aware that there is probably a limit to which the Soviet Union, with its vast scientific and technological base, is willing to participate in the division-of-labor scheme. As a world power, the Soviet Union can hardly become dependent upon other members of CEMA in any field. Nevertheless, by promoting the coordination of research plans and a division of labor among CEMA members, the Soviet Union stands to gain by having its scientific-research effort augmented in several fields by the efforts of other members.

References and Notes

1. N. Siluianov and M. Kudriashov, "Mezhdunarodnaia organisatsiia novogo tiip," *Vneshn. Torgovlia* **1960**(9) (1960).
2. *USSR Inform. Bull.*, 11 Feb. 1949.
3. *Trybuna Ludu*, 17 Dec. 1961.
4. *Zycie Warszawy*, 21 May 1963.
5. N. Siluianov, *Vopr. Ekon.* **1959**(3), 25 (1959).
6. Min. Inostrannikh Del SSSR, *Sbornik Deistvuiushchikh Dogovorov, Soglashenii i Konventsii Zakliuchennykh SSSR s Innostrannymi Gosudarstvami* (Gospolitizdat, Moscow, 1957), vol. 14, pp. 216–23.
7. S. J. Zyzniewski, *Political Sci. Quart.* **75**, 201 (June 1960).
8. *Pravda*, 15 Feb. 1956.
9. See *Pravda*, 30 Jan., 30 Mar., 18 Apr., 14 Aug. 1957.
10. G. Karkhin, *Intern. Affairs* **1962**(8), 19 (Aug. 1962).
11. H. Jablonski, *Nauka Polska* **10**(4), 11 (1962).
12. A. King, *Daedalus* **1964** (winter), 438 (1964).
13. A. Wang, *Nauka Polska* **8**(4), 48 (1960).
14. *Neues Deutschland*, 24 Apr. 1964.
15. For a discussion of the institutional development of CEMA, see R. Szawlowski, *Ann. Franç. Droit Intern.* **9**, 670 (1964).
16. *Pravda*, 25 May 1958.
17. *Ibid.*, 4 Feb. 1960.
18. *Ibid.*, 17 June 1962.
19. K. Vinogradov, *Vopr. Ekon.* **1960**(2), 22 (1960).
20. G. Karkhin, *Intern. Affairs* **1962**(8), 16 (Aug. 1962).
21. For the formulation of long-range plans for science and technology, see T. Erdey-Gruz, *Magy. Tud.* **7**(4), 212 (1962); W. Nowacki, *Nauka Polska* **8**(4), 1 (1960); **7**(3), 6 (1959); M. Richter, *Tech. Praca* **1962**(10), 778 (1962); *Neues Deutschland*, 29 Mar. 1961; *Rabotnichesko Delo*, 16 Sept. 1962; *III S'ezd Rumynskoi Rabochei Partii* (Gospolitizdet, Moscow, 1961).
22. For discussion of these organizations and their functions, see: *Pravda*, 12 Apr. 1961; W. Olszak, *Nauka Polska* **6**(4), 80 (1958); **8**(4), 276 (1960); *Magy. Kozl.* **1961**(5), 53 (22 Jan. 1961).
23. *Trybuna Ludu*, 1 March 1964.
24. B. Miroshnichenko, *Vopr. Ekon.* **1963**(9), 24 (1963).
25. Z. Keh, *Österr. Ostheft* **6**(4), 321 (1964).
26. D. Gvishiani, *Kommunist* **1962**(14), 78 (1962).
27. N. S. Khrushchev, *ibid.*, No. 12, p. 22.
28. ———, *World Marxist Rev.* **5**(9), 8 (1962).
29. *Viata Economica*, 12 June 1964.
30. *Pravda*, 28 July 1963.
31. N. Ptichkin, *Vneshn. Torgovlia* **1964**(12), 3 (1964).
32. *Econ. Gaz.*, 28 Mar. 1964.
33. *Hospodarske Noviny*, 15 May 1964.
34. *Muszaki Elet*, 22 Apr. 1965.
35. *Ekon. Gaz.*, 28 Mar. 1964.
36. *Podnikova Organ.* **18**(8), 375 (1964).
37. *Trybuna Ludu*, 31 Jan. 1964.
38. *Izv. Nedelia*, No. 21, 17–23 May 1964. For example, planned projects in chemical research relating to agricultural problems were finally assigned as follows: (i) phytotoxic effects of herbicides on vital processes in plants, Central Biol. Inst. Acad. Agr. Sci., East Germany; (ii) determination of the most effective mineral fertilizers for growing highly productive crops of grain, beans and other vegetables, sugar beet, and cotton, All-Union Inst. Fertilizers Agr. Soil Sci. Soviet Min. Agr.; (iii) study of the absorption, transfer, and conservation of certain chemicals in plants, Sevulescu Biol. Inst. Acad. Rumanian Peoples Rep.; (iv) study of the after-effects of the use of combined organophosphates, Inst. Hyg. Czech. Min. Health; and (v) research on provision of collapsible containers for transporting aqueous ammonia and ammoniates, Bulg. Inst. Rubber Plastics Ind.
39. Task No. 10-A-7 in the 1-year plan sponsored by CEMA was entitled "The complex system and mechanization and automation of management in industrial enterprises"; its coordinator was Bulgaria. The scientific council is comprised of representatives from the following organizations; the State Commission for Science and Technology in Bulgaria; a similar organization in Hungary; an institute of the Warsaw Polytechnic and the "Orgmasz" Institute of Poland; the Central Institute for Automation in Dresden, East Germany; the Central Scientific Research and Technological Institute for Control Organization and Equipment, Minsk, U.S.S.R.; and the Czechoslovak Institute for Machine Building Technology and Economics (*36*).
40. *Trybuna Ludu*, 1 Mar. 1964.
41. *Muszaki Elet*, 11 Feb. 1965.
42. *Hospodarske Noviny*, 15 May 1964.
43. *Neues Deutschland*, 5 Dec. 1965.
44. *Rude Pravo*, 3 Jan. 1966.
45. See J. Groszkowski and W. Nowacki, *Nauka Polska* **8**(4), 1 (1960); I. Rusniak, *Magy. Tud.* **5**(1), 80 (1961); *Nepszabadsag*, 15 July 1960.
46. *Scinteia*, 19 July 1965.
47. *Ibid.*, 20 Dec. 1965.
48. *Nepszabadsag*, 21 July 1960.

