INDIANA LIBRARIES

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Merica Evans Hoagland, 1898
Indiana's First Library Educator

Journal of the
Indiana Library Association
Indiana Library Trustee Association
and Indiana State Library

INDIANA LIBRARIES

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OFFICIAL NOTICE: This issue completes the 1986 Volume. Because of a lack of manuscripts and because of problems in printing schedules, *Indiana Libraries* will not publish any issues dated 1987. Volume 7 will begin with Issue 1 dated 1988.

Cover Photograph Credit: Merica Evans Hoagland, about age 40. Photograph reproduced from Grace G. Courtney, *History: Indiana Federation of Clubs*, Fort Wayne, 1939.

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Volume 6, Number 2 1986

Special Issue: Historical Perspectives on Indiana Libraries

Journal of the
Indiana Library Association
Indiana Library Trustee Association
and Indiana State Library

Indiana's First Library Educator

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Melvil Dewey, who established America's first library school at Columbia University in January, 1887, is well known as the nation's first library educator. Before library schools came into being, people who wished to become librarians could acquire knowledge of the profession in several ways, including learning by doing, imitating other librarians, and serving as apprentices.[1] The rapid growth of public libraries during the last quarter of the nineteenth century rendered these methods impractical because they could not keep up with the growing demand for librarians. As a result, other forms of training emerged, including library institutes lasting several days to a week, training classes at public libraries, summer library schools, and year-long library schools. By 1910, eleven one-year library schools had been established in the United States; only one, the Indiana Library School, did not survive to the present day.[2]

Indiana Librarians expressed an interest in library education as early as 1896, when the Indiana Library Association, in lieu of its annual meeting, held a three-day library institute.[3] Although librarians praised the institute and recommended that it become an annual event, it did not, and the only other library training effort in the state was a course taught by visiting lecturers at the Winona Assembly and Summer School.[4]

At the turn of the century, a Fort Wayne woman, Merica Evans Hoagland, emerged as Indiana's first library educator. She was born in 1858. Her father, Pliny Hoagland (1810-1884), a Fort Wayne businessman, was widowed when Merica was three. She attended the Fort Wayne public schools and the Vassar College preparatory class of 1875-76. While still young she became involved with club work, organizing the Qui Vive Club in Fort Wayne in 1878, and by the 1890s she was a prominent Fort Wayne club woman. Her club and community activities often focused on library related matters. In 1893, for example, she served on the Woman's Club League committee for the selection of books for the public library and the following year she worked to establish the Fort Wayne YWCA and held the position of secretary of the Fort Wayne Public Library Commit-

tee. By 1895, she was contributing club and library items to a weekly column in the *Fort Wayne Morning Journal*, and in 1896 she began a weekly publication, *Public Occurrent*, dedicated to club and library work.[5] That same year she attended her first American Library Association meeting, and in 1897 Hoagland became state president of the Indiana Union of Literary Clubs.

Miss Hoagland's interest in library work grew, and at the age of 40 she attended the New York State Library Summer School at Albany. (Melvil Dewey had moved his school from Columbia University to Albany in 1889.) Following completion of the course, she gained practical experience by organizing libraries in Ironwood, Michigan (1899); Sioux Falls, South Dakota (1899); and Joliet, Illinois (1900/1901). Her speeches before state and regional library meetings on the subjects of library legislation and the role of club women in library development gained Hoagland recognition which led to an appointment, in 1901, as the state organizer for the Indiana Public Library Commission.[6]

In her role as organizer, Miss Hoagland increasingly saw need for library training in Indiana, a state that had only one library school-trained librarian by 1899.[7] Initially she visited the librarians of Indiana's public libraries, giving informal training in the organization of collections, selection of building sites, choice of building plans, appointment of librarians, and administration. The need for more systematic instruction led Miss Hoagland to conduct a library institute in the fall of 1901; it was attended by thirteen students.[7] This was followed by a month-long course in the spring of 1902, and in 1903 the Public Library Commission hired Miss Anna Redfield Phelps as an instructor for its newly established summer school for librarians. The summer school was "designed to give *an outline*, something of the work given in the regular library school with a view to the needs of smaller libraries."[8]

Merica Hoagland did not rest content with a short course in library work. In 1900, before her appointment as state organizer, she had proposed that the Indiana Library Association appoint a committee "to draw suitable resolutions in favor of securing an endowment for a library school to be located in Winona, Indiana."[9] The ILA was reluctant to act on her 1900 recommendation, and it remained so in 1904, when Hoagland presented plans for a one-year library school to be conducted as a department of the Winona Technical Institute in Indianapolis, a school originally intended to provide technical education to boys. The ILA's dubious endorsement noted that ". . . salaries paid librarians are not sufficient to permit them to attend library schools. This school enables high school graduates to take a course for fifty dollars a year."[10] It is evident that the ILA regarded the proposed library school as inferior to other schools.

