

THE CIA LIBRARY^{*}
(1967)

25X1X8

This chapter will discuss those aspects of the CIA Library that are not specifically concerned with the Intellofax System (except for the Consultants' Survey and the Task Teams of 1957/58) or the Acquisitions-Procurement function. Separate chapters appear on these two important activities that were an integral part of the This Library chapter is arranged primarily in a year-by-year chronological Library organization for many years. sequence, except when it seemed more logical to discuss the entire historical development of an activity, such as Branch 1947 Libraries.

Originally designated the Intelligence Documents Division of the Reference Branch (or Center) of the Office of Reports and Estimates (ORE), the Library was allocated a T/O of 43.

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was the first person to report for duty and she holds the distinction of having remained on the reference staff of the Library until her retirement in mid-1973. Her first task was to set up inter-library loan arrangements with the Library of Congress (LC) and with other government libraries. With the arrival of 25X1A9a as Librarian in June 1947 the Library assembled and integrated collections of books, many from surplus libraries. The Library also acquired the Director's set of cables and arranged for their weekly receipt. On 15 June the flood gates opened and the Library became heir to approximately 50,000 unsorted intelligence documents. Their receipt was recorded in a visible serial file and arranged by source. During these formative months the Library instigated the centralization of purchase orders to avoid duplicate ordering of material by offices in the Agency.

*Statistical information on Library services, including information requests serviced, books cataloged, source cards filed, and bibliographies prepared appear in OER/OCR Yearly Statistical Tables (1947-57) and

1948

By the first full year of operation the Library T/O had risen to 100. The breakdown was as follows: Office of the Chief- 2; Field Survey Division-2 ^{25X1A9a} [REDACTED], later in 1948 to assume the duties of Deputy Librarian as well; and ^{25X1A9a} [REDACTED], future Director of OCR/GRS); Bibliographic Division-35 (this included the Analysis and Catalog Sections); Reference Division-20; Information Distribution Division-28; Archives- 12. ^{25X1A9a} [REDACTED] became the first official liaison officer from CIA to the Library of Congress, (IC) a relationship which every CIA Librarian has continued.

After the 1 May office reorganization into the Office of Collection and Dissemination (OCD), the Library absorbed the Information Distribution duties of the former Central Records Division, Services Branch, Administration and Management (A & M). This afforded the Library an opportunity to blend into one procedure CIA distribution, indexing and filing of documents.

Two Library publications made their appearance: the Weekly Accessions List* and the Library Bulletin.

* On again, off again during the years, the Accessions List ceased publication in 1956 and was resumed in 1963. See pages 18 and 35.

Memo from Acting Chief, Reference Center Library & Chief, Central Index to Chief, Reference Center, A & M "Proposed Procedures for Consolidation of Central Records with Reference Center" 7 May 1948 CONF (in Folder Library Daily Reading File Jan-June 1948 Box 68-116/2)

1949

The work load in the Library increased as the young Agency grew. There were 27% more intelligence documents received, recorded and distributed than the previous year and an increase of 277% in the number of copies received. During 1948 the number of publications ordered averaged 628; for 1949- 1,376. The number of reference searches rose from 1,161 to 1,500. The number of items circulated rose from 2,196 to 3,355.

The dissolution of Special Project No. 1 (unclassified personnel "pool") late in 1948 increased the work load of the Library in three important aspects: newspaper clipping service, FOIAb3b1 indexing of [REDACTED] Daily Reports* and indexing of unclassified documents into the Intellofax System.

The CIA Library reference collection was converted from Library of Congress call numbers to the classification scheme used for documents- the Intelligence Subject Code (ISC), thus standardizing the Library's subject and area approach to its resources. (In 1948, 6,912 books had been cataloged.)

The Library was reorganized in November 1949 into the following five branches: Analysis, Cataloging, Central Records, Records Management and Reference. The Analysis Branch (under 25X1A9a [REDACTED]) included the input to the Intellofax System. The

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* For further discussion of [REDACTED] Daily Reports indexing see Intellofax and Document Division chapters.

1 Memo from CIA Librarian to Library Staff "Administrative Reorganization of the Library" 28 Nov 49 SECRET (in Library Daily Reading File July-Dec 49 68-116/2)

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Cataloging Branch (under 25X1A9a) had three sections: Cataloging, Order (procurement) and Publications Review (clipping service). Central Records Branch (under 25X1A9a who supervised this activity until her retirement in 1958) was responsible for distribution of documents including Top Secret (and its files). Records Management (formerly Archives and under 25X1A9a was charged with developing an active CIA Records Management Program, Reference Branch (under 25X1A9a until 1954) included Circulation, Information (under 25X1A9a until her retirement in June 1972) and Files Section.

The Document Procurement Committee was established by the Agency Assistant Directors on 17 March 1949 for the purpose of advising the CIA Library on matters pertaining to the procurement of foreign and domestic publications. Under CIA Regulation 45-2 the CIA Librarian was charged with the procurement of publications for all offices of the Agency.*

* See chapter on Acquisitions-Procurement

1950-51

With the issuance of CIA Notice 30-50, dated 26 July 1950, the Library accelerated the Records Management Program for the Agency. 149,363 items from 1948 and 1949 were microfilmed, resulting in the processing of 351,698 frames for archival purposes.

In August 1951, the CIA Librarian, in his capacity as CIA Top Secret Control Officer (TSCO), issued a Guide for Area Top Secret Control Officers to provide all TSCO's with a uniform functional understanding of the TS network. In October he called a meeting of the Area Control Officers. The conference, the first of a series, was designed to improve the overall control system as much as possible and to develop uniform understanding of procedures among the Areas. ^{25X1A9a} [redacted] also served as CIA ^{25X1A2g} [redacted] Control Officer for ^{*} [redacted] and was CIA Custodian of Registered Documents. ²

Two other important events took place in 1951. The Library published its first List of Periodicals Currently Available in the Library. The maintenance and servicing of the cable reference file was transferred from the Library to the Cable Branch of the Liaison Division (LD). ³

^{25X1A2g} ^{25X1A2g}
* [redacted] documents were transferred from ONE to OCD custody in Oct 1951
(Memo from CIA Librarian to AD/CR " [redacted] Documents" 31 Oct 51 CONF
in Library Daily Reading File 1951 68-116/2)

^{25X1A9a} ² Memo from CIA Librarian to Security Officer, CIA "Annual Report on Special Duties" 14 January 1952 SECRET (in Library 1952 58-98/1)
³ [redacted], Operations Staff, OCD "Some Comments on Statistical Measurement of OCD's Workload" 3 March 1952 SECRET (in OCR Yearly Statistical Tables 1947-57 Box 59-875/1)

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CIA's Support to the Library of Congress
Slavic Catalogs and Accessions Lists

This discussion will cover the entire period of CIA's support to LC for Slavic catalog and accession lists beginning with the first arrangements in 1951 until support terminated in 1967. It appears in this chapter because the CIA Librarian was the responsible officer for these projects.

On 16 November 1951 the DCI had approved a LC request for a Special Project "to provide for the subject index to the Slavic Union Catalog and for the improvement of the Monthly List of Russian Accessions." ^(198:760) 25X1A9a worked out the arrangements with LC and the Library received a set of the Cyrillic cards. This Cyrillic Subject Union Catalog (CSUC) project was terminated in 1956 with the nine positions transferred to the accessions list staff.