Science Libraries: Prospects and Problems

New information technology will be effective only if scientists give more care to their literature.

Carl F. J. Overhage

This article is addressed to the faculties and administrations of American universities. With emphasis on science and technology, and with implications for all fields of knowledge, it is an appeal to first-rate minds to divert to the problems of our university libraries some of the effort that now goes into research and teaching.

In the first half of the article I review the critical condition of our large libraries and point to the new technology that can be invoked to provide relief. I am personally involved in attempts to apply the methods of information transfer engineering to library operations, and am sanguine about the prospects. But I am greatly concerned over the misguided optimism of those who believe that modern technology is the *only* remedy needed in the present situation of our libraries. Mechanization itself, however well conceived and executed, is not enough. The introduction of the new machinery must be accompanied by intellectual efforts directed toward improving the organization and the quality of the recorded substance in each field of learning. In dealing with this aspect of the library problem, in the second half of the article, I call upon scholars and administrators to face the challenges that are beyond the reach of librarians and information transfer engineers.

Among the many difficulties caused by the growing complexity of our civilization, the crisis faced by our great libraries is one of the most distressing, for these libraries have long been regarded as outstanding manifestations of our cultural progress. From Assurbanipal in ancient Assyria to Thomas Jefferson in America, the men who created great libraries have been recognized in history for the intelligence and depth of their interest in the welfare of mankind. The threat that the great libraries of today may become lifeless monuments, choked by the pressures of exponential growth, is viewed with deep concern by many individuals and groups. The library problem, which has nagged administrators for many years, is now being discussed in Congress and in the general press.

The library crisis has three aspects.

The author is professor of engineering and director of Project Intrex at the Massachusetts Institute of Technology, Cambridge.

There is a physical crisis produced by the sheer bulk of the material that enters the collections each year. There is an operational crisis, most simply described by the statement that it takes too long and costs too much to process each item so as to make it readily available to the growing number of users. And, most serious of all, there is an intellectual crisis: We have not discovered a sure method of describing each document by words or numbers which make it retrievable in the enormously complicated structure of the total knowledge of our day.

To the user of the library, the crisis becomes apparent in his countless irritations and frustrations as he tries to cope with the rising tide of research results in his field. The interval between the date a book is published and the date on which it becomes available on the library shelf has become longer as the library's processing load has grown. Because of the accelerating tempo of research activity, it is just in this interval immediately following publication that the new information is most useful. Similarly, the long periods during which journals are at the bindery and thus not available to readers occur while the material is "young" and in high demand.