The Public Library Commissioners also had reservations about the library school. At a November 7, 1905 meeting, William W. Parsons, one of the commissioners and the president of the Indiana State Normal School in Terre Haute, suggested that the school should have been established at his institution. Miss Hoagland countered that Indianapolis was the best location in the state because of its centrality and that the State Normal School was established to train teachers, not librarians. Parsons remained unconvinced, and the commission decided that while it "might continue to act in [an] advisory capacity, it would not maintain any entangling alliance with the W.T.I."[11] Nevertheless, Miss Hoagland's position as secretary and state organizer for the Public Library

Commission undoubtedly lent credibility to the project.

Lack of official enthusiasm did not dampen Hoagland's interest in library education, and Indiana's first one-year library school opened on November 15, 1905, with eighteen women students and two instructors. The *Indianapolis News* reported that this school, operating as a department of the Winona Technical Institute, was created "to train young men and women that they may properly conduct public libraries in Indiana and other States of the middle west."[12] The Winona Library School's statement of purpose, printed in its 1906 annual, declared that it "stands first, for the training of young men and women in character, in knowledge and selection of books and in technical processes of caring for them; and second, as offering to high school and college graduates, opportunity to fit themselves for wage earning positions which cannot but afford satisfaction and educational uplift."[13] Although the school's primary purpose was to train librarians to work in small libraries throughout Indiana and neighboring states, the *Indianapolis Star* noted that some women students "were entering the school that they may get the general benefits which come from close knowledge of books."[14]

Tragedy struck the Winona Library School on April 11, 1906, when fire destroyed the library school rooms and the institute's library.[15] Only twelve days later, however, the school resumed activity on the third floor of the Graphics Arts Building. Although the school survived this physical disaster easily, it had more difficulty withstanding the Winona Technical Institute's financial distress. Early in 1908, the institute's director, Dr. Solomon C. Dickey, proposed closing the library school. By making personal sacrifices, including relinquishing her salary, Miss Hoagland succeeded in graduating the Winona Library School's last class that spring.

Although she was without financial support and no longer had official ties to the Public Library Commission (she had resigned her post as organizer in 1906), Hoagland did not let the school die.[16] In February 1908, she secured the support of women library enthusiasts who, "chilled by exposure to the drizzling rain, with bedraggled skirts and ruffled dispositions," forced their way into the Indianapolis Propylaeum to hold a meeting to discuss steps that could be taken to obtain financial backing for a permanent library school in Indianapolis.[17] In addition to petitioning philanthropists such as Andrew Carnegie for support, Miss Hoagland, in 1908, began a personal canvas for funds, incorporated the school under the name of Indiana Library School, and established an executive board consisting of prominent Hoosiers including author Meredith Nicholson, historian Jacob P. Dunn, and Butler College president Thomas C. Howe. Hoagland's goal was to secure private support for the school until legislation was passed giving it state funding.

Senate Bill 275, introduced in 1909, included a provision for a state library school, but it, as well as a similar library bill introduced in 1911, met strong opposition. Public Library Commission secretary Carl Milam (who in 1920 became the Secretary of the Americal Library Association), addressing the General Assembly in 1911, cited the small number of library positions available each year, low salaries, and the presence of "at least nine other library schools of recognized standing" as the main reasons why the "necessity for a school quite disappears."[18] In February, 1912, Miss Hoagland began to agitate for a bill to be introduced in the 1913 General Assembly, but by this time the Indiana Library Association's Leg-

The Public Library Commission's Summer School for Librarians at Winona Lake in 1907.
Reprinted courtesy of the Indiana State Archives.