The Monthly List of Russian Accessions (MLRA). The title was changed in 1958 to Monthly Index of Russian Accessions-MIRA- as a more explanatory title and will henceforth so be designated) was first published in 1948 and was a comprehensive record of post-World War II Soviet publications in all fields of knowledge received by LC and some 200 other major libraries. In 1959 CIA through OCR began support also of the East European Accessions List (EEAL); published

* There had been only author control.

1) Memo from Deputy CIA Librarian to DD/Training "Utilization of Personnel with Russian Translating Ability for LC Project" 19 February 1952 CONF (in Library Daily Reading File 1952 68-116/2)

2) Entire Folder Library of Congress 1957-67 (Box 67-515/1)

3) Memorandum for the Record "Discontinuation of the CSUC" 6 March 1956 Unclassified (in Library Daily Reading File 1956 Box 68-116/2)

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by IC since 1952.

Funding by the Agency for the MIRA rose from a total of approximately ^{25X1A1a} [redacted] in FY 52 to a peak of almost ^{25X1A1a} [redacted] by FY 62. Costs for support to the EEAI were ^{25X1A1a} [redacted] in FY 59, rising to a total of ^{25X1A1a} [redacted] for FY 61 when it was phased out. After meticulous consultation with the Community through USIB's Committee on Documentation (CODIB). In 1962 the Agency secured for the MIRA additional financial participation from the National Science Foundation and IC itself. CIA costs then stabilized at the ^{25X1A1a} [redacted] level. 25X1A1a

As financial pressure built up on CIA, and more particularly OCR, the priority importance of the support to MIRA continued to drop. It was felt that access to Russian publishing had vastly improved compared with the early 1950's and intelligence users were no longer making substantial use of the reference aid. As for the biographic information, the high priority portion of it could be obtained primarily from the Scientific and Technical Exploitation Program (STEP), managed by IC for the Air Force. *

OCR notified the Librarian of Congress on 5 October 1965 its decision to terminate CIA's funding of the MIRA in FY 67. This occurred after much correspondence between OCR and IC and even Congressional questioning regarding CIA's termination of support to the MIRA.

* See chapter on Biographic Register for discussion of STEP.

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Other early support to IC began in the mid-1950's when the Library began to regularly transfer foreign publications to IC which (a) had been utilized by research components of CIA and were not scheduled to be retained in the CIA Library, (b) were archival materials no longer required by CIA (for example, the captured Japanese collection), or (c) current publications received as a result of the CIA Library's world-wide selection program, but were found to have little or no intelligence value. By 1959, an average of 8,000 pieces, books and serials, had been sent to IC each month.¹¹

A different type of support began in December 1952 when one person from the Circulation Branch was detailed to IC on a full time basis to handle searching and charging out of all CIA requests, averaging 37 a day.²¹

History of Branch Libraries (1951-66)

On 11 February 1952 CIA Branch ONE Library located in K Building officially opened its doors to serve the Agency components in Buildings I, J, E and L. The initial staff of two persons was soon augmented to six.

Branch TWO was actually established one year earlier- in May 1951, but was named the second branch because plans had already started in the early spring of that year for Branch ONE. Matthew Baird, the Director of Training, had requested a branch library to support the uncleared personnel going through the recruitment process in Alcott Hall.

¹¹ Ltr from CIA Librarian to Dir. Processing Dept., 16 "Transfer of Selected Materials to IC" 3 Nov 59 (in Library Daily Reading File 1959 Uncl Box 68-116/2)

²¹ Memo from CIA Librarian to AD/CD "Inter-Library Loan Service

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The Medical Office completed plans in 1952 for a branch library to be located in Central Building to serve the medical staff; Branch THREE opened there in November 1953. Library administration lasted until July 1959 when the Medical Staff took over completely.

Branch FOUR serving the Foreign Documents Division (FDD) at 25X1A6a Building was established in May 1953 to function as the focal point of procurement, receipt and retention of foreign language publications in the Agency. This occurred at the same time as the foreign publications procurement function was transferred to the CIA Library. *

Branch FIVE was opened in September 1954 in Barton Hall to serve the Office of Scientific Intelligence (OSI).

As the Office of Training (OTR) programs evolved, the training of uncleared personnel dropped out of the picture and the role of OTR Library and CIA Library Branch TWO in training overt personnel tended to blend. In October 1957, Mr. Baird and the AD/CR agreed that OTR Library facilities should be consolidated into a single branch of the CIA Library in R & S Building. ** 25X1A9a, Chief of the Circulation Branch, managed the take-over from OTR effective 1 November.

The furthest afield Branch Library was established in 25X1A6a in 1958 at the request of 25X1A9a Chief of the 25X1A6a Station. Again 25X1A9a was tapped for the job of studying on site the need for a station library. He recommended

* See page 15

** Also recommended by Library Consultants. See Consultants Report, page xviii Status Report of Foreign Branch, CIA Library, 7 Oct 53 CBNF (in CIA Library 1953 58-98/1)

Report of the Library Consultants, 18 May 1957 SECRET (CRS Historical Files)

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the establishment of a reference and information activity. Mrs. station's
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██████████ from his staff became the first OCR Librarian on 15 February 1958 and served until 1961. The Library terminated its support in 1964 as the activity no longer required professional administration.

The Office of Communications Library was transferred to OCR with a T/O of two persons on 1 May 1959 to increase managerial efficiency. This is the only branch library still under CIA Library administration in 1973.

In 1960 the Language and Area School Library (LAS) became a Branch Library. It was phased out in 1956 because of the cutback in area training.

In 1963 a Branch Library was established and staffed for the Office of General Counsel (OGC). The staff of one was administratively transferred to OGC in 1968.

The last Branch Library to be established was in the Office of Research and Development (ORD). Opened in July 1966, it provided direct support to ORD, including the use of a manual "profile of interest file" for calling new materials to the attention of ORD subject specialists. ORD took over the administration in mid-1968.

The move to the new building in 1961 obviated the need for Branch Libraries ONE, FIVE and the Training Library.

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1952

OCR's move to the Riverside Stadium in April 1952 resulted in the Librarian's office being placed "in the loft" above the troops, except for Reference and Circulation Branches which remained in "M" Building. Almost concurrent with the move, the Library had its second reorganization. Based on a survey by 25X1A9a * entitled "A Report on the Files and Circulation Sections of the CIA Library", a new Circulation Branch was created made up of the former Circulation, Files and Microfilm Sections of the Reference Branch. Both the Analysis and Circulation Branches were organized on a source basis, similar in pattern to that of the Liaison Division. [Documents were also batched according to main source of origin.] The Processing Unit of the Document Branch, performing duties in connection with preliminary cataloging [typing] of incoming documents, was transferred to the Production Section, Analysis Branch. The project for microfilming all intelligence documents was transferred from Reference Branch to Document Branch with nine positions added to the T/O of the latter. A few months later this project was transferred to the Machine Methods Division where it technically belonged.

* ~~S/S~~ Planner and first editor of Intelligence Publications Index
See chapter on Intellofax.

