*	†	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	*	*	*	*
Nebraska	*	*	*	†	*	†	†	†	*	*	*	*	*	*	*	*	†	†	†	*
Nevada	*	*	†	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	*	*	*	*
New Hampshire	*	*	*	*	..	*	*	*	..	*	..	*	*	*	*	*	*	*	*	*	*	*	*
New Jersey	*	*	†	*	*	†	†	*	†	*	†	*	*	*	*	*	*	*	*	†	†	†	*
New Mexico	*	*	..	†	†	*	†	*	†	*	..	*	*	*	*	*	†	*	*	†	†	†	*
New York	*	†	†	†	†	*	*	*	..	*	..	*	†	*	*	*	*	*	*	*	*	*	†
North Carolina	*	*	†	†	†	*	†	†	†	†	†	*	*	*	*	*	*	*	*	*	*	*	*
North Dakota	●	*	†	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	*	*	●	*
Ohio	*	*	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	†
Oklahoma	*	*	*	†	*	*	†	*	†	*	†	*	*	*	*	*	*	*	*	†	..	*	†
Oregon	*	*	..	†	†	*	..	*	..	*	..	*	*	*	*	*	*	*	*	*	*	*	*
Pennsylvania	*	†	*	†	†	*	●	*	..	*	..	*	●	*	*	*	*	*	*	..	*	*	*
Rhode Island	..	†	*	*	*	..	*	..	*	*	*	†	*	*	*	*	†	†	†	†
South Carolina	†	*	*	..	†	*	†	*	†	*	†	*	*	*	*	*	●	*	*	..	*	●	†
South Dakota	*	*	..	†	†	*	†	†	†	†	†	*	*	*	*	*	*	*	*	*	*	*	*
Tennessee	*	†	†	†	†	*	†	*	..	*	..	*	*	*	*	*	..	*	*	†	†	†	†
Texas	*	*	*	..	*	..	*	..	*	*	*	*	*	*	*	*	..	†	†	†
Utah	*	†	†	†	†	*	..	*	..	*	..	*	*	*	†	*	†	*	*	†	†	†	†
Vermont	*	*	†	†	†	*	..	*	..	*	..	*	*	*	*	*	*	*	*	†	†	†	†
Virginia	*	†	..	†	*	*	†	*	..	*	..	*	*	*	†	†	*	*	*	†	†	†	†
Washington	*	*	*	†	†	*	†	*	..	*	..	*	*	*	●	*	*	*	*	†	†	†	†
West Virginia	..	†	†	†	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	..	*	*	●
Wisconsin	†	*	†	*	†	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	†
Wyoming	*	*	†	†	†	*	*	*	†	*	..	*	*	*	*	*	*	*	*	†	†	†	†

* Prepared by the Association for State Library Agencies.
 * — Primary, † — Shared, .. — None.