In many universities, library holdings are scattered among several buildings separated by long distances. Important segments of the research literature are hidden in report series that are beyond the reach of normal bibliographic tools; often they are not even included in the library's main catalog. In most of the active fields of research the libraries' use of classification schemes has not kept pace with increasing specialization. Access to open shelves, long regarded as one of the important operational assets of our research libraries, is losing its value in the inadequately organized complexity of present-day collections.

As each visit to the library adds to the accumulated annoyances of the user without producing an acceptably high yield of information, the crisis begins to display an ominous symptom: Faculty members and senior research workers, especially in the newer fields of science and technology, are staying away from the library. When that happens, it becomes obvious that the library no longer serves its intended function. When faculty members stay away, the library loses their interest, their support, their participation. Without these, the budgets shrink and the facilities deteriorate. Faced with this situation, librarians, university officials, and scholars in various fields have begun a determined search for new approaches.

The New Technology

In 20th-century Western society it is natural to invoke technological advances as major remedies in the library crisis. The prospects are very bright indeed, especially for those fields of research, like science and engineering, in which the interests of the library user are centered on factual and often quantitative information. In those fields, it is no shallow optimism to expect that library operations will benefit enormously from the flourishing technologies of photographic copying and electronic data processing.

The impact of new systems for office copying provides an excellent illustration. With xerographic and other equipment, it is now possible to make a satisfactory duplicate of the text of a printed page in a few seconds, on a compact machine, and at a cost of a few cents. We are on the threshold of a library regime in which such duplicates will be issued at nominal cost to all users, so that original material will no longer have to leave the library. One can visualize a procedure in which the user manipulates a keyboard to call up an item from the library's holdings. Images of successive pages of the selected item may be presented for brief examination on an optical screen, and the mere push of a button will result in prompt delivery of duplicates of desired pages.

On-demand copy service of this type can be diffused to all parts of an academic community so that no person will have to move far from his office or his laboratory in order to reach a local terminal of the library network. There the user will also find an electronic display console on which he can consult the library system's union catalog. For deeper bibliographic searching, a teletypewriter keyboard will give him direct access to a central computer facility with a large store of indexed information on journal and report literature. A teletypewriter dialogue in natural English will rapidly lead the user to publications that are pertinent to his interests.

The kind of terminal that has been suggested here is within reach of today's technology. Even more glittering possibilities lie beyond. Libraries will be interconnected to form regional and national networks, so that the resources instantly available to each user will be enormously widened. Handbooks containing printed tables of data will be supplemented by direct access to computer-stored data; keyboard manipulation by the user will permit selection and correlation of such data to suit his particular needs.

New information processing techniques will be developed to record the user's reaction to the information supplied by the library, so that the system can automatically adapt itself to the needs of its users, by revising the descriptions that define the subject matter of each item, by relegating unused items to a position in the total store where they will be less promptly accessible, and by listing items in new contexts that could not have been foreseen. Altogether, the library will enter into much more active communication with its users. The flow of information will not be wholly in one direction; each user's actions will have some effect on the subsequent performance of the system, and the use of the library network will supplement the scientist's participation in meetings, seminars, and conversations as a general technique of information transfer within the university.

At the end of the information transfer chain, where the information passes into the mind of the user, we may look forward to new methods of using sound and picture transmissions to augment the impact of the printed page, so that information will be more readily absorbed.

We may thus expect to find, in the wide area between modest extensions of current technology and wholly new concepts of information transfer, solutions to many of the important problems that are encountered in today's library operations. Some very promising beginnings have been made, and work is in progress throughout the nation to exploit photographic and electronic advances in information processing. More experiments are needed, especially in environments where operational tests on a meaningfully large scale can be performed by students, research staff, and faculty, under normal working conditions. There is little doubt that large experimental programs of this type will be conducted in the next decade, and that they will show us how to design the information transfer systems of the future.

Challenges for Librarians

Some concern has been voiced over the possibility that, by providing superb mechanized facilities for directed search, the library of the future will deprive its users of the all-important opportunities for unplanned discovery which exist in today's library. Easy access to books arranged by subject matter on open stacks has been the great feature of American libraries that has excited the admiration and envy of foreign scholars who have visited our universities. The students and professors who have used our university libraries have found browsing among the stacks to have been among the happiest and most valuable of their experiences. Are we to relinquish this priceless heritage?