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By mid-1952 the Library established an author catalog of Slavic materials consisting originally of Library of Congress preliminary catalog cards and augmented in August by the first * known as the IAC Union Catalog, increment of the CSUC. This catalog, would eventually contain, in addition, entries for Slavic materials in Army G-2 Library, Air Force ATIC Library, National Central Library in London and ** Armed Forces Medical Library, amounting to 115,000 titles.

However, the project did not work too successfully, because of variations in cataloging practice and the resultant incompatibility of cards for filing purposes. Moreover, increased availability of Russian books through open channels and the CIA policy of loaning its unique material to IC for microfilming and listing in the MIRA were additional factors in favor of terminating the project.¹

** The Library's main contribution to research assistance was the publication of "Selected Reference Aids to Cyrillic Alphabet Materials" CIA/CD # 3, October 1952, an annotated list of tools in CIA and IC of interest to intelligence.

* AD/Intelligence Coordination requested the AD/CD (through the DD/I) to take the necessary steps for the production of a classified Union Catalog of USSR and Soviet Orbit publications. The AD/CD therefore requested two additional GS-7's for the Library. (Memo from AD/CD to DD/A "Request for T/O Changes" 24 July 1952 CONF (in Folder DD/A 1952-53 Box 58-98/2)²

1 AHIP-M-23 8 May 1956 (in Folder AHIP Information Processing 1955-56 Box 58-98/5

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Manpower Squeeze

In July ^{25X1A9a} [REDACTED], Deputy Librarian, replaced ^{25X1A9a} [REDACTED] as Librarian and ^{25X1A9a} [REDACTED], chief of the Book Branch, became deputy Librarian. The manpower squeeze was being felt and the ^{25X1A9a} [REDACTED] team made a plea for additional personnel. In a memo to the AD/CD, the growth of Library's service was statistically presented:

	<u>1948-49</u>	<u>1949-50</u>	<u>1950-51</u>	<u>1951-52</u>
Reference Questions	6,817	8,250	12,594	17,000
Documents Supplied	34,084	41,015	60,794	90,400
Books purchased	8,184	10,760	24,436	44,100
Subscriptions placed	2,576	4,256	3,891	6,000
Books cataloged	4,164	4,476	4,920	7,400

Clipping Service. A survey was made of the clipping service which was a candidate for the economic axe. 17,000 clippings were sent out each month based on 145 requirements. Due to the hue and cry of "inestimable value", the service continued for another 3 years. The T/O, however, was reduced twice in 2 years, from 10 to 5 in 1952.

The termination of the indexing of ^{FOIA b3 b1} [REDACTED] Daily Reports in 1952 is discussed in the Intel/Ofax chapter.

Selection. The important position of Selection Officer was established in the Reference Branch in 1952. Selection policy was the key to the CIA Library's shaping of its reference capabilities.

Memo from CIA Librarian to AD/CD "The CIA Library Dirty Linen" 23 Dec 52
SECRET (in CIA Library 0952 58-95/1)

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Among the principal considerations were (a) knowing what the major requirements of the Agency were likely to be by studying the borrowing and purchase patterns of individual requesters, requirements lists and reference questions, and (b) reviewing trade announcements, bibliographies, book reviews and catalogs from all over the world. The emphasis was usually on current material, with heavy reliance on inter-library loan for historical background items. Originally set up for the purpose of selecting material for the book and periodical collections, this function expanded over the years to include similar responsibility for the document collection. Selection officers worked closely with document disseminators and classifiers in determining what, how and where classified documents would be handled in the CIA Library. They also alerted production offices of new and forthcoming publications.

A Joint Liaison-Library Selection Committee was also established in May 1952 made up of one Liaison officer and three Library representatives from Analysis, Book and Reference Branches. The Committee determined processing treatment for documents secured by

~~* Responsibilities of the CIA Library Selection Officer. Responsibilities.~~
~~CRAG Notice 16-59 21 December 1959 For Official Use~~
~~In Folder CRAG Notices 1958-59 66-191/1~~

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Liaison officers, publications from the Foreign Service and enclosures which required specialized treatment.

1953

The CIA Library added to its managerial staff a Deputy Librarian for Procurement- ^{25X1A9a} [REDACTED], an ex-Army Major who had been G-2 Librarian. This job was created at the time that the Foreign Publications Branch of State Department was abolished and the important foreign publications procurement function was transferred to CIA. On 9 May 1953 the Foreign Branch (later called the Acquisitions Branch) with a T/O of 35 positions became part of the CIA Library with ^{25X1A9a} [REDACTED] as its chief.^{2/}

Retrieval for the Intellofax System was not the responsibility of the Analysis Branch but of the Reference Branch. The reasoning behind this separation of input and output was that professional librarians considered Intellofax queries no different ^{from} ~~than~~ any other reference question. In 1953 a policy was inaugurated whereby one senior analyst/classifier was rotated from the Analysis Branch to ^Reference on a weekly basis. The gains realized were evident in a wider understanding of reference problems and a closer knowledge of the end product.

* Not until 1965 was the retrieval aspect of Intellofax combined with input.

- 1/ Memo for the Record "Establishment of a Joint Selection Committee" 29 May 52 GONF (in Ly Daily Reading File 1952 Box 68-116/2)
- 2/ Status Report on Foreign Branch, CIA Library, 7 October 1953 GONF (in CIA Library 1953 58-98/1)

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In the Circulation Branch a Serials Unit was developed to resolve the many specialized problems concerning the treatment of the serials collection. In cooperation with Liaison Division, arrangements were completed giving the Circulation Branch direct access to Armed Services Information Technical Agency (ASTIA) for the procurement of reports originating from contractors for the Department of Defense.

To publicize certain special collections for the benefit of the intelligence community's research components, the Reference Branch issued four reports in the Special Resources Series: (a) materials from the archives of the American-Russian Chamber of Commerce (SRS-1); (b) references to the USSR in Army records (SRS-2); certain abstracts of Soviet technical literature (SRS-3); and (d) Soviet and Satellite economic plans and fulfillment (SRS-4).

1954-

In October 1954 25X1A9a resigned as Chief of the Reference Branch to accept a position with USIA and 25X1A9a, editor of the Intelligence Publications Index, transferred from the Book Branch to become Reference Chief.

The Special Resources Section issued two publications requiring a year's preparation: "Bibliography on Report Writing" and "Guide to Intelligence Reference Material" (266 pages with 580 items, identifying collections in Washington government libraries).

The Foreign Publications Branch of State Department was transferred to CIA and the Foreign Branch with a T/O of 7/ 35 became part of the CIA Library.

In Agency Archives, Record Copy, Special Resources Series

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1955

It was time to reorganize again. The on duty T/O was the highest the Library ever reached-248. Foreign and domestic publications procurement were consolidated in a single Acquisitions Branch. The former Book Branch disappeared. All subject indexing functions of the CIA Library were combined in an enlarged Analysis Branch- renamed Analysis and Catalog Branch, comprising three sections: Reports for indexing intelligence reports into Intellofax; Book for cataloging books; Periodicals for indexing finished intelligence and periodicals and for the clipping service. The Special Resources Section of Reference was abolished as an administrative unit.

