

PLANNING THE ESTABLISHMENT
of the
CALIFORNIA SOCIAL WELFARE ARCHIVES
at the
UNIVERSITY OF SOUTHERN CALIFORNIA

A Consultant's Report submitted to
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I spent Monday and Tuesday, June 23-24, on the University of Southern California campus in discussions with Ruth Britton and Frances Feldman along with other persons from the Library, History Department, and School of Social Work for the purpose of assisting in the development of plans for the California Social Welfare Archives (CSWA). I understood my role to be one of advising both on the general development of such an Archives and, more specifically, on the resubmission of a revised grant proposal to the National Endowment for the Humanities Reference Materials Program, which will be developed out of your office. This report largely restates the content of my conversations with Professors Feldman and Britton. I have organized it into three sections: 1) Internal operations of the Archives; 2) External relationships and administrative placement; and 3) Specific comments re the NEH grant proposal.

INTERNAL ARCHIVES OPERATIONS

This section is presented in terms of basic archival functions and the related issues to be addressed in the specific context of the CSWA, with separate comment on the implications for personnel and facilities. I have provided a copy of the Society of American Archivists' Guide to Institutional Evaluation, which contains a very useful and comprehensive checklist of issues related to every aspect of an archival operation, as well as a complete listing of available SAA publications. Two publications, the Forms Manual and Archives and Manuscripts: Law, may be particularly useful in helping you to establish basic policies and procedures. My following comments are related to selected issues that seemed to me to be particularly significant at this stage of your planning.

COLLECTION DEVELOPMENT: ACQUISITIONS AND APPRAISAL. The basic outlines of the CSWA collection development policy are already clearly developed: to collect the records of organizations and agencies and the personal papers of individuals involved in the fields of health (particularly mental health), welfare, and corrections in California. This builds on such records already in the possession of the Arlien Johnson Social Work Library, including the records of the California Association of School Social Workers, the Family Service of Los Angeles records (which have been only partly transferred), and the Gertrude Wilson papers.

What remains is to work out and articulate the details of such a policy and--equally important--to apply it consistently and professionally. I have attached a copy of the Social Welfare History Archives collection development policy statement to

illustrate that there are two distinct but interrelated aspects to archival collection development: acquisitions, or deciding what or whose records to obtain; and appraisal, the selection from within the available materials of the portions that are of enduring value. Both of these activities require the professional judgment of a trained (and, ideally, experienced) archivist. Subject field specialists, such as social workers and historians, can be extremely helpful in identifying potentially valuable collections; but the archivist, by virtue of training and responsibility, is uniquely situated to evaluate materials in the context of other related records and of available resources. The challenge is to collect in a way that the assembled records complement each other and become greater than the sum of their individual parts and to avoid the temptation to move into more areas than available resources will support. As I will suggest later in the section on interinstitutional relationships, collection development policy and its application should take into account other archival repositories and their mandated or chosen areas of interest.

PROCESSING: ARRANGEMENT, DESCRIPTION, AND PRESERVATION. This phase--what is done with records and papers, once acquired--is the most time consuming and labor intensive. The work is varied in its demands--requiring everything from challenging intellectual analysis to routine, repetitive activity--and calls for flexible staffing. Graduate and undergraduate student assistants and community volunteers can all be put to good use but only under the direction of a professional archivist who is familiar with the materials and able to assign and supervise projects effectively. For an intensive processing effort such as is envisioned for the grant-supported start-up period, the archivist should have the assistance of at least a fulltime paraprofessional plus part-time graduate student research assistants and undergraduate student office assistants.

You will need relate available staff to the amount of material to be processed. This is difficult to do because there are so many variables involved, e.g., whether to replace all existing folders, how much preservation photocopying to do, whether to rearrange items within folders, how much reorganizing a particular collection requires, how much detail to include in the description. All of these decisions need to be informed by an analysis of particular collections as well as taking the total workload into account. For an idea of how rates of processing progress can be estimated, see William J. Maher, "Measurement and Analysis of Processing Costs in Academic Archives," College and Research Libraries 43 (January 1982): 59-67.

Computer applications. The USC Library expects to enter information describing the CSWA holdings in the RLIN data base, utilizing the MARC Archives and Manuscripts Format (AMC). As I discussed with Margaret Johnson, the workload implications of

this for the RLIN support staff are quite modest because entries are made on collections--not individual items--and the number of collections to be reported will be relatively limited for the foreseeable future. The critical element in planning for RLIN entry of archival data is to be familiar with the requirements of the AMC format so that all arrangement and description activity is geared toward providing the required information in the required form.

Beyond this, there are a host of ways in which the word-processing and data-base capabilities of personal computers can be utilized in all aspects of daily archival operations. My inclination (based on my own experience and conversations with many other archivists) is to utilize commercial programs, which have greatly enhanced the efficiency of our preparation of finding aids and manipulation of data in other ways. I provided Margaret Johnson with information on two programs (one currently available, the other in the late stages of development) which are intended to provide integrated archives management capabilities. These are certainly worth exploring, but I am not convinced that it would be advisable to jump into them at the same time that the overall program is being initiated.

Supplies. Your grant proposal will call for an estimate of expenditures for archival supplies, whether purchased on NEH funds or as an institutional cost-sharing contribution. I have enclosed a copy of the budget notes from one of our earlier NEH proposals that will suggest the type of formula you can apply to your own estimated linear footage. The proposal was submitted about six years ago so the unit prices would need to be updated.

REFERENCE: RESEARCH, INSTRUCTION, AND OUTREACH. Although the CSWA would do well to concentrate its initial efforts on collection development and processing as free of other distractions as possible, it should be taking into account the types and patterns of use that it ultimately wants to promote. The level and variety of use that justify the investment of resources will not come without effective promotional efforts.

Research. The experience of the Social Welfare History Archives and of other archival repositories with concentrations of social welfare records demonstrates that such records will support research on many subjects beyond those normally associated with social welfare narrowly defined. I have provided a list of dissertations based on research at the Social Welfare History Archives, which illustrates this point.

Given the convenience of access, the majority of research use will likely come from USC faculty and students. Although initial interest has come primarily from the social work faculty, I would be surprised if they prove to be the heaviest users

because the expectations of their discipline do not emphasize historical research. A substantial part of research use will come from persons associated with other academic institutions, from the social work community, and, to a lesser extent, from the general public. Genealogists, who make heavy use of some kinds of archival records, are, with limited exceptions, unlikely to be attracted by the types of records acquired by the CSWA.