Not at all. We have every reason to expect that new technological resources will enable us to design facilities and services for unplanned discovery just as effectively as to design them for directed search. The price we shall have to pay is a readjustment of our habits. For some kinds of browsing we must learn to accept computer organization in place of systematic arrangement of books on shelves. For other kinds, we must learn to appreciate the opportunity to look at a small group of volumes that may resemble the personal collection of a distinguished colleague with bookish inclinations. With a combination of such facilities, the chances for happy discoveries may be far better than they are among the stacks as they exist today in our large university libraries.

In the creation of such special facilities for browsing, as in the entire organization of future information-transfer networks, librarians will be confronted with new challenges of great scope. The impending technological revolution will enable them to overcome many of the physical constraints that now frustrate them. Circulation of original library holdings, with its harassing problems of damage, loss, and complaints of would-be users, will be largely replaced by on-demand copying.

The old controversy of centralization versus decentralization will collapse as the information transfer network is spread through the entire academic community. The utilization of digital computers will give librarians a wholly new freedom in the organization and control of their materials. Not since the days of Dewey and Cutter at the end of the last century has there been a comparable opportunity for progress in library management. That opportunity can be fully seized only if librarians assume leadership in introducing the new services that are becoming possible through the application of new technology. Only through the imaginative assertion of that leadership will the library profession ensure that the coming transition is accomplished without sacrifice of the essential features of past achievement.

Changing Patterns of Communication

The technological cure that has been outlined will get the patient back on his feet, but he will not be in perfect health. No amount of optimism about the great potential of information transfer technology can obliterate the ugly fact that the channels of communication between scholars are poorly managed, and that the flow of valuable ideas is impeded by an enormous mass of trash. The new technology will speedily and impartially make all items accessible, indexed in depth, at all terminals of the network. If the user finds that his university's superb new facilities deliver trash, he can blame neither the engineer nor the librarian. "Garbage in, garbage out" is the stern rule under which their system must necessarily operate. Who is to sit at the entrance gate and make quality judgments?

Research libraries must operate within the prevailing pattern of communication among scholars, and the pattern is changing before our eyes. In science and engineering, the one-time supremacy of the definitive paper in the journal of a learned society has given way to a chaotic regime of preprints, conference proceedings, private reports, *ad hoc* serials, and government documents. Librarians are struggling heroically to bring some semblance of order to this confused torrent, but only the most affluent libraries can keep up the pace, and even they drive their users to despair by flooding them with inferior literature.

Many working scientists and engineers have responded to this situation by giving up the use of libraries and keeping up with progress in their field by other means. They exchange informal reports with their professional friends; they arrange invitational conferences; they travel to briefings by government agencies; and, of course, they talk with their colleagues, as they have always done. Thus they manage to stay abreast of new developments, but the system is hard on students and other financially underprivileged members of the academic world.

This general state of disrepair of our channels for scholarly communication has become so apparent that a number of studies have been organized to survey the situation. The most lustrous of these was conducted, under the chairmanship of Alvin M. Weinberg, by a panel of the President's Science Advisory Committee. Its report (*1*), issued by the White House on 10 January 1963, begins with the statement that "transfer of information is an inseparable part of research and development." Its major conclusion is that "the technical community generally must devote a larger share than heretofore of its time and resources to the discriminating management of the ever-increasing technical record." Other studies have made similar pleas to scholars, urging them to assume more responsibility for effective communication in their fields. But, up to now, the most conspicuous efforts have been in the direction of greater mechanization of retrieval, while the tasks of establishing and maintaining a first-class record have been neglected.

The Public Printed Record

The public printed record of the results of scholarly research is the universal device that transcends the barriers of space and time between scholars. It makes the most recent advances of human knowledge accessible to students and scholars throughout the world. Wherever there is a library, any person who has learned the language may participate in the outstanding intellectual adventures of his time. The same record extends into the past; through an unbroken sequence of communications, the scholar of today can trace the origin and growth of a new concept in different periods and in different countries. By standing on the shoulders of a giant, he may see farther.

The wide availability of the record is one of the guarantees of its soundness. In science especially, truth is held to reside in findings that can be ex-

perimentally verified anywhere, at any time. Moreover, the value of each individual's contribution to growth and knowledge in his field can be judged openly and fairly, and the judgment can be revised in the light of subsequent results. Thus, the public printed record has long been considered one of the best means of maintaining high standards in scholarly pursuits. Its value in this context has come to be recognized by government administrators in the present era of generous federal support for research. The public printed record contributes much more importantly to government economy through controlling the quality of research than through merely safeguarding against duplication of effort.