TABLE 1 — Continued

State	Statewide development of library resources										Statewide development of information networks		Financing library programs				
	Long-range planning	Determination of size and scope of collections in the state	Mobilization of resources	Subject and reference centers	Resources — books	Resources — other printed materials	Resources — multimedia	Resources — materials for the blind and handicapped	Coordination of resources	Little-used materials	Planning of information networks	Provision of centralized facilities	Exchange of information and materials	Interstate cooperation	Administration of federal aid	Administration of state aid	Financing of library systems and networks
Alabama	*	*	*	●	●	*	*	*	●	..	*	†	*	*	*	*	*
Alaska	*	†	†	†	†	†	†	†	†	†	†	†	†	†	†	†	†
Arizona	*	*	●	*	●	*	*	*	*	..	●	●	†	*	*	*	*
Arkansas	●	*	*	*	..	*	*	..	*	*	*	*	*	*	*
California	*	†	†	†	†	†	†	†	*	†	†	†	*	*	*	*	*
Colorado	*	†	†	†	†	†	†	†	†	†	†	†	*	*	*	*	*
Connecticut	●	●	*	*	*	*	●	*	*	*	*	*	*	*	*	*	*
Delaware	*	†	*	†	*	*	†	*	*	†	●	*	*	*	*	*	●
Florida	*	†	†	†	†	†	†	†	*	*	*	*	*	*	*	*	*
Georgia	*	*	*	*	*	●	*	*	●	*	*	●	●	●	●	*	●
Hawaii	†	†	†	†	†	†	†	*	*	†	*	†	†	†	†	†	†
Idaho	*	†	†	†	*	*	*	*	*	*	*	*	†	*	*	*	*
Illinois	†	†	†	†	†	†	†	†	†	..	†	†	*	*	*	*	*
Indiana	*	..	†	†	*	*	†	*	*	..	*	*	*	*	*	*	*
Iowa	*	●	*	*	●	*	*	†	*	*	*	*	●	●	*	*	*
Kansas	*	*	†	†	†	†	†	†	†	†	*	*	*	*	*	*	*
Kentucky	*	†	†	†	†	†	†	*	*	†	†	†	*	*	*	*	*
Louisiana	†	†	†	†	†	†	†	*	*	..	†	*	*	*	..	*	*
Maine	●	●	*	*	●	*	..	*	*	*	*	†	*	*	●	●	*
Maryland	*	*	●	●	*	*	*	*	●	●	*	*
Massachusetts	*	†	*	*	†	†	†	†	*	†	*	†	†	*	*	*	*
Michigan	*	●	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Minnesota	*	†	*	†	†	†	†	*	●	●	●	†	●	●	●	*	†
Mississippi	●	*	*	*	*	*	†	*	*	*	*	†	*	*	*	*	*
Missouri	●	†	*	*	*	*	†	*	*	*	*	†	†	*	*	*	†
Montana	●	*	*	●	*	●	*	●	†	†	†	†	*	*	*	..	●
Nebraska	*	..	*	*	†	†	†	●	●	..	*	..	†	*	*	*	*
Nevada	*	†	†	†	†	†	†	*	*	*	*	*	*	*	*	*	*
New Hampshire	†	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
New Jersey	†	..	*	..	†	†	†	●	†	†	†	●	●	*	*	*	*
New Mexico	●	†	*	..	†	†	†	*	●	..	*	*	●	*	†	*	*
New York	●	†	†	†	*	●	*	†	*	..	*	*	*	†	*	*	*
North Carolina	*	†	†	†	†	†	†	†	*	*	*	*	*	*	*	*	*
North Dakota	*	..	*	*	*	*	..	*	*	*	●	*	*	*	*	..	●
Ohio	*	†	..	†	†	†	..	†	*	†	..	*	*	*	*	*	*
Oklahoma	*	†	†	*	*	*	..	*	*	*	*	*	*	*	*	*	*
Oregon	*	*	*	*	..	*	†	†	..	*	*	*	..
Pennsylvania	*	†	*	†	*	†	†	*	*	†	*	*	..	*	*	*	*
Rhode Island	*	†	*	†	†	†	†	*	*	*	*	†	*	*	*	*	*
South Carolina	*	†	..	*	†	†	†	*	*	..	*	*	*	*	*	*	..
South Dakota	*	†	*	*	†	†	†	*	*	*	*	*	*	*	*	..	*
Tennessee	*	..	†	†	†	†	†	*	†	†	†	†	*	*	*	*	*
Texas	*	†	†	†	*	*	..	*	†	†	*	†	*	*	*	*	*
Utah	*	†	†	†	..	†	†	*	*	†	*	†	*	*	*	*	..
Vermont	*	†	†	†	†	†	†	*	*	†	†	†	*	*	*	*	*
Virginia	*	†	†	†	†	†	†	†	†	†	*	*	†	*	*	*	†
Washington	..	*	†	†	*	*	*	*	†	..	*
West Virginia	†	..	†	*	..	*	*	*	*	*	*	*	*	*	†	†	..
Wisconsin	*	†	†	†	†	†	†	*	*	†	*	†	*	†	*	*	*
Wyoming	*	†	†	†	†	†	†	*	*	†	†	*	*	*	*

Source: Albright, Paul, ed. *The Book of the States, 1978-79*. Vol. 22. Lexington, Ky., Council of State Governments, 1978, pp. 364-65. Reprinted by permission of the Council of State Governments.

TABLE 2. NUMBER OF PERSONNEL BY FUNCTION IN STATE LIBRARY AGENCIES

	<i>Library Operations</i>	<i>Library Development</i>	<i>Total Staff</i>
Alabama	13	6	41
Alaska	11.5	3.5	48
Arizona	11	8	81
Arkansas	4	4	52
California	41	12	196
Colorado	8	7	34
Connecticut	50	13	244
Delaware	1	1	18
Florida	16	6.5	57.5
Georgia	12	6	52
Hawaii	100	2	429.95
Idaho	7	2	32
Illinois	43	8	138
Indiana	32	7	117
Iowa	4	4	36
Kansas	7	3	24
Kentucky	24	20	161
Louisiana	21	4	78
Maine	29	22	72
Maryland	4	15	36
Massachusetts	8	13	58
Michigan			116
Minnesota	1	5	11
Mississippi	12	11	83
Missouri	10	6	40.5
Montana	9	2	26
Nebraska	20	7	54
Nevada	3	2	30
New Hampshire	14	7	55
New Jersey	18	18	180
New Mexico	8	8	74
New York	69	19	224
North Carolina	30	30	125
North Dakota	2	2	19
Ohio	13	11	148
Oklahoma	18	7	74
Oregon	18	2	70
Pennsylvania	25	11	110
Rhode Island	10	8	31
South Carolina	8	11	47
South Dakota	7	1	42.5
Tennessee	8	3	86
Texas	18	9	184
Utah	30	5	88
Vermont	9	11	62
Virginia	26	10	130
Washington	37	6	124.3
West Virginia	10		71
Wisconsin	11	12	51.5
Wyoming			20

nate the planning and program functions of the library agency, and it is recommended that the state library agency have the "stature and autonomy within the larger unit to achieve [its] distinctive functions and to bring libraries up to standard."⁸