Instruction. Archival records are often valued exclusively for their ability to support individualized research projects, but they can also enrich the curriculum of the host institution and promote active learning by offering students firsthand experience with unique primary source materials. We have had exciting success in selecting materials for class assignments that bring students into the archives on what amounts to a reserve reading assignment. I have provided an article by Elaine May of the American Studies Program at the University of Minnesota and a sample class assignment to illustrate the potential for this type of use.

Use by creators/donors. One of the interesting phenomena of modern manuscript collecting is the tendency to acquire records of ongoing organizations. In some ways the organizations are only too happy to part with their inactive records and free the space in their file cabinets, but they frequently need access to information about past activities to inform current policy. Although such inquiries will not constitute a large segment of the use of archives, they should be taken into account in planning the total program. I will provide additional comments on this subject in the section below devoted to relations with donor organizations.

Other uses, in addition to the research, instruction, and administrative uses, are limited only by the imagination of the staff and users. In-house and travelling exhibits are the most obvious possibility, but a variety of other methods of appealing to popular interest in local history could be envisioned as well.

STAFFING: As already noted, an archival operation is, by definition, labor intensive. For the initial phase when you expect to rely on grant support to augment institutional resources, you should think of the following as a minimum staff:

Archivist. Full-time professional position to be supported, as I understand it, initially by NEH and then by USC Library.

Paraprofessional/clerical. Full-time support position to carry out various projects under the direction of the archivist. It is important that this be a full-time position in order to provide continuity of coverage and

supervision in the occasional absence of the archivist. This person could also handle word-processing and office management affairs such as ordering supplies and maintaining personnel documents.

Student assistants. At least 2.0 full-time-equivalent, probably divided equally between graduate students and undergraduates. The former can be assigned responsibility for specific collections or parts of collections that requires analytical judgements, assuming close supervision by the archivist. The latter can handle more routine aspects of processing, i.e., shifting contents to new folders, removing duplicates, compiling lists, making preservation photocopies, etc.

If funds permit, I would advocate adding an assistant archivist. This second professional position would be strictly entry-level, providing a person who could give undivided attention to processing, freeing the archivist to spend more time cultivating the various relationships described below and attending to processing responsibilities of a more selective basis. Such a position could reasonably be included in an NEH request if the more senior position were picked up by the University. One approach would be to have NEH funds pay for the archivist in the first year; in the second year that position would shift over to become a Library line item while NEH would pick up the addition of the assistant archivist. By this time policies and procedures would have been developed to a point where the additional person could function more effectively in a better-defined operating arena. The assistant archivist position would presumably exist only for the duration of the grant.

The relationship of these new positions to present staff should be carefully considered. As much and as soon as possible, it would be desirable to entrust primary responsibility for policy and operation of the archives to the archivist. Assuming the competence of the individual hired, you will be best served by placing authority in the hands of a person who is directly involved with the archives on a full-time basis rather than with someone whose involvement is less direct and intense. This has obvious implications for the level at which you recruit and hire.

Frances Feldman is to be shown as the principle investigator on the NEH grant, but I understood her to view this as a necessary transitional device to be transcended once the archivist was hired and in place. She can be extremely helpful to the archives as an advisor on the history of social welfare in California and as a liaison to the social work community, but she is neither inclined nor prepared to direct archival operations.

Similarly Ruth Britton can be very helpful through her familiarity with social work history and its literature. She

should be deeply involved in planning--and, most likely, in administering--the handling of published and near-print materials that are acquired by the archives. But she is not prepared, either through her training or in terms of her workload, to assume ultimate responsibility for the archives.

Missing in this listing of advisors/supervisors is a person with an extensive archival background. Lana Beckett in the Regional Cultural Archives has never had the opportunity to work or train in a well-established archival operation so her perspectives are understandably limited. I did not meet Paul Christopher or learn anything about his background. Depending upon the amount and type of training and experience possessed by the archivist to be hired, it may be desirable to provide for occasional on-site consultation by another archivist, presumably one from relatively near by.

FACILITIES. I had the opportunity to visit the East Library where the CSWA is to be housed. I am sure that you are working through what needs to be done to improve the environmental and security conditions to bring it to an acceptable level as a library or archival facility, so I will not belabor that point. There will be significant costs, but I have no reason to doubt that the building can be adapted to its intended use.

I believe that it would be instructive for me to comment on the experience of the Social Welfare History Archives with off-campus buildings. Compared with your East Library facility, we were located in two different off-campus buildings for the first 15 years of our existence. We were further from campus (2-3 miles with regular shuttle bus service) but in physically superior facilities. In the initial phase when researchers were relatively rare and it was desirable to be free from distractions, the isolation may have been almost a virtue. But that changed as the archives matured. Out-of-town researchers were not particularly inconvenienced by the location because they typically spend the full day in the archives; but we found it difficult to attract as many local students and faculty who were more likely to work in their visits between classes. To engage in the instructional use through class assignments described above, we had to place the assigned materials in the rare books room in Wilson Library on campus.

The more subtle--and, I am convinced, the more important--effect of the location was the way it isolated us from library and campus affairs in general. We had no natural daily encounters with colleagues in the libraries and other departments and we tended to be "out of sight, out of mind." Ultimately we concluded that our long-term survival through rounds of retrenchments and reallocations depended on our becoming a more visible part of campus affairs and we chose to move to what are,

at least for the short term, inferior physical facilities in order to move on to the main campus, while storing a substantial portion of our less-used collections off-site. The increase in reading room use (more than 200% in three years) plus other observable but less quantifiable evidence of closer relationships with potential user clientele and library staff convince me that we made the right choice. That is not necessarily a unanimous conclusion. Our sister unit, the Immigration History Research Center, has chosen to remain off-campus, in part because it places a higher priority on being accessible to members of local ethnic communities that identify with it. You should be thinking about the long-term effects of placement in an off-campus building whose location is physically close but, I suspect, psychologically far-removed from the campus.

EXTERNAL RELATIONSHIPS

RELATIONSHIPS WITHIN THE LIBRARY. In my opinion, one of the most important developments since the submission of the original NEH grant a year ago has been the strengthening of the Library's commitment to the archival program. A library represents a university's commitment to providing the resources of recorded knowledge that support research, instruction, and service, and an archives benefits from full integration with that broad commitment. It should be acknowledged, though, that the placement of an archives within a library (or, for that matter, any other) administrative setting is a less-than-perfect fit. There is enough that is distinctive about the nature of acquisitions, technical services, and reference activities and space, equipment, and supplies needs to complicate budget allocations and planning, statistical reporting, and the like. For example, at Minnesota we have struggled to devise an effective way of fitting the archives into the library's acquisitions budget when our acquisitions expenses are not purchases and subscriptions but travel and shipping expenses that often must respond to unanticipated opportunities.

