

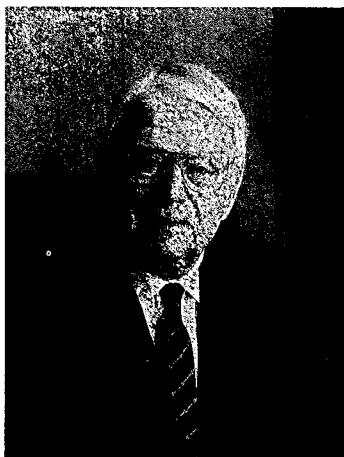
資訊科學先驅

Pioneers of Information Science

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文華圖書館管理資訊股份有限公司 出版

臺北市：文華圖書管理，民94.10



佛萊德瑞克·葛萊德雷
· 克爾格

Frederick Gridley Kilgour
(1914 -)

藍文欽 撰寫

臺灣大學圖書資訊學系

壹、前言

對今日的圖書資訊從業人員而言，不論中外，未曾聽過「線上電腦圖書館中心」（Online Computer Library Center，原名 Ohio College Library Center，均簡稱作OCLC）的，可能為數不多。OCLC是最早的線上合作編目組織，目前已發展成全球最大的書目供用中心（bibliographic utility），是世界上最大的圖書館合作網（library network）。但是，如果我們回顧OCLC的發展歷程，就會發現它在西元1967年的始創，其實是一樁了不起的創新構想。（Mason, 1998, p. 56）今天我們或許已將「電腦」、「通



訊」、「網路」等視為生活中的一部分，認為「合作編目」（cooperative cataloging）與「資源分享」（resources sharing）是圖書館必須採取的作業與服務方式。然而，在 1960 年代，電腦、通訊、及網路的技術與設備，都還處於萌芽的階段；合作編目則停留在印售卡片目錄及編印紙本式的聯合目錄；而資源分享也止於概念，少有能見諸實行的。OCLC 的構想，就是將這些技術、設備、與概念整合在一起，規劃出一項當時還不存在的「線上合作編目」願景。OCLC 的成立，當然是得力於許多人的支持與協助，但其中扮演最重要推手的，卻非佛萊德瑞克·葛萊德雷·克爾格（Frederick G. Kilgour, 1914 - ）莫屬，所以《圖書館與資訊科學世界百科全書》（World Encyclopedia of Library and Information Sciences）在介紹 Kilgour 時，就稱他是「OCLC 之父」（1993, p.424）。

Kilgour 與 OCLC 的成功有密不可分的關係，Allan（1979）認為「沒有 Kilgour 就不會有今天的 OCLC」（p.12）。1978 年，美國圖書館協會（American Library Association，簡稱 ALA）頒贈杜威獎章（Melvil Dewey Medal）給 Kilgour 時，也讚揚他是讓 OCLC「從無到有」的主要驅力。他們認為 OCLC 所以能夠成功，或應歸因於 Kilgour 所具有的四項特質：能幹稱職的圖書館員、對技術演進的高敏感度、完美的政治家、以及一呎厚的臉皮。（轉引自 Allan, 1979, p. 13）最後一點當然是戲謔的玩笑話，但也正可以說明他在創建與推展 OCLC 的過程中，遭遇了多少困難、阻力、與挑戰。幸而 Kilgour 鍥而不捨的走了過來，他應允的樂土（promised land）—— OCLC 才能夠開花結果。

Kilgour 的創新與執行能力，讓 OCLC 由想像變成事實。無庸置疑的，OCLC 的成功，徹底地改變了圖書館的作業方式與服務內容。如同 Allison 與 Allan 所說，OCLC 將圖書館帶入電子通訊、線上資料庫、與終端機的世界。（Allison & Allan, 1979, p. 7）Kilgour 的成就與貢獻，讓美國資訊科學學會（American Society for Information Science，簡稱 ASIS；2000 年起改名為 American Society for Information Science & Technology，簡稱 ASIS&T）

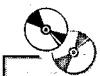
在 1979 年，將該學會的最高榮譽——「最佳貢獻獎」(Award of Merit) 頒贈給他。同時，該學會亦將 Kilgour 列入「北美地區資訊科學先驅」(Pioneers of Information Science in North American) (詳細說明請見 <http://www.libsci.sc.edu/bob/ISP/ISP.htm>)。除此之外，還有不少學會贈與獎章，也有一些大學授予榮譽博士學位(詳見本文第四節)。凡此種種，正顯示 Kilgour 在圖書資訊學領域自有其舉足輕重的地位。本文的目的，即在簡略介紹這位先驅的生平、學經歷、及其對圖書館與資訊科學的貢獻與影響等。惟所能查得的資料相當有限，疏漏訛謬自是難免，敬請博雅指正。

貳、個人資料與學經歷

Kilgour 於 1914 年 1 月 6 日出生於美國麻薩諸塞州 (Massachusetts) 的春田鎮 (Springfield)，父親為 Edward Francis Kilgour，母親是 Lillian Bess Piper。Kilgour 於 1940 年 9 月 3 日與 Eleanor Margaret Beach 女士結婚，育有四名子女：Christopher Beach、Martha、Alison、及 Meredith。(Weisbrod, 1974, p. 404; Who's Who in America, 1999, p.2386)