The Library made arrangements with the Library of Congress whereby professional personnel recruited for OCR were utilized by LC while awaiting full security clearance. These people worked at LC on projects that were of benefit to CIA.

Concurrent with the ~~Library~~ reorganization the Top Secret Section was removed from the Library and, ~~along with~~ [REDACTED] ^{25X1A9a} was established as the Classification Control Staff under the AD's office ~~and with~~ [REDACTED] ^{25X1A9a} as its chief.

Memo from AD/CR to DD/I "Summary of Relationship between LC and CIA" 5 Oct 55 CON(Chrono 1954-55 60-548/1)
Summary of developments in the Field of Personnel, Organization Foreign Travel, Budget and Space for May-Sept 55S. (Admin 1953-57) Box 60-139/1)

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1956

The clipping service which had been in existence since 1947/48 was finally terminated due to budget restrictions. The Weekly Accessions List was also discontinued after much agonizing over its usefulness. The Library took steps to strengthen its Treaty collection - due to the flap which occurred at the time of the Suez Crisis when the ~~Suez Canal Treaty of 1888~~ ^{the Suez Canal Treaty of 1888} was searched for all over the Washington government area. The Library undertook to establish microfilming schedules with IC for the latter's out-of-print treaty reference works.

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the Librarian, and [redacted], Chief, Acquisitions Branch, left on a round-the-world trip in August. While they were away, the biggest reorganization up to this time took place. To achieve a more effective utilization of manpower, coding and dissemination were placed together with the creation of the Document Division. Management felt that adding the dissemination activity to the Library would make the latter too unwieldy. This reduced the Library's T/O to 141 and it was no longer the largest single Division in OCR. Circulation and Reference were left basically intact. Book cataloging was attached to the Acquisitions Branch.

Prior to 12 December 1956, the servicing of ^{CIA} requests for loan or ~~State~~ additional retention copies of State documents and conversely for requests from State for the same service of CIA produced intelligence had been handled by the Liaison Division. These functions were assigned to the Circulation Branch on the above date, working through the Interagency Document Service.

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Letter from [redacted] 19 October 1956 (in Chrono File 1956 Box 60-548/1)

Memo from Chief, ID to Special Assistant, ^{for} Intelligence, Dept. of State "Reassignment of Functions within the Office of Central Reference, CIA" 12 December 1956 (in Library Reading File)

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Library Daily Reading File 1960

Box 68-116/2

3 Nov 60

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Library Consultants' Survey (1957)¹ and Task Team Reports (1958)²

The Library underwent a traumatic experience of a thorough survey of all its activities by a panel of three professional librarians who spent over 3 months in 1957 in OCR. Because documentation processes were also under scrutiny, the survey included the Document and Machine Divisions as well. The three consultants-
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 25X1A5a1- were not favorably impressed with the Library operations and related activities. They recommended a clean sweep with the adoption of some typical manual library practices. 25X1A5a1 probed vigorously 25X1A5a1 into the details of the entire reference problem. 25X1A5a1 interested himself primarily in the Library collections, in relations between the Library and the Registers and in overall problems of office policy, command and operation. 25X1A5a1 concentrated on acquisitions problems. Dr. Andrews' reactions and blunt answers to the Consultants' criticisms are covered in the overall OCR history for 1957.

The Consultants' Survey will be discussed in the light of the Task Team (TT) Reports of 1958 as in most cases the 16 Teams appointed by the new Assistant Director, Paul Borel, delved into and agreed or disagreed with the criticisms of the Consultants. This chapter will not deal with TT 5, 6 and 7 which are concerned with Publications Procurement and the specific operations of the Acquisitions Branch- a separate history chapter. Nor will it discuss TT 13 through 16 which are covered in the overall history. ~~Basic explanations of the Intellofax System appear in the chapter on Intellofax.~~

Report of the Library Consultants 18 May 1957 SECRET K186

Task Team Reports 1958 SECRET 2 volumes K187

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Intellofax Task Team No. 1

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[REDACTED] had devoted a great deal of time examining, dissecting
and unrelentlessly attacking the Intellofax System in all its
ramifications. TTL's seven-man committee came up with the longest
study of all the Task Teams-- 90 pages including much philosophizing
on the part of the chairman about information storage and retrieval.
The committee participated in a joint questionnaire with TTL0
(Reference) and TTL1 (Information Center) designed to elicit
information from customers regarding their attitude toward and opinions
of the OCR information services. Some of TTL's findings overlapped
with TT3 (Coding) and TT9 (Cataloging) in the use of the Intelligence
Subject Code (ISC) and with TT2 (Machine Use) in the machine applications of
the Intellofax System.

Before the Task Teams were actually organized, Mr. Borel had
asked an user analyst to study OCR's document system in light of
the Consultants' findings. 25X1A9a [REDACTED] of the Office of National
Estimates prepared a thorough 37-page study which Mr. Borel trans-
mitted to all CRAG members and, because it dealt primarily with the
Intellofax System, to TTL.

TTL confirmed the Consultants' main charge of unreliability
of coding and encoding, but reduced the degree of this unreliability to
Basic explanations of the Intellofax System appear in the chapter on
25X1A9a Intellofax

1) [REDACTED] "Transmittal of Views on OCR's Document Handling
Capability" 3 January 1958 SECRET (CRS Historical Files)
2) CRAG 3-58, 17 January 1958 SECRET (CRAG 1958-59 Box 66-496/1)

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a smaller percentage, arguing that it pointed to the necessity for a revised ISC with tools that would contain enough information for proper code choices, namely an Authority File. The Team agreed that citations were inadequate and had to be improved. *

Other claims against the System were that it was insufficiently used, slow, untrustworthy, costly, required excessive space, overlapped work done in the OCR Registers and failed to provide service at as high an intellectual level as is needed for the programs of the Agency. TTL pointed out that Intellofax was chosen as a solution to a requester's problems if the information he needed could only be found in information reports; that 1-2 days to satisfy a request was not unreasonably slow; that it was impossible to compare the cited figure of \$200 for each search with any norm or ideal; that an open card catalog and an intact hard copy file would take more space than Intellofax; that the Consultants confused multiple processing among the Registers with duplicate processing and that Intellofax could not retrieve by name of individual or plant. The Task Team felt that the Intellofax System provided very sophisticated service when combined with the researchers' screening and searching. TTL and 3 both recommended that

* Even before Mr. Borel had taken up the community problem of improved titles with the Committee on Documentation (CODIB), the Analysis Branch had prepared and put into practice a "Guide on How to Write Abstracts and Title Expansions" in February 1959. (Attachment to CODIB-D-28 16 March 1959 in CODIB 1959 Box 64-341/2)

** The questionnaire showed that slowness was the least frequently cited reason for lack of use.

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the Analysis Branch be divided by subject/area specialization to raise the intellectual level.*

Two other criticisms were directed to the mechanical aspects: same data did not appear on repeated runs for the same codes and older IBM cards were unavailable.

According to TT1 and 2, the Machine Division had already instituted controls and combined card files to prevent a recurrence of serious errors. The unavailability of the cards was partially true. TT1 discovered that requesters had not always been informed of the possibility of the return of cards older than 5 years from Records Center.