Of the state library agencies responsible for library development, twenty-one are independent — eighteen of these function under a state library board or commission appointed by the governor, and three function as departments reporting directly to the governor; nineteen are within a department of education; and ten are within other departments or branches of government. Some state library agencies which are part of a department of education are headed by chief officers appointed by the governor, while others have statutory library boards or commissions appointed by the governor (see Table 3).

TABLE 3. THE PLACE OF THE STATE LIBRARY AGENCY IN STATE GOVERNMENT

<i>State</i>	<i>Independent Board or Commission</i>	<i>Dept. of Education</i>	<i>Other Dept. or Unit</i>	<i>Comment</i>
Alabama	x 5 (G)			5-member Executive Board
Alaska		x		
Arizona			x	Legislative Branch
Arkansas		x		8-member Library Commission (G)
California		x		Governor appoints State Librarian
Colorado		x		
Connecticut	x 8 (5G)	x 8 (5G)		3 Ex Officio Board members Attached to Dept. of Education for "Administrative purposes only" eff. 1/1/79
Delaware			x	Dept. of Community Affairs
Florida			x	Dept. of State
Georgia		x		
Hawaii		x		
Idaho		x		4-member Library Board
Illinois			x	Secretary of State
Indiana	x 5 (G)			
Iowa	x 5 (G)			
Kansas			x	Independent agency
Kentucky			x	Dept. of Library & Archives is part of the Education & Arts Cabinet
Louisiana			x	5-member Library Board of Commissioners (G) in Dept. of Culture, Recreation & Tourism

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<i>State</i>	<i>Independent Board or Commission</i>	<i>Dept. of Education</i>	<i>Other Dept. or Unit</i>	<i>Comment</i>
Maine		x		Dept. of Education & Cultural Services
Maryland		x		11-member Advisory Council on Libraries
Massachusetts	x 9 (G)	x		
Michigan		x		5-member Advisory Board (G)
Minnesota		x		
Mississippi	x 5 (G)			
Missouri			x	Dept. of Higher Education
Montana		x		5-member Library Commission (G)
Nebraska	x 6 (G)			
Nevada			x	Independent agency; Governor appoints State Librarian
New Hampshire	x 6 (5G)			1 member of Board of Education appointed by that Board
New Jersey		x		7-member Advisory Council of the State Library
New Mexico			x	
New York		x		
North Carolina			x	Dept. of Cultural Resources
North Dakota			x	Dept. of Institutions
Ohio	x 5			
Oklahoma	x 7 (G)			
Oregon	x 7 (G)			
Pennsylvania		x		12-member Advisory Council (G)
Rhode Island			x	Independent Department; Governor appoints State Librarian
South Carolina	x 7 (G)			
South Dakota		x		7-member Library Commission (G) housed for communication in Dept. of Education & Cultural Affairs
Tennessee		x		7-member Library & Archives Commission (G)
Texas	x 6 (G)			6-member Library and Historical Commission (G)
Utah	x 10 (G)			
Vermont	x 7 (G)			
Virginia	x 9 (G)			Governor appoints State Librarian (since 7/1/77)
Washington	x 5 (4G)			Superintendent of Public Instruction Ex Officio Chairman
West Virginia	x 5 (G)			
Wisconsin		x		
Wyoming	x 9 (8G)			9-member Library Archives and Historical Board (G)
	18	19	13	

(G) — Governor appoints.

In recent years the push for simplification and reorganization of state government has reduced the number of independent state library agencies. A 1970 study by Douglas St. Angelo and others reported twelve state library agencies in departments of education.⁹ By 1978, nineteen agencies were part of an education department. During the 1970s several states have enacted or considered legislation placing state library agencies in departments broadly concerned with cultural affairs. Reorganization of state government in a number of instances has proceeded from the adoption of a new constitution (or major constitutional change) which limits the number of agencies or departments of government. In some states these reorganizations have caused state library agencies which were formerly independent agencies functioning under boards or commissions to be merged with or included in departments of education or other larger state departments. With the development of "superagencies," some recent reorganizations which have placed state library agencies within other departments have provided substantial autonomy for the state library agency, including retention of a library board or commission appointed directly by the governor.