1931 年，Kilgour 入哈佛大學 (Harvard College) 就讀，主修化學。他原希望日後能朝醫學方面發展，但在大四階段，就因家庭經濟因素而放棄了這個念頭。(Kilgour interview summary, 1985; Weisbrod, 1974, p. 402)

1934 年 10 月起，Kilgour 開始在哈佛大學的 Widener 圖書館工讀，擔任流通部門助理 (circulation clerk)，這是他與圖書館事業結緣的濫觴。Kilgour 當時只是大四學生，但他已經深刻體認到「好的圖書館服務不僅需要技能，更有賴圖書館員與讀者間面對面的接觸」。所以，他為自己設定了一個服務的目標，就是「讓他所服務的每位讀者都向他說聲謝謝」。(Beddow & Malinconico, 1995, p. 183) Kilgour 從最基本的尊重讀者做起，與讀者接觸時，他一定會直視讀者的眼睛；將書籍交給讀者時，一定親手



遞交，而不是從桌上滑過去給讀者。即使這些只是小小的改變，卻讓讀者對他產生信賴，有任何與圖書館有關的問題就會請他協助。（Beddow & Malinconico, 1995, p. 183）

1935 年 Kilgour 自哈佛大學畢業，適值經濟大蕭條（Great Depression）時期，找工作不易，所以他決定留在 Widener 圖書館流通部門，成為全職人員。Kilgour 於 1985 年接受 Watterson 訪談時提到，他決定留在圖書館工作的另一個主要原因，是他認為自己所擁有的科學訓練與追求真相的態度，或許能對圖書館事業做出某種貢獻。（Kilgour interview summary, 1985）而事實上，他的科學教育背景很快就派上用場。當時在 Widener 圖書館流通部門所建置使用的幾種檔案中，Kilgour 發現至少有一種是幾乎沒有作用的，但圖書館卻得花費大量人力與經費去維護，所以他建議將這項檔案剔除。雖然資深館員以一向都如此建檔為理由，反對淘汰該項檔案，但他利用實證研究提出具體事實^{（註1）}，成功地說服同仁將其中的兩種檔案合併為一。（Beddow & Malinconico, 1995, p. 184）除了注意如何運用技術改進圖書館服務外，Kilgour 繼續維持其一貫重視人的服務態度，並獲得讀者的肯定。Kilgour 曾提到一件令他難忘的事，就是在哈佛大學 1936 年的畢業典禮，有一位博士畢業生對他說：「我真的感謝你為改進這所圖書館所做的努力。」（Beddow & Malinconico, 1995, p. 183-184）這樣的親身經歷，讓 Kilgour 確定了他日後努力的主要目標——「提升資訊的可獲得性」（to improve the availability of information）（Kilgour, 1987, p. 381），尤其是「如何善用電子科技的力量去創造適合個別需求的產品與服務。」（Beddow & Malinconico, 1995, p. 184）由於工作上的傑出表現，他後來被拔擢為流通部門的主管。（Weisbrod, 1974, p. 402）

在 Widener 圖書館流通部門服務的期間，Kilgour 繼續在哈佛大學攻讀

註 1 詳見 Kilgour, F. G.. (1939). A new punched card for circulation records. Library Journal, 64(4), 131-133.

科學史 (History of Science) 碩士，並利用暑期在哥倫比亞大學 (Columbia University) 的圖書館學院 (School of Library Service) 修習圖書館學碩士。

(Weisbrod, 1974, p. 402; Preface, 1984, p. xi) 不過，Kilgour 曾在一次訪談中透露，他不是很喜歡圖書館學校的課程，尤其有一回教授指定閱讀一篇他剛發表的文章，更讓他覺得興趣大減。(Kilgour interview summary, 1985) 這段期間另外值得一提的，是凱因斯·戴維特·梅迪可夫 (Keyes Dewitt Metcalf, 1889-1983) 於 1936 年出任哈佛大學圖書館館長，在《佛萊德瑞克·克爾格著作合集》(Collected Papers of Frederick G. Kilgour) 第一冊的序言中，編者特別指出 Kilgour 曾擔任 Metcalf 的助理 (general assistant)。Metcalf 以圖書館行政與管理見長，是實驗主義者。他曾強調圖書館要提供讀者最佳服務，也主張目錄不必太繁瑣。(有關梅氏的事蹟，請參見嚴文郁，民 87，頁 256-264) 吾人不清楚 Kilgour 的若干想法是否曾受 Metcalf 啟迪，但他們兩人在重實證、以讀者為尊、及目錄不需太繁瑣這三點，看法是相當近似的。