The library setting will provide a successful incubator for this archives program if it offers a balance between two needs: 1) sufficient autonomy to develop its speciality, recognizing both the functional distinctiveness of archives vis-a-vis library operations and the unique mix of persons, organizations, and issues involved in the social welfare field that it proposes to document; and 2) sufficient integration with the larger library system to provide the necessary resources, support services, and visibility.

Given that the archives will always be a bit of a square peg in a round hole, it is critical that its activities and voice be

integrated or coordinated as closely as possible with the other units with whom it has the most in common. I did not get a clear indication of what is envisioned as the collecting scope of the Regional Cultural Archives (I must admit that I have no great fondness for that name--I suspect that you will spend a lot of time explaining what it does and does not mean) beyond the current emphasis on papers of political figures plus the newspaper photo morgue. Nor is it clear to me who is responsible for setting such policy. Although not quite as closely related, the activities of the University Archives and the Special Collections Department should be linked in some way with that of CSWA and the Regional Cultural Archives to create the critical mass necessary to ensure that the case for their specialized needs and conditions can be effectively represented. I am not familiar enough with your circumstances to propose a specific administrative structure, but I know from experience that the dispersal (physical as well as administrative) of archives and special print collections can diminish the effectiveness of all of them.

My recommendation for cooperation should not be read as advocating that the CSWA be merely an area of collecting emphasis in a fully integrated department of archives and special collections. The other side of the coin is that there is considerable value in endowing the CSWA with a distinct identity and personnel assigned exclusively to it. I was impressed by the considerable potential for support from the social welfare community outside the university that can provide more than just records to be transferred to the archives, but such resources are more likely to come to a program with a recognizable identity. Whether or not the CSWA will continue to require a full complement of its own staff indefinitely or whether it can evolve at some point into one element in an integrated Regional Cultural Archives is a matter that will require careful attention over an extended period of time.

Relations between the CSWA and the mainstream elements of the USC Library should not be difficult to define. The existence of the Arlien Johnson Social Work Library simplifies the connection in terms of acquiring and cataloging books, periodicals, and print/near-print materials that document the historical development of health, welfare, and correctional services. The Library's automation staff will need to be involved in entering data describing the archival holdings into the online catalog and the RLIN data base. This should impose only limited demands on the data entry staff because the number of collection-level entries to be made will not be great. Responsibility for preparing the content of the entries--the most important and time-consuming aspect of archival automation--will reside within the archives.

RELATIONSHIPS WITH THE UNIVERSITY. I have already suggested that the CSWA would do well to concentrate its initial efforts on acquiring and processing collections and defer vigorous reference and outreach work temporarily. It should not, however, neglect to begin to cultivate its local research constituency as soon as possible, creating among potential users a sense of their stake in the archives. One means of doing this is through an advisory committee. Members of such a committee drawn from the USC faculty should be selected for their contacts with persons in the field to be documented and/or their potential interest in using the records. They can provide leads and contacts in approaching potential donors of records and papers. Equally important, they can be informed of progress in the development of the archives and of its potential to serve their interests and needs. Properly cultivated, such a group can provide a valuable base of political support outside the library. Members should be drawn from a wide a range of disciplines as possible, although the history and social work faculties will presumably be most prominently represented. Members of the existing advisory committee need to be supplemented by additional appointments to help build more broadly based support.

RELATIONSHIPS WITH THE CALIFORNIA HEALTH AND WELFARE COMMUNITY. The initiative and support displayed by the members of the California Social Welfare Heritage (CSWH) is, without question, one of the most positive aspects of the CSWA. This is probably a result, at least in part, of the long history of active community involvement on the part of the USC School of Social Work faculty. The CSWH board and general membership can be useful in providing:

- 1) leads and contacts in approaching potential donors of records and papers;
- 2) assistance in fund-raising, either through direct contributions or in helping to approach local foundations;
- 3) a source of volunteer workers for the archives. Persons who have been a part of health and welfare services will have the incentive to undertake various processing projects under the direction of the archivist. They can be uniquely helpful in, for example, helping to identify persons in uncaptioned photographs.
- 4) assistance with a variety of outreach activities, including exhibits, lectures, workshops, etc., all of which can draw attention to the archives and take advantage of its resources. The CWHG is already doing some of these things, I believe. The existence of the archives will provide a useful base for such activities.

The challenge here is not to develop the external support--for it already exists--but to channel it as creatively and effectively as possible. Providing the opportunity for interaction between members of the community and of the USC faculty on an advisory committee could help to instill or increase in the latter a sense of enthusiasm for the potential represented in the archives.

Donor organizations. An especially close relationship should be cultivated with organizations and agencies who transfer their historical records to the archives. The archivist will want to understand as much as possible about the organization and its mode of operation in order to interpret its records effectively. Conversely, the organization's officers should be educated about the nature of the archives so that subsequent transfers of records can be carried out as routinely and systematically as possible. If the organizations have a records management program, the archivist should seek the opportunity to review it and offer suggestions about building in arrangements for selection and transfer of records to the archives.

RELATIONSHIPS WITH OTHER ARCHIVAL REPOSITORIES. The CSWA will be filling a distinct need in preserving records of health, welfare, and corrections in California but it will not be operating in a complete archival vacuum. Repositories such as the California State Archives, the Urban Archives at California State University-Northridge, and, perhaps to a limited extent, the Bancroft Library at the University of California-Berkeley all have mandated or self-assigned collecting interests in related fields.

The same factors that support the need for you to define rationally your own collecting policy make a strong case for working cooperatively with related repositories. Given the voluminous nature of modern organizational records--and, often, even of personal papers--repositories find it necessary to become increasingly careful in the way they commit their resources and they are (or should be) inclined to build on existing strengths and to move into new collecting areas on a very selective basis. By demonstrating that you are collecting responsibly, i.e., within a defined policy and in proportion to your resources to administer the records, you will allay any suspicion on the part of other repositories.

This should be particularly true of the California State Archives, where it appears that any antipathy may be based mostly on USC's acquisition of the Jerry Brown papers and have little to do with the CSWA directly. In the case of the Urban Archives at CSU-Northridge, I am not familiar with the current situation but suspect that they may be finding that their original policy of collecting in a number of distinct areas (social services, labor, Chicano community, etc.) was overly ambitious. They may well be

open to working with you in defining respective collecting policies that are complementary rather than directly competitive. To the extent that such relationships occasionally lead you to refer potential acquisitions to other, more appropriate repositories, you may be laying the groundwork for a later reciprocal action with records directed your way because they complement your existing holdings.