During the Task Team's investigations, a Composite Group was set up as an experiment to handle Intellofax runs in the Reference Branch. The Group consisted of one representative each from the Analysis Branch (25X1A9a), also a member of the Task Team), Machine Division (25X1A9a) and the Library/Reference (25X1A9a). Intellofax retrieval under this arrangement reflected the maximum efforts of the three divisions. That the ~~concept of the~~ Composite Group was a success- and TT3 also approved of it- is evidenced with a senior Intellofaxer on rotation for a month. by its continuation. It was finally given the more descriptive name of Intellofax Reference Group (IRG) in 1961.

* Subject specialization was considered, but never put into effect, because a large percentage of the documents were multi-subject. The eventual reorganization of the Analysis Branch in November 1960 was by area specialization. See chapter on Document Division.

** See description in overall OCR history- 1957- of Dr. Andrews' answer to "The Ten Horrible Cases."

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Machine Use Task Team No. 2

This Task Team, consisting of three individuals with varied degrees of experience in machine data handling system operations, found some of the Consultants' criticisms justified. TT2 agreed that eight Subject and 14 Area files in the Machine Division were too many and impaired the efficiency of the Intellofax operation. It also discovered that the machine sorting of the Area File was minimal, and it recommended that all parts of it be combined in arrangement by area code only. TT2 agreed with the Consultants that the electronic facsimile printers had become outmoded. It recommended that the Photostat Expeditors which supported the Card List Cameras, the replacement of the facsimile, should continue to be used because they could readily be converted for use with hard copy or aperture cards and because the services they provided could not be obtained at a lower cost by other systems as the Consultants claimed. TT2 disagreed with the charge that the machine files required excessive space. (see TTL above)

Coding Task Team No. 3

This Team covered a variety of subjects, some of which overlapped with TTL, 2 and 9. Charged with a study of the ISC, it made no tests on the coding scheme per se, because the ISC ^{*} was already in the process of extensive revisions. TT3 agreed with the Consultants and with TT9 that OCR should adopt the IC subject classification, subject headings and cataloging system for books. Two main claims of the Consultants that the aperture cards should be discontinued in favor of an intact hard-copy system and

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that the Intellofax punched card system should be replaced by a manual card catalog were partially accepted by TT3. It recommended the establishment on a trial basis of a 1-5 year collection of hard copy documents but [historian's underlining] as a supplement to the aperture card program. TT3 stated that, although there was no substitute for the extensive searching capability of a good machine indexing system, there might be some advantage to the rapid browsing ability offered by a card catalog. It, therefore, recommended that such a catalog be adopted with extra IBM cards prepared as a by-product of the Intellofax file. *

In attacking the Intellofax System the Consultants urged that it be replaced by an expanded Intelligence Publications Index (IPI) to cover all documents, books and periodicals articles, including FOIAb3b1 materials. TT3 rejected this recommendation based on sheer size alone, estimating that an annual cumulation of the ^{augmented} IPI would be three times as thick as Webster's unabridged dictionary. In addition, TT3 asserted ^{that} the publication would not be as current as Intellofax and the total expenditure would be more. TT3 recommended, however, a printed index of published ^{FOIAb3b1} material, possibly through an external research contract. **

* At the recommendation of the DAD/CR in January 1959, Mr. Borel agreed to defer further action on these two recommendations until OCR had an opportunity to evaluate the impact of the Minicard experiment on OCR operations. As far as this historian recollects, these two recommendations were never raised again.)

FOIAb3b1

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Selection Task Team No. 4

TT4 was assigned the problem of studying the publication selection criteria and determining if the Agency staff participated in the selection process, if there were a satisfactory selection policy and if the selection function should be in the Acquisitions Branch or in the Reference Branch. The Team recommended that a committee of Library selection consultants be designated a ^{Reference} channel subordinate to and an extension of the Central Advisory Group (CRAG- established by Mr. Borel in 1957) representation to receive research programming and project planning papers. TT4 gave ^{both} plus and minus marks to the selection policy. It was not satisfactory in that there were selection standards and practices for which there ^{were} no official endorsements. Written statements of policy, criteria and procedures were also incomplete. A plus mark was given to the emphasis on a strong reference and bibliographic collection.

Circulation Task Team No. 8

25X1A9a

^{June 1957}
[REDACTED], Deputy Librarian and chairman of TT8, was also Acting Chief of the Circulation Branch for a short period in order to coordinate TT study and to delve into circulation weaknesses. TT8 studied in detail actual operating procedures, forms in use, files or records maintained, working tools and equipment available, staffing patterns, the existence, if any, of duplication of effort and the possibility of combining functions or operations. The detailed procedural charts made by the TT member from the Management Staff provided a useful management tool and several suggestions for simplification of work methods were put into effect while the survey was underway.

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TT8 agreed with the Consultants that the Branch was over-organized with 16 organizational units; it recommended that some realignment of functions should take place immediately: ultimate goal should be the consolidation of the Services Section (with its four units) into a Document Section and a Book-Periodical Section. The Team also recommended procedural changes, more precise work standards, ^{and} clearly defined work methods, discontinuation of the indefinite loan files. According to the TT members, the Consultants' charges of low production and slow service could be overcome by the following actions: simplify procedures, outline precise work standards and methods, microfilm all NODEX documents onto aperture cards, annotate source cards when documents require special handling, place cards in the card catalogs only for those books which were available to users of the catalogs, assign to the Branch Chief wide discretion in purchasing and reproducing materials when this appeared to be the best method of servicing a request, and finally, place the responsibility for the custody and accountability for materials purchased with other than CIA Library funds on the purchasing offices.

Cataloging Task Team No. 9

TT9, two members of which were professional catalogers and were past or at that time head of the Catalog Section, directed its efforts to studying the card catalogs, the workloads and the cost of cataloging. The Team members agreed with all five of the Consultants' criticisms: (1) The catalogs were inefficient tools and badly kept, because new and additional cards were machine filed in the Subject and Area Catalogs at irregular intervals from 5 months

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to one year. For catalog purposes the long narrow IBM card was considered impractical, whether filed on end or on the side. (2) Too many cards per title were made- 19 per title plus 82 different requirements for special card service. TT9 recommended that cards be prepared only for the Catalog Section ~~for the~~ (one Author/Title and one Shelf List), for Reference Branch (one Author/Title, one Subject, one Area) and for the Branch Libraries (one for Author/Title for each library). (3) High cataloging costs were due to the lack of clearly defined acquisition and selection policies, ~~the use of the ISC for cataloging books,~~ and the preparation and distribution ^{use of the} of catalog cards all over the Agency. (4) The ISC ~~for cataloging~~ was not profitable for cataloging books. TT9 heartily endorsed the adoption of the IC classification scheme and devoted itself to establishing workload standards for conversion. (5) Assuming that the Consultants meant ~~that~~ production was low rather than workload, TT9 pointed up the need for a better balancing of the professional versus the non-professional personnel in the cataloging operation.

Reference Task Team No. 10

The Consultants had criticized the Reference Branch's Information Unit on several scores: grossly overstaffed, too much use of untrained staff for work requiring professional competence, ^{and} available tools inferior to those in most reference libraries. The Consultants claimed that analysts must ^{not only} go to many places to get the information that

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is available but must also maintain large personal files because Library service is poor and undependable. The Consultants also accused the Bibliographic Unit of low quantity and quality work, requiring little special competence.