二次大戰期間，Kilgour 被徵調為國服務，擔任設於華府的戰略服務辦公室 (Office of Strategic Services，簡稱 OSS) (註 2) 的海軍中尉 (junior lieutenant) 情報官 (intelligence officer)。(Weisbrod, 1974, p. 402) 於 1942 至 1945 年間，Kilgour 帶領「徵集外國出版品跨部委員會」(Interdepartmental Committee for the Acquisition of Foreign Publications，簡稱 IDC)，利用新發明的微縮影像技術 (microphotographic techniques)，專司蒐集敵人及敵方佔領區的出版品，再分析其內容，研判可能布雷的水域，提供給海軍單位參考。同時，也蒐集相關情報提供給聯邦的情報機構運用。在 Kilgour 領導之下，IDC 由一個五人團體，擴充至 150 個工作人員，並有三分之一是派駐海外各地。從 1945 至 1948 年，Kilgour 改任美國國務院的情報蒐集與傳播辦公室 (Office of Intelligence Collection and Dissemination, De-

註 2 Beddow & Malinconico(1995)則說 Kilgour 服務的 OSS，其全稱為 Overseas Strategic Services。(p. 185)



partment of State) 副主任 (deputy director)。(Beddow & Malinconico, 1995, p. 185; Kilgour, 1987, p. 381; Preface, 1984, p. xi; Weisbrod, 1974, p. 402) 由於他的卓越貢獻，獲軍方頒贈 The Legion of Merit 勳章 (註 3)。

(Kilgour interview summary, 1985; Weisbrod, 1974, p. 402) Kilgour 認為這段經歷，是他第一次從事所謂「合作事業」(cooperative venture) 的經驗。

(Kilgour interview summary, 1985) 同時，他更深刻體認到，要成功地執行軍事作業，或擬定可行的國際政治與經濟政策，由報紙、期刊、及書籍中蒐集資訊是有其絕對的必要性。(Kilgour, 1987, p. 381)

1948 年 10 月 (註 4)，Kilgour 獲聘為耶魯大學 (Yale University) 醫學圖書館主任，自此開始他在耶魯大學長達十九年的工作經歷。(Kilgour, 1987, p. 381; Weisbrod, 1974, p. 402) Kilgour 的第一件工作，就是將耶魯大學的醫學館藏加以整合，把原先分散在總圖書館、醫學圖書館、歷史圖書館、護士學院圖書館、及心理圖書館的醫學館藏整併，以方便讀者查考使用。(Kilgour, 1987, p. 381) 之後，他繼續發揚重視實證與研究的精神，曾先後進行過一些調查研究，例如：探討耶魯大學的醫學館藏的歷史與成長 (Kilgour, 1961a)、調查耶魯大學醫學圖書館圖書與期刊的使用情形 (Kilgour, 1961b, 1962a, 1962b, 1963b; Stangl & Kilgour, 1967a, 1967b)、就生醫類資料 (biomedical materials) 的卡片目錄上的著錄項目的特色做量化分析 (Kilgour, 1963a)、利用期刊引文分析醫學博碩士論文的使用情形 (Kilgour, 1964a)、比較國會圖書館標題表與醫學圖書館標題表的異同 (Kilgour, 1964b) 等等。Kilgour 在規劃及執行圖書館業務時，多能參考這些調查研究的結果。例如：他曾幾次根據調查所知的期刊與圖書利用情形，

註 3 有關此勳章之介紹，請參見 Wikipedia 之相關款目 - http://en.wikipedia.org/wiki/Legion_of_Merit。

註 4 Kilgour 1985 年接受 Watterson 的訪談 (Kilgour interview summary, 1985) 及《Collected Papers of Frederick G. Kilgour》第一冊的序言 (Preface, 1984, p. xi) 中，則提到 Kilgour 是 1949 年接任耶魯大學醫學圖書館主任的職位。

重新安排圖書與期刊的擺放位置，結果是使用率大幅提升。（Kilgour, 1987, pp. 381-382）

在耶魯大學醫學圖書館工作期間，Kilgour 同時展現了他對醫學與科技分面的興趣。他在耶魯的科學與醫學史學系（Department of the History of Science and Medicine）兼課，擔任講師（lecturer），先後教授過科學史（History of Science）、美國科學史（History of American Science）、科學與醫學史（History of Science and Medicine）、及技術史（History of Technology）等課程。（Weisbrod, 1974, p. 403; Who's Who in America, 1999, p. 2386）他也發表過許多與醫學史相關的文章，多數已收錄在《Collected Papers of Frederick G. Kilgour》第一冊。其中較特別的，是他在《What's New》期刊上所發表的 Medicine in Art 系列文章，主要是介紹收藏在各博物館的名畫中與醫學特別有關的部分。另外，Kilgour 是《歷史上的工程師》（Engineering in History）一書的四位作者之一，此書於 1956 年出版後，被當年的 ALA 全國圖書評議會（National Book Council）推薦為 42 本值得注意的書（notable books）之一。（Weisbrod, 1974, p. 403.）