DOCUMENTS APPENDED TO CONSULTANT'S REPORT

- Archival processing supplies. [Excerpts from Social Welfare History Archives "Postwar Urban America" processing project funded by NEH]
- Class assignment based on materials in Social Welfare History Archives
- Computer use statement. [Excerpts from letter to NEH re "YMCA Archives" processing project]
- Dissertations based on research at the Social Welfare History Archives, 1965-85*
- Guide to Institutional Evaluation and accompanying checklist for on-site reviewers. [Prepared by Society of American Archivists as basis for evaluating archival programs]
- Henry Street Settlement Records. [Descriptive inventory prepared at the Social Welfare History Archives]*
- Social Welfare History Archives collection development statement
- Social Welfare History Archives 1984-85 annual report [prepared for internal reporting purposes]*
- "SAA Bookcase." [List and order form for publications available from the Society of American Archivists]
- "Using Primary Source Materials in the Classroom." Article by Elaine May, Department of History, University of Minnesota*
- YMCA Archives processing project. [Social Welfare History Archives grant proposal funded by NEH]*

*provided during the June visit

SOCIAL WELFARE HISTORY ARCHIVES

REGULATIONS GOVERNING USE

Permission to Use

Permission to use manuscripts normally will be granted to any qualified researcher upon completion of the "application to use unpublished manuscript material."

Permission to use manuscripts does not convey permission to publish them.

Permission to Publish

The user personally must assume the responsibility for obtaining the necessary publication rights and copyright clearances.

Permission to publish manuscripts normally will be granted to qualified researchers for those materials to which the Social Welfare History Archives holds copyright. In cases where the Archives does not hold such rights, the user must seek permission for publication from the author or his heirs.

The user is expected to be aware of and respect obligations imposed by the laws of libel.

Conditions of Use

The researcher must sign the register each day he uses the collection.

Brief cases and coats must be left outside the reading room.

Smoking and eating are not permitted in the reading room or near the manuscripts.

Pencils and ball point pens may be used for note-taking. Typewriters are permitted unless they distract other users.

Manuscripts may not be written upon, traced, folded, etc. Do not apply paper clips, rubber bands, or other fasteners to the material.

Fragile materials are to be handled with extreme care.

Items may not be removed from their place within a folder, and the order of a folder may not be disturbed. If questions arise about the order of documents, please consult a staff member.

Material in the Archives does not circulate; that is, it must be used on the premises.

To facilitate research, the Archives will copy materials for users under conditions set forth in its "policy on photoduplication of manuscript materials." Use of personal photographic equipment or copiers is not permitted.

AN INTRODUCTION TO THE USE OF MANUSCRIPT MATERIALS

As a researcher who may be using manuscript materials for the first time, you will find your work significantly different from previous library-based research. Perhaps the most obvious difference to which you will need to adapt is the fact that, unlike books in a library, manuscript items are not incorporated into an overall subject classification. Instead, they remain parts of groupings called "collections," which are formed around the individual, organization, or institution whose activities account for their existence. A particular collection--the records of an organization or the personal papers of an individual or family--may contain correspondence, memoranda, diaries, minutes of committee and board meetings, reports, speech and lecture notes, financial records, case records, scrapbooks, photographs, and newspaper clippings. Most of these materials are one-of-a-kind items and they provide documentation of past events from the perspective of participants and first-hand observers.

Very few of these materials were created with any thought given to the sort of "external" audience for whom books and articles are written. Individuals committed words to paper to communicate with a very specific and immediate audience, namely the friends or associates with whom they were dealing; institutional representatives did the same, possibly for the additional purpose of leaving a record for their co-workers or successors, still very much "insiders." Having been produced spontaneously and not having undergone the editorial process accorded to published materials, manuscripts represent a rougher, less self-conscious account of events.

Put another way, manuscripts tend to be part of a process rather than (or in addition to) its finished product. Individual items must be studied in the context of other materials related to the same activities if all possible information is to be derived from them. Simply, the whole is greater than the sum of its parts. This is why the integrity of collections is maintained, and it is why archivists retain the original filing order out of the conviction that the way individuals or organizations filed their records is, in itself, a form of evidence.

All of these differences mean that an important part of your research strategy will be to determine who or what would have a reason to create or retain records containing information pertaining to your topic. Finding aids that the archivists have prepared to summarize the contents of the collections will help to narrow your search, but you will still need to be familiar with the basic concepts, events, and names involved in your topic in order to be able to distinguish between the extraneous and the significant. We would be happy to direct you to some basic reference sources that may help you prepare to use our manuscript

collections intelligently and efficiently. Even after you have identified fairly precisely what is likely to be of use to you, you can still expect to have to sort through a substantial amount of extraneous material, but good preparation will speed the weeding process. We are not an open-stacks operation. By studying our finding aids and consulting with the staff you will determine the folders or boxes you wish to consult, and they will be brought out for your use in the reading room.

Use of manuscript materials for research is a privilege that entails the agreement to respect certain conditions, all of which relate to avoiding possible damage to unique, often fragile materials. Because manuscript materials are irreplaceable, their physical preservation takes on added importance. Although natural deterioration of paper is unavoidable, we try to retard this process by eliminating all environmental conditions that have an adverse effect on paper storage life. This includes storage in an area free from fluctuating temperature and humidity levels and limited exposure to ultraviolet rays. It also requires transferring the manuscripts into acid-free folders and boxes and removing rubber bands, scotch tape, metal fasteners, and surface dirt.

Granted these considerations and investments, we--like virtually all manuscript repositories--do not loan our collections or open them to casual browsing. Please exercise care and common sense when handling manuscripts. Certain kinds of paper become brittle with age and tear easily, and all are weakened by the folding and crushing that results when items are carelessly jammed back into folders after use. Obviously, smoking, eating, and drinking must be confined to the lunch room. Please take care to maintain the sequence, both of items within a folder and of folders within a box. If you encounter items that are obviously out of order or in need of physical care, we would appreciate your calling them to our attention.

If you have any questions about any aspect of your research or the conditions under which it is carried out, please feel free to ask. We will be happy to help whenever possible.

Social Welfare History Archives
University of Minnesota

University of Minnesota. Social Welfare History Archives. Guide to Holdings, 1979.
Minneapolis, Minn., 1979.

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LURIE, HARRY LAWRENCE

Papers. 1927-1958. 2 feet.
Lurie's career centered on Jewish social service, especially as director of the Bureau of Jewish Social Research and later as director of the Council of Jewish Federations and Welfare Funds. SEE Descriptive Inventories (Greenwood, 1970) pp. 173-192.