With these harsh criticisms in mind, TTLO stated that the organization of the Reference Branch into information, bibliography, selection and Intellofax units dispersed manpower, segmented and duplicated efforts and failed to develop the kind of well-rounded reference competence required by the Agency. The Team recommended that the Branch be reorganized along area and functional lines, assigning to each specialist all the reference functions, including selection. TTLO felt that the Reference staff needed strengthening in economics and natural sciences as well as in the reading capability in the Slavic and Chinese languages. The Team recommended more aggressive methods to acquaint Agency personnel with reference services and to secure feedback on services rendered. It also suggested a more meaningful system of record keeping and reporting to describe and evaluate Branch activities.

Single Information Center Task Team No. 11

TT11 was charged with studying the proposed single information center which was the major premise of the Consultants' recommended reorganization of OCR. The Team maintained that the Consultants did not provide a clear and consistent definition of the proposed information center, not differentiating between the concept of "a centralized information center for CIA in OCR" and of "one point of contact for users of OCR reference service." TT11 concluded that the single information point concept was illusory because in

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practice the Consultants themselves indicated that except for short-term transactions, the customers would be referred to several registers and/or presumably to other supporting information units. The Team felt that the nucleus of a central (in contrast to a single) information unit already existed in the "reference Branch. TTLL accused the Consultants of making too superficial a study of the "Registers [and the Consultants admitted as much] and of other units outside the Library for them to evaluate adequately the unique character of their reference services.

The Task Team was very much concerned that the Consultants had extended the reference yardstick to the point where it was proposed to separate the reference service per se in the Registers, in FDD and in the Map Library from each parent organization and incorporating it into a single reference unit. TTLL recommended that a central information unit be established within the Library, and that the following activities, whether administratively part of OCR or not, be located in close proximity to each other in the new building and that they be readily accessible from the central information unit: Library, Industrial "eg|ster, Biographic Register, Graphics Register, the Map Library and the Foreign Documents Division.

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Minicard Task Team No. 12

The Consultants could obviously not criticize the Minicard
*
System in depth because it was not operational in 1957 nor was there a staff or formal paper evaluating the gains anticipated from the new system. The task of TTL2 was to determine if (1) Minicard offered advantages over Intellofax; (2) the Minicard pilot operations had been satisfactorily planned; (3) OCR should have a continuing high level planning and management staff to investigate new ideas.

TTL2 concluded that (1) Minicard did offer many advantages over Intellofax and would substantially improve OCR's support of intelligence research; (2) OCR should immediately organize a Minicard Pilot Operation Staff composed of a Chief and personnel from the Machine and Document Divisions and the Library to develop policies and procedures and to direct the pilot Minicard operation system; (3) OCR should have a high level planning and management staff to investigate new ideas of document receipt, dissemination indexing and retrieval, to keep abreast of new developments in the fields and to study continually the OCR system in order to recommend changes to improve its efficiency and service to user offices.

* See chapter on the Intellofax System for discussion of the Minicard Experiment

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After the Storm 1958-59

What did the Consultants' Survey and the Task Team Reports accomplish for the Library and the Document and Machine Divisions? It was obvious that many of the recommendations were dependent upon the success of the Minicard Project and the move to the new building. In a report to CRAG in May 1958, Mr. Borel stated that overall, the area of agreement between the respective findings, conclusions and recommendations of the Consultants and those of the Task Teams was somewhere between 50% and 60%. In some cases he found that the findings were validated, but different conclusions or recommendations were reached; in other cases the findings could not be validated, but similar conclusions or recommendations were nevertheless reached. The overall history of OCR lists in general Mr. Borel's 1958 "Immediate Program for Implementing Recommendations of the Consultants and the Task Teams" and his 1959 "Progress Report on OCR Progress to Implement Recommendations of the Consultants and Task Teams."

Needless to say, the Library reorganized on 4 June 1958 and 25X1A9a [REDACTED] comments at this time are pertinent to an understanding of the Library's reaction to the 2 years of intensive examination.

What the Library Survey attempted to do, and what Task Forces, including CRAG, are trying to resolve are certain basic goals or standards needed to give our Agency the best kind of Library . . . I believe that the mountain of words being amassed on what our problems are tends to overwhelm and becloud fundamentals. . . As we experiment with new techniques and procedures in the new environment which we are now creating, the recommendations (by the Consultants and Task Teams) will be studied and adopted as appropriate to our entrance into the new building. . . These have been difficult times but I believe we can look forward now for the next few years to a period when our objectives of optimum service are clearly in sight. 2

Revitalized Reference Branch

25X1A9a

(continued under after the 5th min)

In the reorganization, [redacted] was designated Chief ^Reference Librarian. A Bibliographic ^Section combining the bibliographic and selection functions was established. Some bibliographies were comprehensive and very expensive to compile; others were simple lists of background reading on a particular area or subject. Some unclassified bibliographies were released to State Department's External Research Staff which in turn made them available to scholars and researchers. ^SThe Branch Libraries were transferred out of the Circulation ^BBranch and established briefly as an independent Branch. By ^December 1958, however, they were brought under ^Reference Branch supervision because most of their work was of a reference nature.

The Catalog ^Section*, which had been under Acquisitions Branch since November 1956, was for the first time in its history placed in the Reference Branch [where it has remained to this day]. ^S25X1A9a had appointed a specific Library Task Team in February 1959 to recommend the cataloging system which would be the most useful from the ^{***}Library point of view. ⁻⁻⁻ Everyone agreed on the LC system and, although this change was an internal matter, Mr. Borel decided to so inform CODIB. He received its blessings and the changeover began in the summer of 1959. To provide for subjects inadequately covered by LC, the Catalog ^Section produced

* The Library had been preparing bibliographies from 1947 on as a standard library responsibility.

** This Library activity was ~~probably~~ administratively transferred ~~probably~~ more than any other.

*** Hostorian's underlining

↳ Memo from AD/CR to DD/I "Release of Information to the Academic Community- OCR's Role" 22 June 1962 CONF (in Chrono June-Dec 62 65-413/2)

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three of its own schedules: Law, Communism and Communist Parties, and Intelligence and Security. These schedules were distributed to CODIB members and selected non-intelligence libraries, including IC. The recataloging was concluded by January 1963 except for a small number of titles in the Historical Intelligence Collection and because this task was given low priority, it was not completed until October 1964.

Back to School

The need to train more librarians had become evident during the 2 years of investigations, so in 1959 the Library began its program of sponsoring additional training at recognized Library schools. ^{25X1A9a} [REDACTED], who headed the Training Branch Library, was the first employee to receive a Master's degree in Library Science under Agency sponsorship. She attended Rutgers University during the school year 1959/60. Under this program seven more OCR employees received similar training at Rutgers, Columbia and Catholic Universities at and Drexel Institute of Technology up through 1965.