As the total structure of human knowledge has grown, the printed record has reflected the proliferation and complexity of scholarly activity. New journals have been created to provide a forum for discourse in newly emerging fields. At the same time, review articles, progress reports, bibliographies, monographs, and textbooks have been added to primary journal publications, and thus the shape of the total structure has become discernible beyond the profusion of detail in the foreground. As long as these secondary constituents of the record were assiduously cared for, the growth of the record, however rapid its expansion, remained orderly, hence the visibility of the total structure has been preserved. Thus tended from generation to generation, the public printed record of our knowledge has itself become one of the greatest achievements of the human spirit.

It is this magnificent structure that is now in jeopardy from neglect. Authors of scientific and technical papers are bypassing carefully edited primary journals in favor of more rapid publication in poorly edited reports. Important and expensive work is published in obscure conference transactions that are often beyond the reach of the librarian's bibliographic tools and thus not accessible to many workers in the field. Review articles, critical bibliographies, and textbooks are not being written, because the incentives offered for writing them are less attractive to qualified scholars than the incentives for doing original research. These are the symptoms of a rapidly deteriorating situation. Whose responsibility is it to work toward a reversal of this dangerous trend and attempt to create a new balance in scholarship, in which the wise management of the printed record will become as important a task as the production of new research results?

Role of the Universities

It is neither fair nor sensible to assign to libraries the total responsibility for scholarly communications. Quality judgments concerning the substance of the printed record are essential elements of the total task. Such judgments will be accepted by scholars only if they are made by recognized authorities in the various fields. For example, it is the inescapable responsibility of geophysicists and metallurgists to decide what should go into the permanent public printed record of geophysics and of metallurgy; once that decision has been made, it becomes the responsibility of the library profession to provide the best possible access to each item in the total record.

In their several fields of specialization, scholars have made extensive use of their professional societies to provide some of the important components of their communications system. The societies have been particularly competent and successful in establishing and editing journals, and in organizing meetings and symposia. In seeking to provide better access to the scholarly literature, the societies have recognized the importance of abstracts and have sponsored many of the excellent abstracting services available today. Some societies, notable among them the American Psychological Association, have made comprehensive studies of the total pattern of communication in their field. In recent years the American Chemical Society, the American Institute of Physics, the Engineers Joint Council, and other professional groups have organized research programs dealing with advanced techniques of information transfer.

Altogether, the professional societies have displayed greater initiative in their concern for the printed record than have the universities, where the first consideration has generally been individual excellence in creative research. To be sure, the achievements of the professional societies often reflect the distinguished leadership of officers who are members of university faculties. But our universities, as institutions, have taken no conspicuous action to arrest the progressive deterioration of the printed record of human knowledge. No matter how successful the professional societies have been in solving some parts of the problem, the universities cannot properly delegate responsibility in this domain. It is not a simple matter of expediency. The issue is the future of learning, and, over many centuries, the universities have come to be regarded as the best guardians of learning. It is easy to point out deficiencies in their handling of the trust; it is difficult to suggest another group that would perform the task even half as well.

In recent decades the spectacular flood of government-sponsored research activity has submerged our universities' traditional concern with other aspects of scholarship. The resulting imbalance will not be permanent, but serious damage will be done while it lasts. In the realm of teaching, the desperate shortage of persons qualified to train our youngsters for the tasks that await them in our complex society has already led to vigorous and imaginative action by our leading universities. There is every reason to hope for a similarly creative response in the realm of printed communications, once the present crisis is fully recognized.

Initial Steps

Strong incentives will then have to be provided for the practice of neglected arts. A new kind of respectability and prestige must be attached to the writing of critical reviews, progress reports, bibliographies, monographs, and textbooks. It will take money to bring these matters more completely within our control, more money than the universities can today find in their budgets.

In this effort, as in many others that are judged to be important, the universities will have to enter into partnership with outside sponsors. Because of the novelty of offering substantial direct fees for jobs of writing or editing on which the potential royalties might be meager, the initial support had best be undertaken by private foundations. Once the precedent has been established in sufficient depth, a more massive pattern of support could be organized by the federal government, where the importance of the information crisis was well understood even before the Senate Committee on Government Operations began its hear-

ings on information management, in 1958.