MAXTED, MATTIE CAL

Papers. 1942-1957. 1.5 feet.
The collection focuses primarily on Maxted's work with the National Association of Schools of Social Administration, an association concerned with undergraduate education for social work. SEE Descriptive Inventories (Greenwood, 1970) pp. 193-202.

MAYO, LEONARD

Papers. 1935-1976. 22 feet.
Mayo, a social welfare administrator and educator, served as head of the Association for Aid to Crippled Children, the International Union for Child Welfare, and the President's Panel on Mental Retardation. Employment of the handicapped, community health services, and mental retardation are prominent topics in the collection.

MINNEAPOLIS FAMILY AND CHILDREN'S SERVICE

Microfilm. ca. 1895-1945. 398 reels.
Preserved on microfilm are case records of approximately 35,000 families or individuals served by the Minneapolis Associated Charities, Minneapolis Children's Protective Society, Minneapolis Citizen's Aid Society, and Minneapolis Family Welfare Association, all of which were predecessors of the Family and Children's Service. The original case records were destroyed subsequent to their filming. ACCESS TO THIS COLLECTION IS RESTRICTED.

MINNESOTA CHARITIES REVIEW COUNCIL

Records. 1943-1977. 6 feet.
Contains files on Minnesota charitable and health agencies whose fund-raising campaigns are reviewed by the council.

MINNESOTA RECIPIENTS ALLIANCE

Records. 1970-1976. 2 inches.
The collection contains newsletters, clippings, and position papers about public assistance, Aid to Families with Dependent Children, and flat grant programs. Also included are documents concerning a dispute over enumeration of welfare recipients by social security number.

MUDGETT, MILDRED

Papers. 1969-1978. 4 inches.
Photocopy of a 500-page typescript reminiscence written by Mudgett, a social work educator. Included are descriptions of the 1920-1930 period during which she taught at the University of Minnesota, a survey of schools of social work she conducted for the American Association of Schools of Social Work in 1935, and recollections of noted social workers, including Mary E. Richmond, Frank Bruno, Joanna Colcord, and Edith and Grace Abbott.

NATIONAL ASSESSMENT OF JUVENILE CORRECTION

Collection. 1972-1976. 60 feet.
The collection contains the reference files of a University of Michigan research project to analyze the effectiveness of correctional programs for juvenile offenders in the fifty states. It consists of reports and other documents from state agencies with emphasis on quantifiable data.

NATIONAL ASSOCIATION OF SOCIAL WORKERS

Records. 1917-1963. 52 feet.
The bulk of the records is from the seven organizations for professional social workers that merged in 1955 to form the National Association of Social Workers. They were the American Association of Social Workers, the American Association of Medical Social Workers, the American Association of Psychiatric Social Workers, the National Association of School Social Workers, the American Association of Group Workers, the Association for the Study of Community Organization, and the Social Work Research Group. Collectively they document the development from vocational placement bureaus into professional organizations concerned with raising professional standards and improving educational offerings and working conditions. Secondarily they reflect the impact of war and of depression-era social and economic programs

APPENDIX C

JOB DESCRIPTIONS: ARCHIVIST

ASSISTANT ARCHIVIST

CURRICULUM VITA: PROJECT MANAGER
LIBRARIAN, SOCIAL WORK LIBRARIAN

ARCHIVIST

Qualifications and Job Description

This full-time permanent position will be available July 1, 1987 at a starting salary of \$30,000 for a 12-month contract.

Qualifications

Master's degree in history or related field, and formal archival training (MLS in addition is desirable but not essential); At Least three years of archival management and planning experience.

Additional substantial qualifying experience may be considered in lieu of formal archival training.

Applicants should have demonstrated skills in:

- a. accesssioning, processing, describing, and preserving archival materials, including letters, papers, diaries, photos;
- b. development of inventories and other finding aids;
- c. implementation of computer-based techniques for the control of and access to collections.

Major responsibilities in this position will include formulation, articulation and implementation (in consultation with the project manager and the Social Work Librarian) of policies and procedures governing the operations and details of collection development, evaluation and weeding, arranging and describing contents of this new archival repository; directing the work of the assistant archivist and other supporting personnel, including students and volunteers; maintaining collaborative relationships with social welfare archival repositories in other institutions; working effectively with project personnel and advisory groups as well as personnel in the School of Social work; undertaking donor recruitment and maintaining productive donor relations; and successful involvement in research endeavors with faculty, students, and the public and provision of appropriate service to the academic and wider communities.

General Information

The California Social Welfare Archives is a newly-established facility within the Library System of the University of Southern California. Founded by the University's Library System, School of Social Work, and an external non-profit group of volunteers (California Social Welfare Heritage), the CSWA will be financed during its first three years by grant funds and the founding sources; thereafter, it will be part of the University's continuing Library budget.

At the outset, the project's manager will carry certain responsibilities for overall establishment of the undertaking and liaising with the social welfare community and donors, while the archivist will be responsible for policy formulation and implementation and overseeing the archival tasks. By the second year, management functions will be transferred to the archivist.

Applications

Interested persons may submit applications after 3/1/87; all applications must be received by 6/1/87. Inquiries may be forwarded after January 15, 1987.

Forward letters of application, resume, and the names, addresses and telephone numbers of three recent references to:

Frances L. Feldman, Project Manager
California Social Welfare Archives
University of Southern California
311 MGF Bldg-0411
University Park
Los Angeles, California 90089-0411

ASSISTANT ARCHIVIST

Job Description

This 27-month position will be available 7/1/87 at starting salary of \$18,000 for a 12-month contract.

Qualifications

Master's degree in history or related field. Some archival training or experience is desirable.

General Information

Under direction of archivist for this new California Social Welfare Archives repository at the University of Southern California, the assistant archivist will process collections, supervise some students as well as work with researchers and inquirers from academic settings or the public, and carry out assignments from the archivist. The assistant archivist should be knowledgeable about word processing and automated systems, capable of maintaining office and personnel records, and acting in the absence of the archivist.

Applications

Interested persons may submit applications after 3/1/87; all applications must be received by 6/1/87. Inquiries may be forwarded after January 15, 1987.