1961 年起，Kilgour 開始留意運用電腦處理圖書館業務的可行性（Kilgour, 1964c, 1965b, 1965c），並成為推動圖書館自動化作業的先驅之一。在他的努力下，結合了哥倫比亞大學與哈佛大學兩所醫學圖書館的負責人傅雷民（Thomas P. Fleming）與艾斯特奎司特（Ralph T. Esterquest），共同推動「哥倫比亞—哈佛—耶魯醫學圖書館電腦化計畫」（Columbia-Harvard-Yale Medical Libraries Computerization Project，簡稱 CHY）。（Kilgour, Esterquest, & Fleming, 1963; Kilgour & Smith, 1964）這項計畫的目的，是希望能提供三館館藏的聯合書目資料庫，以及醫學期刊文獻的索引服務。CHY 計畫由 1961 年開始，由於經費短絀與哈佛醫學圖書館退出的緣故，這項計畫在 1966 年 6 月 30 日結束。（Kilgour, 1987, p. 383）這項計畫雖無力為繼，卻為 OCLC 的建構提供了雛形。（Weisbrod, 1974, p.403-404）



1965 年，Kilgour 被擢升為耶魯大學圖書館副館長（associate university librarian），負責研究與發展工作的推動與執行。Kilgour 的注意力，主要放在目錄使用研究，及耶魯大學圖書館電腦化的發展。在他任內，完成了一套機器輔助的技術處理系統（machine-aided technical processing system）。同時，領導耶魯圖書館繼續執行與擴充 CHY 計畫的電腦化作業，並讓耶魯成為參與國會圖書館 MARC 先導計畫的圖書館之一。（Weisbrod, 1974, p.404）

1965 年 9 月，Kilgour 與洛夫·派克（Ralph Parker）應俄亥俄州大學協會（Ohio College Association，簡稱 OCA）之邀擔任顧問，就該協會討論中的聯合目錄方案提供意見。Kilgour 與 Parker 認為傳統的聯合目錄已不符未來需要，建議該協會以「線上合作編目中心」替代之。（Kilgour, 1987, p. 383）OCA 討論後，議決通過他們二人建議的方案；經多方徵詢合適人選，最後決定邀請 Kilgour 主持其事。Kilgour 接受 OCA 的邀請及賦予的挑戰，於 1967 年 9 月正式成為俄亥俄州大學圖書館中心（Ohio College Library Center，簡稱 OCLC）的創建者（founder）與首任執行長（executive director）。（Kilgour, 1982, pp. 42-43）其後 OCLC 於 1977 年改組，Kilgour 成為總裁兼執行長。從 1967 年至 1980 年，OCLC 在 Kilgour 的領導主持之下，由一個地區性圖書館合作組織，成為全國性以及國際性的書目供用中心。員工人數由二人增長至 500 人；參與的圖書館數目，由俄亥俄州的 54 所學術圖書館擴充至全國的 2,300 所圖書館；書目資料庫的資料，由 0 筆發展至 500 萬筆。（Mason, 1998, p. 56-57）OCLC 的創建與成功發展，可說是 Kilgour 對圖書館與資訊科學界最大的貢獻，在下一節討論其影響與貢獻時，會有更詳細的說明。

Kilgour 在 1980 年底辭去 OCLC 總裁兼執行長的職務，因為他希望自己有更多時間從事「具創造性或革新性的活動」。（Maciuszko, 1984, p. 223）OCLC 董事會特別新設一個永久性的創建董事（Permanent Founder Trustee）名義，並敦請 Kilgour 接受此一職位。（Maciuszko, 1984, p.223）

在 1981 年至 1983 年間，Kilgour 曾擔任 OCLC 董事會的副主席，1995 年 2 月自董事會退休。（<http://www.oclc.org/about/history/default.htm>）

1990 年起，Kilgour 應北卡羅萊那大學教堂山分校（University of North Carolina at Chapel Hill，簡稱 UNC）之資訊科學與圖書館學學院（School of Information and Library Science）之聘，擔任傑出研究教授（Distinguished Research Professor）。他雖然已臻耄耋之齡，仍講學著述不輟。他這段期間的研究，多與已知款目（known item）的線上書目查檢有關。Kilgour 一直認為傳統的線上目錄，要求使用者記得作者的全名或書名的全稱，並不是理想的作法，他以及他的同儕透過一系列的實證研究，告訴我們只要利用作者的姓氏及書名中的少數關鍵字，就可得到不錯的查詢結果。（Kilgour, 1994, 1995a, 1995b, 1996, 2001; Kilgour & Moran, 2000; Kilgour, Moran, & Barden, 1999）另外，他在 1998 年出版《圖書之演化》（The Evolution of the Book），是一部從技術演進觀點探討圖書形制演變的專著。

2004 年 1 月 6 日，OCLC 的代表與 UNC 資訊科學與圖書館學學院在北卡羅萊納的教堂山為 Kilgour 舉辦九秩嵩壽慶祝活動，他與夫人聯袂出席，兩人均仍神采奕奕（活動照片與相關報導，請參閱<http://www.oclc.org/news/publications/newsletters/oclc/2004/263/downloads/kilgour.pdf>）。