The first library training class on a picnic at Riley's Old Swimming Hole at Greenfield in 1901. Merica Hoagland is second from left. Reprinted courtesy of the Indiana State Archives.

islative Committee had taken an official stand against a library school in Indiana, their principal opposition being "the present inadequate system of payment for public librarians in the state." The Committee "declared that the average salary of librarians is so low that they could not afford to pay tuition and expenses for even a one-year course in a library school."[19] Ironically, ILA's 1912 opposition to the library school was based on the same reasons used to issue their tentative endorsement in 1904. This opposition sealed the fate of the Indiana Library School, which by 1912 was conducting classes in Hoagland's Indianapolis home. The Indiana Library School died a quiet death in 1913, when Hoagland finally withdrew her energy, time, and financial backing. But as late as 1926 she remained optimistic, writing that she expected it "to be continued sometime."[20]

In the eight years of its existence, Miss Hoagland's school offered, as did other schools of this era, a curriculum focusing primarily on technical aspects of librarianship. Instruction was in the form of lectures, discussion, study, and practice work in libraries. The school's bulletins list courses in book selection, accession work, library handwriting, administration, classification and cataloging, reference work, typewriting, and bookbinding. Students also received instruction in English and American literature, foreign languages, general history, and the Bible.

Miss Hoagland directed the school throughout its existence, working with one or two full-time and numerous part-time instructors each year. Although she had not graduated from a one-year library school, Merica Hoagland was careful to select instructors from schools such as the New York State Library School, the School of Library Training at Pratt Institute, and the University of Illinois Library School. Guest lecturers included such people as Clement Andrews, president of the American Library Association in 1906-07; Mary Wright Plummer, Director of the School of Library Training at Pratt; librarians from neighboring states; officers of the Bobbs-Merrill Publishing Company; newspaper editors; professors from Indiana's colleges and universities; and Indiana's state library officals.

An Indiana Library School bulletin published in 1910 listed fifty-two graduates of the school in the first five years of its existence. It is possible that some students were not accounted for and others began but did not complete the program. The Winona Library School's 1906 annual conveys some of the students' enthusiasm for their venture: "We were a class of friends from the first, all firmly caught. The library spirit was everywhere, and in comparison with it Southern hospitality is nothing!"[21] Roxana Johnson, one of the Indiana Library School instructors, corresponded with the faculty at the University of Illinois Library School and observed in 1909, "I have enjoyed my work immensely and feel rather satisfied with the work students have done for me. We have no brilliant ones —but they are all doing their best."[22]

Many graduates of Miss Hoagland's school held positions in Indiana libraries, including Ethel Cleveland, founder of the business branch of the Indianapolis Public Library; Florence Jones, who headed the reference department at the Indianapolis Public Library; Margaret Wade, who became librarian of the Anderson Carnegie Public Library; and Susan Weimer, who was the children's librarian at the Muncie Public Library. A few gained recognition outside of Indiana. Mabel Hunt, children's author, was the Newbery Award runner-up in 1951 with

The Indiana Library School at 642 North Meridian Street, Indianapolis.
Reprinted courtesy of the Indiana Division, Indiana State Library.

Johnny Appleseed, and Rene Reese went on to direct training classes at the Denver Public Library.

Although Miss Hoagland's school died in 1913, her dream of an Indiana library school survived. In 1922, the Indiana Library Association's Committee on Education for Librarianship recommended that an "Indiana Library School" be established in Indianapolis under the direction of the Public Library Commission or the State Board of Library Commissioners.[23] This recommendation, like Hoagland's school, failed to generate enough support and Indiana was without a library school until 1949. The efforts of Indiana's first library educator, however, had not been in vain. Hundreds of Indiana librarians benefited from her educational legacy, which included personal visits to librarians, library institutes, the summer library school, the year-long library school, and the "library spirit." Hoagland did not live to see her dream of a library school come to fruition. She died in 1933 after spending the last years of her life employed by the Diamond Chain and Manufacturing Company, Indianapolis, as Director of Girl Employees, Director of Welfare, and Director of Mutual Service.

NOTES

[1] Mary Wright Plummer, "Training for Librarianship," *Library Journal* 26 (June 1901), 317.

[2] The eleven schools were: Drexel, Pratt, and Winona, located at technical institutes; University of Illinois, Simmons College, Syracuse University, and Western Reserve University, in academic settings; the New York State Library School and the Wisconsin Library School, supported by state monies; and the Carnegie Library School of Atlanta and the Carnegie Library School at Pittsburgh, operated at public libraries.

[3] *Public Libraries* 2 (February 1897), 56.

[4] *Winona Assembly Daily Review* 2 (May 1900), 50.

[5] The only known issue of *Public Occurrent*, dated June 17, 1896, Indiana Division of the State Library.