²¹ Reorganization before a Move- 1961

In line with OCR policy to coordinate like functions for possible economies, four positions in the Copy Unit of the Circulation Branch were transferred administratively to the Machine Division for operation of the photostat machines. In fur-

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- 2) CR 29 Subject Headings and Classed Schedules for Law, Communism and Communist Parties, and Intelligence and Security in the CIA Library. 1959 (on file in the Catalog section of the CIA Library)
 - 21 Memo from Librarian to CIA Library Staff "Organization Changes in the CIA Library" 27 April 1961 (in Library Production 1961 Box 341/4)

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ther organizational changes, the three-man Selection Unit was transferred from the Bibliography Section of Reference Branch to Acquisitions Branch in order to allow the Selection Staff to participate more actively in the preparation of selection guides for the foreign procurement program and to plan for the actual location of the Selection Section in the Acquisitions Branch in the new building. Recommended by the Consultants and rejected by TTh, this shift was ~~not so~~ surprisingly on paper only. The selection activity never moved administratively or physically because there was no room in the new building for the Acquisitions Branch. The Selection Staff therefore was assigned directly to the Librarian's office. The title of the Chief of the Catalog Section moved up a notch in prestige and became Chief Cataloger (similar to what had been done with Chief Reference Librarian) as an acknowledgement of the Library-wide responsibilities of the Chief Cataloger.

With the move to the new building in the fall of 1961, the number of requests levied on the Library increased significantly. Intellofax requests were up 31% over 1960 and requests for the loan and/or retention of books and documents increased 59%. As mentioned previously, the Branch Libraries in Barton Hall, R & S and K Buildings were abolished and their functions consolidated with the main Library.

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1962-63

At the invitation of the AD/CR, two consultants visited the Library on 6-8 June 1962 to review operations and facilities in the new building and to advise officials on policy and procedures. 25X1A5a1

25X1A5a1

25X1A5a1 submitted quite a different report from the devastating Consultants' Report of 1957 [although 25X1A5a1 was also a member of that three-man team]; they commented favorably on the conduct of programs and services and suggested only minor changes in organization, training programs for staff members and the publication of accessions lists.*

An OOR management decision of November 1962 assigned to the ^{Inter-Agency Service} (IAS) unit of the Circulation Branch the job of ordering and distributing military procurement materials which could be obtained without charge from US military establishments. This was transferred from the Acquisitions Branch to IAS in order to reduce the number of Library points contacting the same suppliers and to clarify and reduce Acquisitions Branch's responsibilities regarding the procurement of classified and "free" publications.

More about Selection

~~The Inspector General in his report of September 1963~~

* The Weekly Accession List was started in 1948 and had ceased publication in 1956. It resumed publication as a monthly issuance in 1963, partly on the recommendation of the two Consultants and partly because of consumers' comments.

Annual report of the Office of Central Reference Fiscal Year 1962
CIA/CR AR-5 21 September 1962 SECRET, page 15 (in annual Reports
Box 68-487/L)

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2nd ed. 11.63
More About Selection

THE Inspector General in his report of September 1963¹¹ stressed the need for a re-evaluation of selection policies. He recommended the establishment of a group of representatives of the major components of the Agency who would discuss and re-examine with the Librarian and the Chief of the Selection Staff the policies pertaining to book procurement. This was not a new idea; TTH and CRAG Notices 16-59 and 6-61 had recommended similar action.^{2/3/} So the AD/CR put out another CRAG Notice again urging all users of the Library to participate in the strengthening of the collections through comments or specific recommendations.

2nd ed. 11.63
New Librarian

In 1963 ^{25X1A9a} [REDACTED], formerly with BR and the Staff for the Community Information Processing Staff (SCIPS), became the CIA Librarian vice ^{25X1A9a} [REDACTED] who went to London for 2 years as Regional Publications Procurement Officer.

- R -

September

IG Survey of OCR 1963 SECRET CRS Historical Files

- 1) CRAG Notice 16-59 "CIA Library Selection Officer Responsibilities" 24 December 1959 For Office Use Only (in CRAG 1958-59 66-496/1)
- 2) CRAG Notice 6-61 "Selection Policy of CIA Library" 6 December 1961 CONF (in CRAG 1960-61 66-496/1)
- 4) CRAG Notice 1/4 "Selection Policy of the CIA Library" 28 January 1964 CONF (in CRAG 1962-64 66-496/1)

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Impact of CHIVE

During the CHIVE indexing experiment of 1964, the
as one of its
Chief Cataloger had served senior indexers. And as a permanent
CHIVE member he was one of a two-man team to revise the
ISC into a detailed indexing scheme to be used for both collateral
and codeword material - the Subject Intelligence Code (SIC).
CHIVE
The Library Staff Assistant served as the recruitment officer
and during the voluntary recruitment program of 1965 the
Library lost five persons to CHIVE.

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External Relations (1959-67)

Library of Congress

Cutbacks in CIA's support to LC for the EEAI and the MIRA have already been discussed in an early part of this chapter.

The AD/CR made an offer on 23 November 1959 to the Librarian of Congress to supply LC with a copy of every catalog entry representing original cataloging by the CIA Library. LC accepted with the proviso that these cards would not be filed in the Union Catalog because CIA did not want to get "into the lending pattern for open publications." Arrangements were made to transfer the Library's retrospective collection of Russian newspapers to LC. By 1964 the CIA Library had freed approximately 2000 linear feet of shelving which provided badly-needed space for other serial material.

the
Pan American Union and Industrial College

The CIA Library was authorized by the DD/I and the Office of Security in 1961 for the first time in its history to establish a routine inter-library loan relationship with the Library of the Pan American Union. A similar relationship was established with the Industrial College of the Armed Forces in January of the same year.²¹

COSATI and US Secret Service

The Library was accorded observer status in 1964 on the President's Federal Council on Science and Technology's Committee

- 1 Memo from CIA Librarian to DD/I "Inter-Library Relations with the Pan American Union" CONF 17 October 1961 (in Library 1961 64-341/4)
- 2 Memo from Chief, LCD to Ex Officer, Industrial College of the Armed Forces "Inter-Library Loan Service" 5 January 1961 For Official Use Only (in Library 1961 64-341/1)

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on Scientific and Technical Information (COSATI); 25X1A9a [REDACTED]
attended the monthly meetings regularly and this exposure gave the
Library an insight into developments in other government libraries,
particularly non-intelligence. 25X1A9a [REDACTED] was also designated
OCR contact point with the Protective Research Section of the
US Secret Service. The Document Division cooperated in screening
incoming items of possible use in protective research relative to
presidential visits abroad. Extensive Intellofax runs were made
before each visit and turned over to the Secret Service
via 25X1A9a [REDACTED] and DD/P channels.

Machine Literature Searches

1966 saw the beginning of machine literature searches
using the systems of the National Library of Medicine, the Defense
Documentation Center (DDC) and the National Aeronautical and Space Agency (NASA).
A year later at the request of ORD, a
model 33 ASR telewriter was installed in the Library, providing a direct
link to the Systems Development Corporation computers in Santa Monica,
California. This supported Project COLEX, a data base of 54,000
citations to unclassified articles and reports on aerospace technology.
The approach was by author, descriptors or COSATI subject category.
The response was immediate with TWX printouts at 100 words per minute.