參、對資訊科學與技術發展之影響

Kilgour 不僅是能提供願景的思想家，也是具備行政長才與果斷精神的執行家，OCLC 能在他手上從無到有，與他兼具這兩種特質不無關係。OCLC 是 Kilgour 對圖書館事業最大的貢獻，在圖書館史上自有其不可磨滅的地位。（Maciuszko, 1984, p.214）如同 Beddow 與 Malinconico 的文章中所言，Kilgour 重新塑造與轉變了圖書館與圖書館事業，永遠改變了圖書館作業與管理的方式。（1995, p. 186）ASIS 於 1979 年頒贈最佳貢獻獎章給



Kilgour，其褒揚辭中有下面這段話：

他成功地改變了什麼是具可行性的圖書館自動化與圖書館網路的概念。他在技術方面的主要進展，加上高超的規劃與執行能力、對書目與資訊需求的深刻洞察力、以及明確不移的領導風格，得以將一州的圖書館聯盟轉化為全國性的館際書目供用中心。OCLC 已經證明全國分享書目記錄的可行性，也幫助圖書館在教育經費嚴重減縮的情況下，能做到成本控制或降低成本，並維持與強化服務的品質與速度。這項成就或可視為對美國國家型網路的最大貢獻，他的努力對資訊科學領域將有長遠的影響。（轉引自 *Collected Papers of Frederick G. Kilgour*, vol.2, p. 507）

Kilgour 列名 ASIS 的「北美地區資訊科學先驅」，與其主導 OCLC 有關。所以，本節將進一步說明 Kilgour 創建與經營 OCLC 的大略經過，俾有助於了解其貢獻與影響。

1950 年代起，圖書出版品數量激增，圖書館的購書預算多趕不上資訊增長的速率，如何讓教師與學生獲得所需的圖書資料，是許多學術圖書館面臨的重大挑戰。然而，在出版品激增而購書經費不足的情況下，圖書館尚得挪出大筆預算以供分類編目之需，遂使有限的經費更顯拮据。為因應日益高漲的圖書館作業支出，當時的俄亥俄州大學協會（Ohio College Association，簡稱 OCA）認為有發展某種分享機制的必要，以便讓全俄亥俄州的學術圖書館的資源能供全州的老師與學生使用，同時又能減少重複作業，降低圖書館的作業成本。於是，OCA 聘請 Wyman Parker 擔任顧問，委託他規劃一個能提高資料獲得率兼又降低成本的方案。Parker 於 1963 年向 OCA 的委員會提出報告，建議發展一個傳統的聯合目錄中心。經過討論後，OCA 接受了 Parker 的建議案，並籌組另一委員會負責尋求落實該建議案的方法與途徑。該委員會收到四份商業公司投遞的計畫書，其中兩份很快就被否決，但委員會卻對另外兩份的優劣有歧見，相執不下，無法做成決議。（Allan, 1979, p.11; Kilgour, 1982, pp.41-42）

故在 1965 年時，委員會轉而諮詢當時任職耶魯副館長的 Kilgour 與在密蘇里大學（University of Missouri）圖書館服務的 Ralph Parker。他們兩人在了解 OCA 的需求後，認為傳統的聯合目錄無法滿足未來需要，建議發展一個電腦化的線上聯合目錄系統，利用與主機連線的終端機進行編目，並以此作為合作編目的基礎，分享已存在系統中的書目資料。（Parker & Kilgour, 1965）該委員會接受了 Parker 與 Kilgour 建議，OCA 隨後也議決通過他們的建議書，準備建構一個名為 Ohio College Library Center 的合作機制。1967 年 6 月 6 日，OCLC 正式定位為非營利性（not-for-profit）的會員組織，但當時尚無任何類似的線上電腦圖書館中心存在。接著，就是尋求合適的人選來主導這件工作，經過多方徵詢，最後 Kilgour 同意出任首位執行長（註 5）。（Allan, 1979, pp. 11-12; Beddow & Malinconico, 1995, p. 185; Kilgour, 1982, pp. 42-43; Smith, 1998, p.252; 王仁芳、馮潔音、紀陸恩，2002，頁 2-3）

開創初期，筆路藍縷，只有兩名員工，借用俄亥俄州立大學（Ohio State University）圖書館的一間房間辦公（註 6）。（Maciuszko, 1984, p.214）在 OCA 的財務與精神的支持之下，Kilgour 與夫人 Eleanor 在俄亥俄州四處奔走，向圖書館主管與從業人員說明線上合作編目的可行性及資源分享的好處。然而他們所接觸到的，不乏懷疑或敵對的眼光，許多人反對或質疑線

註 5 Kilgour 曾提到他所以接受這份工作，是因為看到 OCA 能針對他提出的需求迅速回應，讓他覺得 OCA 的行政管道通暢，不怕接受挑戰，支持創新與改變。（Beddow & Malinconico, 1995, p. 185）

註 6 今天在俄亥俄州立大學圖書館 327 室門外，釘有一塊牌子寫著：「In September 1967, in the area Frederick G. Kilgour opened the first office for the Ohio College Library Center which later became the international network Online Computer Library Center.」（Porentas, J. (2005). Enterprise founded in OSU Library becomes global leader in unique field. *The Ozone.net*. Retrieved June 28, 2005, from: <http://www.theozone.net/misc/oclc.htm>）另外，Maruskin (1980)則是說借用的房間為 Room 328。（p. 15）