[6] Minutes of the Public Library Commission, March 26, 1901, Archives Division, Indiana Commission on Public Records, Indianapolis.

[7] *Report of the Public Library Commission of Indiana from November 1, 1901, to October 31, 1904*, (Indianapolis: William B. Burford, 1905), 18.

[8] Minutes of the Public Library Commission, November 7, 1901, February 1, 1902, June 9, 1902, and May 9, 1903.

[9] Indiana Library Association minutes, Oct. 26-27, 1900, Indiana Division, Indiana State Library, Indianapolis.

[10] Indiana Library Association minutes, December 27-28, 1904.

[11] Minutes of the Public Library Commission, November 7, 1905.

[12] "Librarians Trained for Small Libraries," *Indianapolis News*, November 15, 1905, p. 18.

[13] *Winona Library School Annual*, (Indianapolis: Winona Technical Institute, 1906), 11.

[14] "Will Instruct in Newspaper Duties," *Indianapolis Star*, October 29, 1905, p. 3.

[15] "Winona Institute Fire Loss Heavy," *Indianapolis Star*, April 12, 1906, p. 20.

[16] "Miss Hoagland Resigns," *Indianapolis News*, March 6, 1906,

[17] "Women Force Door," *Indianapolis Star*, February 26, 1908, p.14.

[18] "Library Bills Opposed," *Indianapolis Star*, February 11, 1911, p. 7.

[19] "Opposes State Aid for Indiana Library School," *Indianapolis Star*, June 8, 1912, p. 15.

[20] Mercia Hoagland Papers, Manuscripts Department, Indiana Division, Indiana State Library, Indianapolis.

[21] *Winona Library School Annual*, p. 25.

[22] Roxana G. Johnson to Frances Simpson, 22 February 1909, Library School Alumni File, University of Illinois Archives, Urbana.

[23] "I.L.A. Meeting, October 28, 1921," *Library Occurrent* 6 (January 1922), 193.

Two Publics: The Willard Library and the Evansville-Vanderburgh County Library

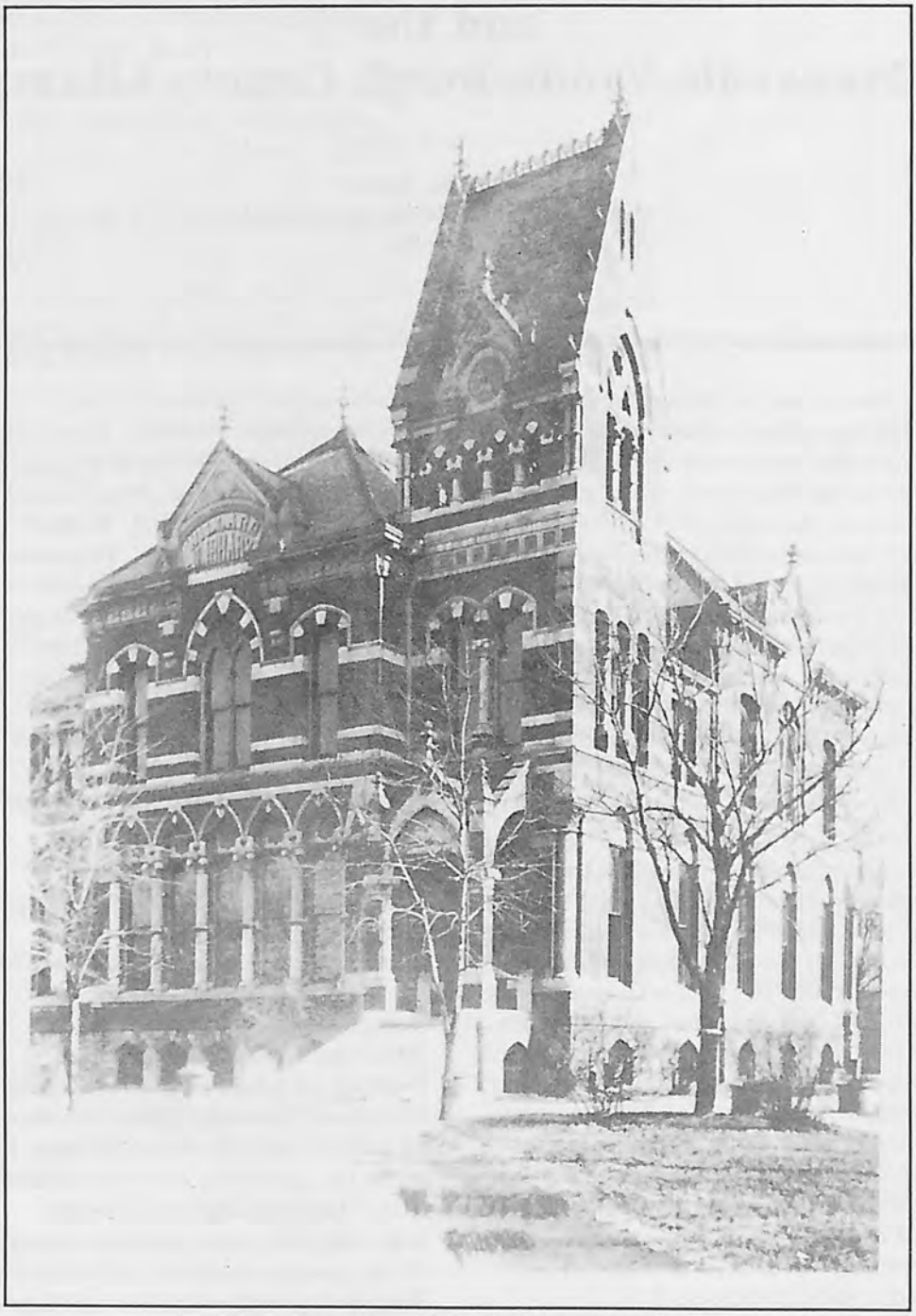
Donald E. Baker
Director of the Willard Library
Evansville