Forward letters of application, resume, and the names, addresses and telephone numbers of three recent references to:

Frances L. Feldman, Project Manager
California Social Welfare Archives
University of Southern California
311 MGF Bldg-0411
University Park
Los Angeles, California 90089-0411

FRANCES LOMAS FELDMAN
Professor Emerita of Social Work
University of Southern California

University Park - MC0411
Los Angeles, CA 90089-0411
(213) 743-8270 or 743-2711

765 So. San Rafael Avenue
Pasadena, CA 91105
(213) 682-2791

EDUCATION

Master of Social Work, University of Southern California

Post-Master's Study and Third-Year Certificate, School of Social Service Administration, University of Chicago

ACADEMIC RESPONSIBILITIES

1954 to present

Full-time faculty appointment, University of Southern California School of Social Work (1954-1982).

Major teaching areas at MSW level: social welfare policy and services development, consultation, administration; at doctoral level: seminars in social policy, economics of social welfare, and consultation; guidance of doctoral research.

From 1978-1982, assignment included half-time in School of Social Work, teaching in the MSW and doctoral programs, and establishing and directing Industrial Social Work Program, including University-funded Staff/Faculty Counseling Service for all University employees; half-time as special consultant on staff of University President and Senior Vice President Academic Affairs (continuing to present on as-needed basis).

Concurrently: four lectures each year (1962-1975) on mental health research, program evaluation, Center for Training in Community Psychiatry, Berkeley, CA.; lectures or workshops currently for government and private agencies, educational institutions, professional associations and groups in various parts of the United States and the World. Areas of special emphasis: meanings and roles of work and money in family life; productivity and work environment; organizational management; various dimensions of research; industrial social work; consumer issues and counseling.

FUTURE INVITED PAPERS, WORKSHOPS (1986-87)

"Social Discrimination and the Cancer Patient," by invitation, workshop, American Cancer Society, New Orleans, December 15-16, 1986.

"Relearning Community Organization Strategies," Group for Study of Community Organization, March 4, 1987 (location to be determined).

"Work and the Cancer Patient" (Jonson Comprehensive Cancer Center, University of California at Los Angeles; Seminar for staff and patients, July 15, 1987; Los Angeles).

FUTURE INVITED PAPERS, WORKSHOPS (1986-87) (cont.)

"Work and the Elderly" (New Mexico State Conference on Aging, August 27-29, 1987; Santa Fe).

RESEARCH EXPERIENCE

1940 to present

The conduct of administrative and program studies of public and voluntary welfare, health, and mental health agencies throughout the United States, sometimes for private firms of management consultants in public administration and finance, sometimes by direct arrangement with the involved agency or its administrative auspices or in collaboration with other educational institutions; conduct of studies of attitudes, social problems and answers.

The design and conduct of descriptive, experimental, or evaluative research on social issues or problems, sometimes independently, sometimes in collaboration with the Regional Research Institute in Social Welfare, USC School of Social Work, or with other academic auspices or with colleagues.

Current and some selected illustrative completed research includes:

Currently in process (from 1982): Workstress and Mental Health of Private Security Personnel (funded by TRW and USC); scheduled for completion January 1987.

(1975-1981) Three sequential studies funded by the California Division, American Cancer Society, on work experiences and expectations of three different groups of patients with cancer histories--white collar and blue collar adults, and youth whose diagnoses were made between ages 13 and 23. See PUBLICATIONS for relevant citations.

(1986) Cancer and Females in the Workplace: Patients or Caregivers.

(1976-1978) Consultant to California Division, American Cancer Society in development and conduct of project: psychosocial needs of California cancer patients; study conducted by Greenleigh Associates, New York.

(1974-1977) Designed and directed research demonstration on teaching and learning in administration and management of social welfare agencies. Project and research funded by SRS 707 and Child Welfare 424 grants.

(1976 - pres.) Designed and directed a group of interrelated attitudinal studies on the emotional, social and economic meanings to families of money and of work. Research partially funded by grants from the Beneficial Management Corporation.

RESEARCH EXPERIENCE (cont.)

(1971 - pres.) Consultant and/or principal investigator for design and implementation of various administrative program studies of state or county-administered programs or general assistance or federally-aided social service systems.

(1969-1971) Designed and conducted experimental and evaluative research on Alaska Rural Areas Social Services demonstration and training project, with concurrent consultation to agency and project personnel. Project and research funded with Section 1115 funds, STS Grant 06-39-2020. Reported in publication cited in attachment as "Organization and Delivery of Human Services..."

(1967-1968) Designed and carried out evaluative research in Mental Health Development Commission's Demonstration in Community Organization for Mental Health. Project and research funded via PHS Grant 5-R11-MH685. Reported in publication cited in attachment as "Prospect and Retrospect..."

(1964-1967) Designed and carried out demonstrations of service models as well as evaluative research centered on three-year action-research in community organization and service delivery by Los Angeles County Department of Public Social Services, with concurrent consultation to project personnel and agency administration. Project and part of research funded by research demonstration funds via State Department of Social Welfare to Los Angeles County, and contract between Board of Supervisors and researcher; part of research funded with Section 1115 funds to State Department of Social Welfare, Grants 199 and 347 from Welfare Administration, HEW. Reported in publication cited in attachment as "Focus on Service and Setting..."

RELATED EXPERIENCE

Consultation provided to private-sector agencies, states and local jurisdictions with respect to evaluative research and/or demonstration in design or implementation; and in connection with agency administration, operation, and service delivery, as well as agency attitudinal studies.

RELATED ACTIVITIES

(Current USC and other professional):

Board of Directors, Volunteer Center of Los Angeles
Board of Directors and Vice President, Westside Center for Independent Living
Board, Consumer Credit Counselors of California
Advisory Board, Industrial Social Work Program, USC School of Social Work
Advisory Committee, The Senior Care Network, Huntington Hospital, Pasadena
Advisory Board, Hestia House for Homeless Women, Pasadena YWCA

RELATED ACTIVITIES (cont.)