上電腦編目的作法，也不相信編目記錄可以分享。幸好 Kilgour 堅信既可解決重複編目又能降低成本的最有效方法就是線上合作編目，鍥而不捨，無畏艱難，終於贏得俄亥俄州多數學術圖書館的參與。（Beddow & Malinconico, 1995, p. 186）為了加強與會員間的溝通管道，OCLC 特別發行 Newsletter，Kilgour 負責 1 至 67 期的主筆（Maciuszko, 1984, p. 99），其用心實令人佩服。故 Allan（1979）曾說：即使是那些不喜歡 Kilgour 或 OCLC 的人，都敬重 Kilgour 的推銷員精神和對新科技的適應能力。（p. 12）

基於在耶魯大學圖書館時執行 CHY 計畫的經驗，Kilgour 很快就發展出一套批次作業（batch-processed）系統，用以分送卡片目錄給會員圖書館。1971 年 8 月 26 日，俄亥俄大學的 Alden 圖書館利用線上方式編目了 133 本書，這是圖書館史上的第一次線上編目，也佐證了分享編目資料的可行性。自此之後，Kilgour 所提的願景，亦即 OCLC 能夠提升資訊的獲取率，也能降低作業成本的功用，才更為圖書館界所瞭解與接受。1970 年代以後，圖書館界對運用現代電子科技的態度明顯改變，這或可視為 OCLC 成功後的直接影響。（Beddow & Malinconico, 1995, p. 186）

1973 年時，為了提升 OCLC 的功用與合作效益，OCA 同意讓其他州的圖書館網路組織的成員加入，擴大與其他圖書館組織結盟，例如：Pittsburgh Regional Library Center (PRLC)、Union Library Catalog of Pennsylvania (ULC)、Five Associated University libraries (FAUL)、New England Library Information Network (NELINET)、及 Cooperative College Library Center (CCLC) 等。（Maciuszko, 1984, p.63）1978 年時，OCLC 完成新的館際互借系統（interlibrary lending system），對提升資料的獲取率有更直接而明顯的幫助。此時，OCLC 已被視為是全國性的圖書館網路組織。（World Encyclopedia of Library and Information Services, 1993, p.424; Maciuszko, 1984, p.177; Mason, 1998, p. 56; 王仁芳、馮潔音、紀陸恩，2002，頁 4-6）1981 年，OCLC 正式改名為 Online Computer Library Center。

除了讓 OCLC 在美國逐步發展為全國性的圖書館合作網外，Kilgour 也曾到英國、瑞士、奧地利、南斯拉夫、澳大利亞等國訪問考察，藉機進行系統展示，希望能與其他國家的圖書館組織合作，並將 OCLC 的經驗與系統推介至其他國家。（Maciuszko, 1984, p.166）據 Deschamps（1998）的描述，Kilgour 是一個受歡迎的演說家，有能力掌握觀眾且具有說服力。（p. 142）他與夫人 Eleanor 合作無間，當他在臺上主講，Eleanor 就在終端機前負責操作。他們的展示通常是很成功，即使他們不提買賣的問題，結果卻通常是令人欣喜的。（p. 145）OCLC 的國際化，或者說一個國際化的書目供用中心的雛形，已在 Kilgour 的努力之下奠定了基礎。

如果說 OCLC 的成功，徹底改變了圖書館的作業與經營方式，無疑地，Kilgour 是大推手、大功臣。而 OCLC 在 Kilgour 的領導下，時時都有新的願景。（Maciuszko, 1984, p.214）但 Kilgour 並非只是空想，他重視研究與發展，強調創新的重要，這對後學應該也有啟示作用。OCLC 系統的設計與選用，都是經過嚴謹的實證研究後決定的，並非靠主管的行政裁量。（Beddow & Malinconico, 1995, p. 187）最著名的例子，大概是 OCLC 的 PRISM 編目服務系統所採用的導出式檢索詞（derived search keys）。所謂的導出式檢索詞，與傳統的作者或書名檢索不同，系統使用者不需記得完整的作者名稱或書名，只需截取作者姓名或書名的幾個字，依照一定規則組合即可用於查檢。（Maciuszko, 1984, p.34; 詳見 Kilgour, Long, & Leiderman, 1970, 1971; Long & Kilgour, 1971）例如：要查 Frederick G. Kilgour 的著作，我們可使用導出式檢索詞「kilg, fre, g」（即姓取前 4 個字母，名字分別取前 3 個與第 1 個字母，組成 4,3,1 的格式）進行查檢。如果要查《Introduction to Cataloging and Classification》，可以「int, to, ca, a」（即書名各字依序取 3 個、2 個、2 個、及 1 個字母，組成 3,2,2,1 的格式）為導出式檢索詞。也可利用作者與書名的組合，例如：Arlene Taylor 之《Introduction to Cataloging and Classification》，其檢索詞為「tayl, intr」（即取姓及書名第一個字的前 4 個字母，做 4,4 的組合）。以上所舉，只是一些