Enactment of sunset legislation can be expected to increase the amount of paperwork and time expended in accountability exercises. However, early experience does not indicate that such laws will result in major change in state library agencies.¹⁰

INTERNAL ORGANIZATION

Review of organization charts of state library agencies, as reported in *The State Library Agencies*, and of updated charts furnished by forty agencies indicates that four major divisions appear most frequently: (1) information services, (2) library development, (3) technical services, and (4) administrative services. Arizona, Kentucky, New Jersey, Oklahoma, Tennessee, Texas, and Virginia include a division for archives; Illinois and New York, a statewide computerized network service; Washington, a division for operation of its computerized Washington Library Network; and Alabama, Georgia, Iowa, Louisiana, and Nevada each include specific positions or offices for network planning in their charts.

As a means of analyzing organization patterns, the writers looked separately at 13 state library agencies with a total staff of 100 or more persons, viz., agencies in California, Connecticut, Illinois, Indiana, Michigan, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Texas, Virginia and Washington.¹¹ Aside from variation in size, there appears to be no significant difference between the organization of the larger state

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agencies and that of the others. Organization patterns are diverse, but generally include the same types of divisions.

A comparison of current organization charts with those which appeared in the first ASLA report¹² indicates that few organizational changes in state library agencies were made in the 1973-78 period. Exceptions are New York and Washington. In the case of Washington, the current organization includes a management services position and three associate director positions (services, network and research and planning) with specific responsibility for participation in a management council. This organization chart replaces a circular chart which showed six functions (finance, research and planning, staff services, information services, state-wide library development, and organization of materials) interacting with the state librarian, state government and libraries.

The New York State Library was completely reorganized in 1976. The new organization of the library into four major units (reference services, collection acquisition and processing, collection management and network services, and legislative and governmental services) replaced the traditional reader services/technical services division. The organization of reference services reflects the interdisciplinary approach of a major research library. Four specialized reference desks (law and social sciences; science, health science and technology; humanities; and manuscripts and special collections) are each staffed by a team of professional specialists. The law and medical libraries, each authorized in statute, are integrated in the reference service desks. The Library Development Office of the New York State Library, once divided into the Public Library Services Bureau and the Academic and Research Library Bureau, now has a Bureau of Regional Library Services and a Bureau of Specialist Library Services. Impetus for the change in New York State came from a review of anticipated user needs, opportunities for use of technology, a realistic appraisal of future funding projections, and new relationships made possible in a new building. Less fundamental changes in other states have resulted from the impact of technology, program retrenchment or redirection, new legislative programs or mandates, changed management approaches, or legislative or administrative direction. Overwhelmingly, response to a 1978 questionnaire on impetus for change or anticipated change indicates technology as a reason for change.

FUTURE DIRECTIONS

Response to a questionnaire sent to each state library agency indicates that the major forces which have caused or will cause change in many of

their organizations are overwhelmingly technological. OCLC participation and the development of statewide networks play a major role in these organizational changes. Both the increasing imperative for resource-sharing among different types of libraries and the emergence of a national network call for a stronger role of the state library in multitype library planning and involvement. These suggest staffing and operational changes in state library agencies.

Many of the libraries reported that they are utilizing OCLC, Inc. for cataloging and interlibrary loan purposes. This membership has enabled some libraries to reduce or reallocate staff, increase efficiency and expand service. It has provided access to a broader range of material and sources for interlibrary loan. Of the twelve state agency libraries that were not participants in OCLC or other computer-based systems, four indicated they plan to join in the coming year. The Washington State Library has developed its own computer-based system. There, the librarian reported that: "Computerized networking is placing a heavy responsibility on the state agency. It is forcing us to look at the way we do business on a day-to-day basis, and to give new service and support on a statewide basis." As reported above, eight states have specialist staff assigned to some type of network development. Several other states indicated that in the future they would be adding some type of network coordinator position to their staffs in addition to specialized consultants.

Automation and network concerns may also result in more flexible use of operations and consultant staff in development work, and increased collaboration with staff specialists from regional networks or other major libraries. Ohio, for instance, supplements its Library Development Division staff expertise with personnel in the Information Resource and Services Division whenever there is a need for consultation in systems analysis, technical services costs, or specialized reference service. Increasingly, regional network staff members perform training and related work functions in the states.

Some consolidation of functions and staff usually is associated with retrenchment. Relatively few organizational changes or major staff expansions appear to have taken place in the 1973-78 period as a result of new legislation or program expansion (other than that related to technology). Developments in program budgeting, program review and accountability will probably continue to have some impact on organization and on assignment of staff in state library agencies.

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