(Current USC and other professional):

Public Affairs Committee, California Division, American
Cancer Society
Planning Board, Region II, United Way
Priorities Committee, United Way, Region V
Vice President, Finance, The Honor Society of Phi Kappa Phi,
USC Charter
Member, USC Convocations Committee
Member, productivity Seminar, Industrial Relations Institute,
California Institute of Technology
Editorial Board, Social Work Papers, USC School of Social Work
Editorial Board, Administration of Social Services Quarterly
Chairman, Phi Kappa Phi Writing Competition (1984, 1985, 1986)

(Recent USC and other):

Chairman, University Task Force to study and make policy
recommendations on Extended Education at USC (1982)
Chairman, University Task Force to examine international education
and make policy recommendations on USC as an International
University (1981-1982)
Chairman, USC Inauguration and Centenary Celebration Events
Committee (1981)
Chairman, Committee on Student Population (1976-1981)
Chairman, honorary Degrees Committee (1976-1982)
Chairman, President's Advisory Council (1974-1976)
President, University Faculty Senate (1973-1974)
Various chairing and membership responsibilities on other boards
and committees in School of Social Work, University of
Southern California, and local and national community organi-
zations
Academic consultant on social welfare to the McCone Commission on
the Los Angeles riots
Vice President and as founder, Mental Health Association of
Pasadena
Chairman, Mental Health Development Commission's Committee on
Mental Health and Public Welfare
Chairman, Division of Practice and Knowledge, Los Angeles Chapter
of the National Association of Social Workers
Governor's Advisory Committee on Mental Health (Governors
Goodwin Knight and Edmund (Pat) Brown)
Chairman, Advisory Committee on Family and Children's Services,
Los Angeles County Department of Public Social Services
Task Force on Day Care, California State Board of Social Welfare

HONORS

Special Recognition Award for "significant achievement by
outstanding professional women," International Women's
Network, September 1986

Elected to Skull and Dagger All-University Honorary, 1985

Phi Kappa Phi Honor Society for "outstanding contribution by
Professor," 1958; distinguished member, 1983

HONORS (cont.)

Special Recognition Award, Consumer Credit Counselors of Los Angeles, 1982

Los Amigos de la Humanidad Citation of Merit, 1978

Dart Award for "extraordinary service to the University of Southern California," 1977

"Trojan Woman of the Year," 1975, Trojan Club

Koshland Award, California Association of Health and Welfare for "outstanding contribution by a social worker to the welfare of California", 1958

Alpha Kappa Delta Honor Society

Phi Beta Kappa

SELECTED RELEVANT MEMBERSHIPS

American Public Welfare Association
California Society of Archivists
National Association of Social Workers; Academy of Certified Social Workers
Social Welfare History Group
Southern California Oral History Society

PUBLICATIONS

Some relevant references are attached. In addition, editor, Social Work Papers, School of Social Work, University of Southern California, Volumes V-XI (1957-1964); Volume XII (Institutional Racism and Social Work, 1974); Volume XIII (Social Policy: The Advancing Edge, 1975); and Volume XIV (The Social Worker as Administrator, 1978). Book on psychosocial aspects of work and money in process.

BOOKS

Work Expectations and Experiences of Youth With Cancer Health Histories, Oakland: California Division, Inc., American Cancer Society, 1980

Work Experiences of Blue-Collar Workers With Cancer Health Histories, San Francisco: California Division, Inc., American Cancer Society, 1978.

Work and Cancer Health Histories: A Study of the Experiences of Recovered Patients, San Francisco: California Division, Inc., American Cancer Society, 1976.

The Family in Today's Money World, New York: Family Service Association of America, 1976.

Human Services in Rural Alaska, Los Angeles: University of Southern California, August 1971.

BOOKS (cont.)

Prospect and Retrospect: An Experience in Community Organization for Mental Health, with Aobert G. Feldman, Los angeles: Welfare Planning Council, Los Angeles Region, October 1968.

Family Social Welfare: Helping Troubled Families, with Frances H. Scherz. New York: Aldine Atherton Press, 1967.

The Family in a Money World. New York: Family Services Association of America, 1957.

MONOGRAPHS

Social Issues and School Financing: Reciprocal Relationships and Problems in the 1980s, requested and published (December, 1984) by the National Institute of Education, Washington, D.C.

Public Welfare: Despair, Dependency--and Opportunity, in Riots in the City. Addendum to the McCone commission Report, Los Angeles: National Association of Social Workers, Los Angeles Chapter, 1967.

SOME RESEARCH AND STUDY REPORTS

Organization and Delivery of Human Services in Rural Alaska: Evaluation of the rural Areas Social Services project. Los Angeles: Regional Research Institute in Social Welfare, School of Social Work, University of Southern California, June 1971.

Focus on Services and Setting: Evaluation of a Demonstration project in a public Welfare Agency. Two Volumes. Sacramento: California State Department of Public Welfare, 1968.

Family Mental Health: Research Evaluation of a Training Course. Contributor and Editor (and Chairman and Participant in Research Project). Los Angeles: Los Angeles Bureau of Public Assistance and the Mental Health Development Commission, January 1966.

Public Welfare Study: Mecklenburg County, North Carolina. Two Volumes; Vol. I with Elwood Ennis. San Francisco: Griffennagen-Kroeger Inc., 1963.

A Program Proposal for the Los Angeles County Association for Mental Health. Two Volumes. Los angeles: Mental Health Association of Los Angeles County, 1960.

Money Management Counseling in Public Assistance: A Syllabus for Training. Sacramento: Department of Social Welfare, 1960.

Administrative Study of the Department of Public Welfare, with Elwood Ennis. San Diego: Louis Kroeger and Associates, 1956.

History of the Committee on Mental Health: A Study of a Mental Health Planning Committee. Special Report Series No. 42. Los Angeles: Research Department, Welfare Planning Council, Los Angeles Region, February 1955.

SOME RESEARCH AND STUDY REPORTS (cont.)

"Comments" in Building Social Work Theory With Social Science Tools. Special Report Series No. 41. Los Angeles: Research Department, Welfare Planning Council, Los Angeles Region, 1954.

SOME RECENT ARTICLES AND BOOK CHAPTERS

"Female Cancer Patients and Caregivers: Experiences in the Workplace" to be published simultaneously in January 1987 in Women and Health, Vol. 11, No. 3-4.

Women and Health (Ed. Steven Stellman), New York: Haworth Press (hardcover).

Women and Health (Ed. Steven Stellman), New York: Harrington Press (paperbound).

"Inquiries into Work Experiences of Recovered Cancer patients" in Work and Illness: The Cancer Patient (Ed. Ivan Barofsky), Praeger Press, New York. Scheduled for Winter, 1987.

"Enhancing Career Competency--Know Your Client: The Family in Today's Money World," Keynote Address, Third Annual Conference, Association for Financial Counseling and Planning Education, Anaheim, California, October 1985. In Proceedings of Conference (Ed. Ginny Langrehr), Brigham Young University, Provo, 1985.

"Wellness and Work" in Psychosocial Stress and Cancer (Ed. Cary L. Cooper), John Wiley and Sons, London, 1984.

"Social Work Consultation: An Overview of Contemporary Practice" in Hong Kong Journal of Social Work, Vol. XVII, 1984.

"The Evolution of Education for Industrial Social Work at the University of Southern California: A Retrospective" in Social Work Papers, Vol. 18, Summer 1984.

"Employment Issues, Concerns, and Alternatives for Cancer patients" in Cancer Rehabilitation, Bull Publishing Co., Palo Alto, 1982.