用法，導出式檢索詞還可以有其他組合方式。導出式檢索詞的設計，正可以看出 Kilgour 及其團隊不因循傳統，重視研究創新的精神。這或許是 Kilgour 在創建 OCLC 的偉大事功之外，對圖書資訊學界另一項有意義的啟示與現身說法。

肆、學會活動與獲獎榮譽

Kilgour 是美國圖書館協會 (American Library Association)、美國資訊科學學會 (American Society for Information Science)、醫學圖書館協會 (Medical Library Association, 簡稱 MLA)、技術史學會 (Society for History of Technology) 等學術團體的會員。由於曾在耶魯醫學圖書館服務十七年之久，他對醫學圖書館協會的參與較深，擔任過該學會的總務 (Secretary-Treasurer, 1950-52)，也當過醫學圖書館協會北大西洋分會的主席 (executive board chair, 1963-64)。1984 年，Kilgour 獲選為醫學圖書館協會的特別會員 (MLA Fellows, 簡稱 FMLA)，FMLA 是為表揚對生命科學圖書館事業有傑出貢獻的人，由董事會推舉，一年只有五個名額。(http://www.mlanet.org/awards/honors/fellows/index.html)

1967 年，美國圖書館協會新設資訊科學與自動化小組 (Information Science and Automation Division)，並由該組發行兩份刊物：《Journal of Library Automation》(簡稱 JOLA) 及《JOLA Technical Communications》。JOLA 於 1968 年正式出刊，Kilgour 不僅是創刊編輯，1968 至 1971 年間的編輯皆由他負責。

1973 年，俄亥俄州圖書館協會 (Ohio Library Association) 頒贈 Librarian of the Year Award 給 Kilgour，以表揚他在 OCLC 規劃與發展過程中，不論是在勇氣、願景、及領導各方面所表現的卓越貢獻。(Maciuszko, 1984, p.92)

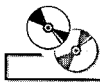
1974 年，ALA 的圖書館館藏與技術服務協會（Association for Library Collections and Technical Services，簡稱 ALCTS）將 Margaret Mann Citation in Cataloging and Classification 頒給 Kilgour。Margaret Mann Citation 主要是頒給在分類編目教學或服務有卓越貢獻或成就的人，Kilgour 也是因為他建置了第一個電腦化書目中心 OCLC 而獲獎。在授獎的褒詞中提到：「他不休止的努力，代表著對改進分類編目技術的傑出貢獻，以及引介公認具重要性的新技術。」（Library Resources & Technical Services, 18(4), p. 402）同年，ASIS 的俄亥俄分會亦授予他 Recognition of Achievement 獎章。

1978 年，Kilgour 獲 ALA 頒贈 Melvil Dewey Award。這項獎章是頒給在圖書館經營、教育訓練、及分類編目等方面有特出表現者。

1979 年，Kilgour 獲 ASIS 頒贈該學會的最高榮譽 Award of Merit。其得獎原因是因為該學會認為 OCLC 的成就，「或可視為對美國國家型網路的最大貢獻，他的努力對資訊科學領域將有長遠的影響。」另外，ASIS 還頒給他 Library Information Technology Award，以表彰他在運用電腦與技術於圖書館作業的創新與成就。（Bulletin of the ASIS, 2, Dec. 1979, p. 47）同一年度，Kilgour 另獲 ALA 的大學與研究圖書館協會（Association of College and Research Libraries，簡稱 ACRL）頒贈 Academic/Research Librarian of the Year Award。這個獎項是頒給對學術與研究圖書館事業有特殊貢獻的人。此外，ALA 的圖書館與資訊技術協會（Library and Information Technology Association，簡稱 LITA）也頒贈 LITA/Gaylord Award for Achievement in Library and Information Technology 給 Kilgour，以表彰他在運用電腦與技術於圖書館作業的傑出領導地位。

1982 年，ALA 將該學會最高榮譽 Life Membership Award 授予 Kilgour，這項獎章是頒給對圖書館的發展有重要且長久影響的人。（Malinconico, 1982）

1984 年，美國醫學圖書館協會將該學會最高榮譽 The Marcia C. Noyes



Award 授予 Kilgour (<http://www.mlanet.org/awards/honors/noyes.html>)，這項獎章是頒給對生命科學圖書館事業有重要貢獻的人。

1986 年，美國專門圖書館協會 (Special Library Association) 授予 Kilgour 該學會的榮譽會員 (honorary membership)，以表彰他建置 OCLC 及對資訊科學領域的許多貢獻。(Wilson Library Bulletin, Sept. 1986, p. 8)

2004 年，北卡羅萊那大學教堂山分校之資訊科學與圖書館學學院，於 Kilgour 九十大壽慶祝活動中，頒贈終身成就獎 (Lifetime Achievement Award) 給他 (獲獎照片請參閱：<http://carolinafirst.unc.edu/connections/spring2004/kilgour.html>)。

2005 年 3 月，俄亥俄州的可倫巴市技術諮議會 (Columbus Technology Council) 將 Kilgour 選入該會的「技術發明頂尖貢獻者」(Top Contributors to the Advancement of Technology) 的名人堂 (Hall of Fame)。(http://sils.unc.edu/mews/releases/2005/03_kilgour.html)