1 Memo from Chief Reference Librarian to Acting CIA Librarian "Project
"COLEX" 1 September 1967 CONF (in Org & Management Library 1967)

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Chinese Publications

The Coordinator for Academic ^Relations recommended to Mr. Borel that CIA make available to the academic community its holdings of unclassified mainland Chinese publications. In 1967 the CIA Library began a program of microfilming ^{more than 2 million pages} ~~these publications~~ for the Hoover Institution at Stanford University. A microfilm copy was also made for the Library and the hard copies were sent to LC.*

Servicing

Budget cuts in 1964 caused the curtailment of two Library ^Services. Special indexes to the National Intelligence Estimates which had been prepared and maintained for the Office of National Estimates since 1958 were stopped. With the abolishment of the Bibliography Section of the Reference Branch, the Library ceased preparing formal bibliographies and the responsibility for limited bibliographic service was transferred to the Information Section.²¹

But new services were added. The Library inaugurated a Scientific and Technical Information Service (SATIS) in support of the scientific and technical activities of CIA.³¹ In response to a request from

* This program was not completed until 1972.

- 1) Memo from Chief ^Reference Librarian to SA/CR "Release of Unclassified CHICOM Serials to Hoover Institution" 17 May 1967 U (in Library 1967 69-592)
- 2) Library Monthly Report for November 1964, 10 December 1964 SECRET (in Folder Library Monthly Reports FY 65 71-18/1)
- 3) CRAG Notice 3/64, 11 May 1964 "Scientific and Technical Information Service" Confidential (in CRAG 1962-64 66-496/1)

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ORD, the Library provided an announcement service by means of reproduced tables of contents of selected journals, which were located on display shelving at one end of the Reading Room. SATIS, which was used extensively but without much selectivity by ORD and one office in OC, was discontinued in 1967 because of dwindling Library personnel resources, and ORD's own capabilities.

The Information Section also assumed responsibility for servicing requests from BR's ~~International~~ International Conference File to which BR had added no new material after 1965. The Library finally retired the file of 60 boxes to Records Center in July 1966 because of little request traffic.

To meet expressed needs of NPIC, ORR, OSI and ^{the Deputy Director/Research,} ~~DoD/R~~, the Library took steps to receive, distribute but not store or catalog, selected US reports on missile and space research and development. The volume of such reports by US contractor groups was staggering and would have buried OOR and the analysts if received in toto. ^{with this was an} The Library felt that ~~Armed Services~~ Armed Services Technical Information Agency (ASTIA), later succeeded by DDC responsibility, ~~but that~~ ASTIA was not geared to meet CIA's needs, ^{and so} hence the Library negotiated an interim approach with the research components of DoD and, separately with NASA.

- 1) Memo from Acting CIA Librarian to D/CR "Disposition of Scientific and Technical Information Service (SATIS) in CIA Library" 28 Sept 67 SECRET (in Library Org & Mgt. 1967 69-592)
- 2) Library Monthly Reports for March and June 1966 SECRET (in Library FY 65 and FY 66 71-18/1)

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Library Servicing of Intellofax

To ensure all-source reference support (the name of the game under the CHIVE concept), the Intellofax Reference Group began on 1 June 1965 a systematic exchange with the Special Register of request sheets for machine listings of documents.

The retrieval aspect of the Intellofax System was finally transferred from Library Reference to the Document Division in November 1965 and the activity was renamed the Intellofax Reference Service (IRS) with the transfer of one slot from the Library. OCR Instruction 1-3, dated 19 October, gave the reason for the change: "This change places both indexing and retrieval of collateral documents under single management and represents pre-CHIVE planning designed to ease the transition into the computer-backed reference world." It took 18 years to achieve an ever hoped-for goal on the part of the document classifiers- to put input and output together!

Two mammoth machine runs in the summer of 1966 tasked the resources of the three divisions involved in the Intellofax System. OSI's request for a machine run for the purpose of updating Section 43 of various NIS areas resulted in 9,953 references. The Circulation Branch agreed it would print documents up through eight pages, the contents of one aperture card, without viewing. The OSI requester agreed to view all large reports before they were reproduced. During this elephantine task,

11 OCR Instruction CR-1-3 "Intellofax Reference Service" 19 October 1965
CONF (in Chrono July-Dec 65 71-21)

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another request of similar magnitude was received from ORR. This request resulted in 7,645 references. The requester agreed to the same restrictions as OSI and the Library reproduced 100 documents for him each day. This number was increased after the completion of the OSI project. Results: two satisfied but rather overwhelmed customers.

The Future of the Library

In a memo commenting on CIA Library cost reduction goals, Walter Pforzheimer, HIC Curator who was Acting Librarian for a few months in 1965, wrote

Personnelwise the Library is at rock-bottom. Nothing significant can be cut from any Object Class without detriment to, or even outright denial of, service in certain areas, particularly document delivery. We have no low-priority activities to eliminate.

25X1A9a [redacted], returning from a 2-year tour of duty in 25X1A6a [redacted] to resume his duties as CIA Librarian in October 1965, found a greatly weakened Library in terms of strength and stature. The Acquisitions Branch which had been part of the Library since 1953 had been transferred to FDD in April 1965. He became concerned with the lack of a delineation of any meaningful role for that part of OCR referred to in the OCR Five-Year Plan, 16 March 1966, as the "non-CHIVE Library". He felt that a few lines on the Library were necessary, otherwise the "Library's bare bones are fair game for further paring." He continued with almost a plea:

- 1) Memo from Acting CIA Librarian to D/CR "CIA Library Cost Reduction Goals" 21 July 1965, SECRET (in Library Org & Mgt 1965 67-515/2)
- 2) Memo from CIA Librarian to D/CR "OCR's Five Year Plan" 24 March 1966 Administrative Internal Use Only (in Library Org & Mgt 1966 68-487/2)

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The Plan highlights the "exploitation" of open literature through the services provided by translation, dissemination and its subsequent retrievability in the CHIVE mechanism. The Plan does not acknowledge that such open literature may also be available in book or periodical form in the CIA Library . . . The Library's daily role, which it refuses to call "exploitation", in aiding less demanding requesters responds to about 1000 reference requests per month, to say nothing of the Library materials which the requesters find by themselves in the Library. To have essential Library service available takes high caliber people- cataloging, circulation, and reference- to keep available a current vibrant collection. They are as important to the program for making open literature available as the translators and/or mechanized equipment. . . There are many facets in the OCR blueprint for the future where the CIA Library has important contributions to make. It offers its capabilities as a member of this partnership to help the plans achieve fruition."

Many of the plans for reorganization of OCR included curtailment of Library services with the threat of cutting back the existing reference, periodical, selection and cataloging services to a minimum level. Fortunately, ~~none of this~~ *did not* occurred in the ^{September} 1967 reorganization. ~~25X1A9a~~ Special Assistant in the D/CR's office, was appointed from ~~25X1A9a~~ Acting CIA Librarian and served until ~~25X1A9a~~ transferred from CCI to become the Librarian in the new era. Originally slated to be Special Assistant to the Chief, Information Services Group in the reorganized OCR, ~~25X1A9a~~ became attached to the Agency Retirement Board. ~~25X1A9a~~ Special Assistant in the D/CRS's office, was appointed Acting CIA Librarian and served from July 1967 until ~~25X1A9a~~ early in 1968 transferred from CCI to become the Librarian in the new era.