"Money, Money, Money...: Psychosocial Meanings" in Hong Kong Journal of Social Work, Vol. XVI, 1982.

"Psychosocial Needs of Cancer Patients," Psychosocial Aspects of Cancer (Ed. Cullen and Cohen), New York: Raven Press, 1982.

"The Teaching of Psychosocial and Human Issues," chapter in Proceedings of the National Conference on Human Values and Cancer--Psychological, Social and Ethical Issues, Washington, D.C., April 23-25, 1981.

"The Social Worker as Administrator," in Social Work Papers, 14 (January 1978), School of Social Work, University of Southern California.

CURRICULUM VITA

RUTH COX BRITTON
Social Work Librarian
University of Southern California
University Park - MC0411
Los Angeles, California 90089-0411
(213) 743-7932

EDUCATION

University of Oklahoma, Norman, OK
A.B. in Social Work, 1946

University of Illinois, Champaign-Urbana, IL. Library School
B.S. in Library Science, 1947

University of Illinois, Champaign-Urbana, IL. Library School
M.S. in Library Science, 1951
(At this time the M.S. degree in Library Science was an
advanced degree).

PROFESSIONAL EXPERIENCE

Present Experience:

Social Work Librarian (Associate Professor level)
University of Southern California - full-time (from 1971)

Prior Experience:

Librarian II
University of Southern California - half-time (1970-1971)

Administrative Assistant, Librarian's Office
Reference Department Librarian
University of Southern California (1957-1960)

Catalog Librarian, Head of Department
Oklahoma City University, Oklahoma City, OK (1948-1957)

Assistant in Library Science
University of Illinois Library School (1947-1948)

PROFESSIONAL AFFILIATIONS

American Library Association
Archivists, Society of California
Association of College and Research Libraries
Association of Mental Health Librarians
California Academic and Research Libraries
California Clearinghouse on Library Instruction
California Social Welfare Heritage (Member of the Executive Board)
Council on Social Work Education

PROFESSIONAL ACTIVITIES AS PARTICIPANT

Council on Social Work Education

Annual Program Meeting, Washington, D.C., February 17-20, 1985. Panel Participant: "High Tech Information Sources: Challenge for Librarians."

Annual Program Meeting, Detroit, Michigan, March 11-14, 1984. Panel Participant: "Library Automation and Its Impact on Social Work Education." Chairperson: Meet the Authors: Human Behavior, Evaluation Research and Social Work Records.

Annual Program Meeting, Fort Worth, Texas, March 13-16, 1983. Chairperson: Meet the Authors: Fields of Social Work Practice.

Annual Program Meeting, Louisville, Kentucky, March 8-11, 1981. Panel Participant: "Unearthing Hidden Treasures: The Librarian is the Key to Resources Within and Beyond the Library." Chairperson: Meet the Authors: Social Work Practice.

Annual Program Meeting, Los Angeles, California, March 9-12, 1980. Convenor: Problems Clinic for Librarians. Co-chairperson: Media Roundtable.

Annual Program Meeting, Boston, Massachusetts, March 4-7, 1979. Panel Participant: "Innovation and Economy in the Social Work Library."

Associate Editor. Social Work Papers. Journal published by the School of Social Work, University of Southern California.

Member of Board of Directors, California Social Welfare Heritage.

Library Consultant. Health Training Center, Los Angeles, California, March, June, 1979.

National Conference on Social Welfare, Los Angeles, May 21-24, 1978. Prepared and staffed an exhibit for the School of Social Work.

UNIVERSITY ACTIVITIES

Member, Senate Committee on Faculty Rights and Responsibilities (1980-1982)

LIBRARY COMMITTEES

Appointments, Promotions and Tenure Committee
Lending Code Committee
Geac Automated Circulation System Committee
Data Base Searching Committee

LIBRARY PUBLICATIONS AND ACTIVITIES

Two social work library publications are regularly issued. These are the NEW BOOK LIST and the CURRENT CONTENTS OF SOCIAL WORK LIBRARY JOURNALS. Routed to faculty members, they serve to keep awareness of library materials at a high level. In addition, the current accessions list is exchanged with those for libraries of other schools of social work and mailed to some additional requestors as well. A regularly updated LIST OF CURRENT REFERENCE SOURCES is used by faculty and students, and a LIST OF MEDIA MATERIALS OWNED BY THE SCHOOL OF SOCIAL WORK is regularly updated for the faculty. Special reading lists and bibliographies are prepared on occasion. Two exhibit cases showcase the library's collections and serve to complement seasonal teaching activities. Orientation is conducted during September of each year for new students, and a concentrated lecture is given during the second semester as part of the Research course required of all students at the MS level. Lectures are given to doctoral students on the use of the library: one during the fall semester and one during the summer at the end of their first year.

HONORS

Beta Phi Mu (library honor society)
Outstanding Service Award, University of Southern California,
School of Social Work Alumni Association, May, 1983.

APPENDIX D

CALIFORNIA SOCIAL WELFARE HERITAGE
BROCHURE, WITH STATE-WIDE BOARD MEMBERSHIP LIST
SOUTHERN SECTOR, CSWH BOARD OF DIRECTORS

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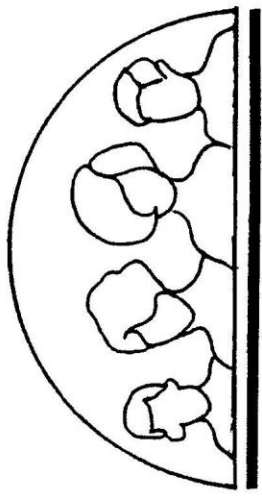
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California Social Welfare Heritage



Organized to encourage the
collection and preservation of
records of social welfare develop-
ment and progress in California.

CALIFORNIA SOCIAL WELFARE HERITAGE
Arlien Johnson Library
School of Social Work
University of Southern California
Los Angeles, California 90007

SOUTHERN SECTOR OF THE
CALIFORNIA SOCIAL WELFARE HERITAGE

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Management Council, Natl Alliance for Business
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- 10 George Nickel
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- 11 Maurice Ostomel
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Alcoholism Council of California
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301 E. Colorado Blvd.
Pasadena, CA 91101
(213) 624-7877 - (818) 304-0953
- 14 Martin Ruderman
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Los Angeles, CA 90035
(213) 652-9519
- 15 Marj Schwarz
721 S. Tremaine
Los Angeles, CA 90005
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- 16 Lola Selby
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Los Angeles, CA 90036
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- 17 Winifred Smith
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Los Angeles, CA 90005
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