另外，為表揚 Kilgour 在資訊技術方面的卓越貢獻，LITA 與 OCLC 特別以他的名義設置 Frederick G. Kilgour Award for Research in Library and Information 獎項，自 1998 年起開始授予對資訊技術發展有傑出貢獻或成就的人。而在 2004 年，OCLC 又捐贈美金十萬元給 UNC 的資訊科學與圖書館學學院，以 Kilgour 名義設置講座。(Bullard, 2004)

由於 Kilgour 的卓越貢獻，有不少學校授予他榮譽博士學位，茲表列如下：

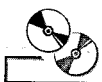
榮譽學位名稱	授予學校及年代
LLD (Doctor of Laws.)	Marietta College, 1980 College of Wooster, 1981
DHL (Doctor of Humane Letters)	Ohio State University, 1980 Denison University, 1983 University of Missouri at Kansas City, 1989

伍、結語

如同《Collected Papers of Frederick G. Kilgour》第一冊的序言所說：「在 Kilgour 身為圖書館員與資訊科學家的長期事業中，有三項不可分的特質貫串其中：史學家對人類記錄的尊重，科學家對發展新事實的堅持與對它們的可能性的樂觀看法，以及經營者產生新構想與將它們轉化為實質利益的熱忱。」（Preface, 1984, p. xi）Smith（1998）也認為 Kilgour 具有多項人格特質：一個活到老學到老的學者、一個展望未來的歷史學家、一位知道如何經營管理的企業家、及一位知道如何讓事情完成的幻想家。（p. 253）此外，似乎應該加上「一呎厚臉皮」般不畏挫折的勇氣與鍥而不捨的毅力。

Kilgour 重視科技與電腦的運用，但他更強調讀者為尊，重視讀者的資訊需求。從他在哈佛大學圖書館擔任流通助理，他就重視讀者的感受，希望能提供讓讀者滿意的服務。他從事圖書館自動化與創建 OCLC，都是希望藉由科技提供資訊的獲取率，其出發動機仍是為人。事實上，他努力的主要目標之一，就在提升與改進資訊的獲取率，利用科技提供適合個別需求的產品與服務。

Kilgour 重視研究，他認為圖書館作業與行政決策，應依據實證研究或調查結果，不該只是靠著常識、經驗、或直覺。（Beddow & Malinconico, 1995, p. 184）另外，Kilgour 也強調創新的重要。他曾以自己在哈佛圖書館時，藉由實證研究的結果說服資深館員接受將檔案合併的事為例，認為人不一定要負責管理其事才能當領導者，重要的是「人要有願景，能質疑為何事情是這樣處理，有勇氣放棄傳統智慧帶來的安全感，有勇氣嘗試解決問題的新途徑。」（Beddow & Malinconico, 1995, p. 184）Kilgour 為不少圖書館員缺乏求新求變的精神感到遺憾，他說有些作業明明就行不通或功能



不佳，甚至已有較好的替代方案可用，但不少館員仍會傾向採取傳統的方式處理。他稱這種現象為「冷足主義」(cold footism)。(Beddow & Malinconico, 1995, p. 184) Kilgour 強調館員不該囿於傳統，他在 OCLC 採用的導出式檢索詞，及他近年來所做的作者姓氏加上書名關鍵字的檢索實驗，都是創新的嘗試。

Kilgour 是圖書館界重要的思想家之一 (Mason, 1998, p. 56)，在 1950 到 1960 年代時，他已看到運用科技 (尤其是電腦) 處理圖書館作業的可行性與必然性，並開始利用實證研究，鼓吹圖書館自動化。由於堅信線上合作編目是降低作業成本，分享資源，解決重複編目的最佳途徑，他接受 OCA 賦予的重任，投入 OCLC 的開創與經營。創業維艱，但憑著他的毅力、對圖書館專業的了解與執著、對技術的熟悉與敏感度、政治家的手腕、以及推銷員的精神，他帶領 OCLC 逐漸踏入坦途，規模粗具。Kilgour 雖在 1980 年底辭去 OCLC 總裁與執行長的職務，但 OCLC 今日能成為全世界最大的書目供用中心與圖書館合作網，Kilgour 在初期為 OCLC 奠定良好發展基礎實功不可沒。OCLC 的成功，在 1970 年代徹底改變了圖書館員對運用新技術與電腦的態度與看法，重新改造了圖書館作業與經營的方式，也擴充了圖書館服務的內涵與管道。如果說 OCLC 是 20 世紀圖書館界最重要的成果之一，那 OCLC 之父 Kilgour 自有其不可磨滅的歷史地位。吳建中先生在《OCLC—全球在線計算機圖書館中心》一書的序言中提到：「OCLC 的發展向我們完整地展示了圖書館從自動化走向網絡化、從區域化走向全球化的歷史進程。」(王仁芳、馮潔音、紀陸恩，2002，頁 5) 而 Kilgour 正處於這段發展歷程的最前端。

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