Samuel A. Goudsmit, in a recent article (2) on the state of the scientific literature, has suggested the creation of review centers, located at large universities or research institutes, where a permanent staff of competent writers would provide assistance to the outstanding scientists who would accept responsibility for review articles.

Essential to the success of any system of incentives will be an understanding of the importance of quality. The publication of inferior material will have to be ruthlessly discouraged, lest such material appear in print and block access to good material, bringing discredit upon the entire scheme. As always, the crucial task will be the selection of the individuals to whom the stipends are awarded. One of the major objectives will be endowment of the supported activities with great prestige, and this can be achieved only through selection of individuals by a jury with outstanding qualifications. The government would do well to enlist the help of the National Academy of Sciences in this task. The Academy has given a clear signal of its awareness of the problem by its recent creation of a Committee on Scientific and Technical Communication.

A well-executed program for improving the printed record of scholarship will bring growing recognition to the individuals selected for financial support. Distinguished contributions to the structure of written communications in a field of scholarship will take their place, along with creative research and imaginative teaching, on the path to academic promotion. Faculty members will be encouraged to participate in the more effective management of the journal and report literature of their field. The task of controlling the holdings of central libraries and departmental book rooms at universities will be regarded as a responsibility deserving the close and continuing attention of the best available talent in each department.

A new attitude on the part of our universities toward these forgotten aspects of scholarship will have clear implications for the future of research libraries. The attention given by outstanding scholars in each field to the improvement of communications in general, and of the printed record in particular, will produce the indispensable intellectual element needed in the control of the procedures that modern technology will make available to libraries. With this new attitude to support them, librarians and engineers will be able to create information transfer networks that can reach into every corner of the academic community and give scholars a kind of command over the written record that will lead to wholly unforeseen extensions of our intellectual world.

References

1. *Science, Government, and Information. A Report of the President's Science Advisory Committee* (Government Printing Office, Washington, D.C., 1963).
2. S. A. Goudsmit, *Phys. Today* **19**, No. 9, 52 (1966).

NEWS AND COMMENT

Rep. Joe Evins: NSF and NASA Get a New Master of Finance

Among the custodians of the vaults from which cash is passed out to the scientific and technical community is a little-known Southern congressman whose power and influence are on the rise. He is Representative Joe L. Evins, of Tennessee's Fourth Congressional District, an area which is without city slickers except for those who happen to be passing through.

During his two decades as a member of the House, Evins has seen death, defeat, and retirement remove many of the elders who stood between him and the seniority system's upper reaches, where the light is better and the levers of power are within grasp. This inexorable attrition is the ally of all those who survive. Last year, his 20th in Congress, Evins, at 55, succeeded to the chairmanship of the Appropriations Subcommittee on Independent Offices, replacing the late Albert Thomas of Texas, the benevolent despot of finance for the National Science Foundation, NASA, the Office of Science and Technology, the Department of Housing and Urban Development (HUD), the regulatory commissions, and numerous other agencies. As chairman, Evins, a Southern moderate, will be important to the fund-seekers, though whether he will become as important as Thomas is uncertain.

The reason, of course, why the appropriations subcommittees are so important is that they tend to be semi-autonomous in relation to the parent Appropriations Committee, and relatively few appropriations decisions made in subcommittee are reversed by the House itself.

The control Thomas exercised over the subcommittee was unusual even on a congressional scene in which domineering chairmen have by no means been rare. Agency officials marveled at Thomas's grasp of budgetary detail and were never complacent during his aggressive, incisive interrogations. Evins has been given good marks so far by his Appropriations Committee colleagues, but it is fair to say that more time must elapse before his qualities can be assessed. This is particularly true inasmuch as Thomas was such an overshadowing figure that Evins, as well as most other members of the subcommittee, remained obscure.

The new chairman is taking over at a somewhat inauspicious moment. As the result of Republican gains in the November elections, the Independent Offices Subcommittee has been enlarged from a seven- to a ten-man body and its ideological complexion has become distinctly more conservative. Evins may find himself outvoted if he tries, as a Democratic loyalist, to deal generously with some of the more controversial administration programs, such as the model cities program.

Nevertheless, on any committee the chairman tends to be the most important member, at least until seniority leads to senility. His authority is buttressed by custom and congressional folkways. Evins, still in the prime of middle age, is reputed to have plenty of political savvy and his influence over appropriations should be substantial.