Evansville, Indiana, is one of the very few cities in the United States to enjoy the services of two public libraries separately administered and funded. The older Willard Library and the larger Evansville-Vanderburgh County Public Library were founded under different auspices, by different generations, for somewhat different purposes. The relationship between them today is cordial, collegial, and cooperative, with just the slight dash of healthy competitiveness. It was not always so.

The Willard Library of Evansville, Indiana, properly so called, came into being in 1876 because wealthy Evansville resident Willard Carpenter wanted (a) "to devote to some public use, a portion of the property and means which I have acquired by a long life of labor . . . to benefit the community in which my life has been mostly spent" and (b) to justify his life of merchandizing, railroad building, and land speculating by leaving a memorial to himself. Neither impulse was atypical of the motives of other nineteenth century—or indeed twentieth century—philanthropists.[1]

Long before he was truly old, Carpenter had been generally called "Old Willard" in tribute to his sharpness in business dealings. His library, too, he decreed, should be called "Willard" rather than "Carpenter." To oversee the new institution, he designated six substantial Evansville citizens to participate with him on its Board of Trustees. They were privileged, or sentenced, to serve life terms on the Board. Whenever a vacancy should occur, hopefully very infrequently, the remaining trustees were empowered to choose someone to fill it.

On August 23, 1876, Carpenter sent the other six trustees a letter outlining his purposes. As he acknowledged, he availed himself "of the ideas and language of the late George Peabody, on a similar occasion," the founding of Baltimore's Peabody Institute in 1857. Carpenter liberalized Peabody's plan, however, by calling not only for a reference library but also for a circulating collection: "Desiring that this scheme may redound to the greatest benefit of the greatest number, and believing that, in so small a city, the privilege of



The Willard Library of Evansville,
within a decade or two after it opened in 1885.

withdrawing books can be efficiently guarded from abuse, I direct that such portion of the books as the Trustees may designate may be withdrawn for perusal at home by any person, under proper rules and restriction."[2]

It was not as though Evansville did not already have library service. In 1855 a subscription library association had been formed, and although it was constantly beset with managerial and financial problems, it endured for almost two decades. In 1874 the association gave its collection of 4,400 books to the city, which then began operating a tax-supported "Public Library of Evansville" under school board control.

But Carpenter apparently felt that Evansville, and he himself, deserved more than a small library operating out of a converted church building. To set his more grandiose plan in motion he and, after some persuasion, his wife executed a deed transferring to the seven trustees twenty-one parcels of real estate valued at almost $267,000. The property was to be sold and from the proceeds the trustees were to establish a permanent endowment fund and "to erect a suitable building, to improve, ornament and adorn [its] Park, and to purchase books, maps, and works of art for the use of the people of all classes, races and sexes, free of charge forever."[3]

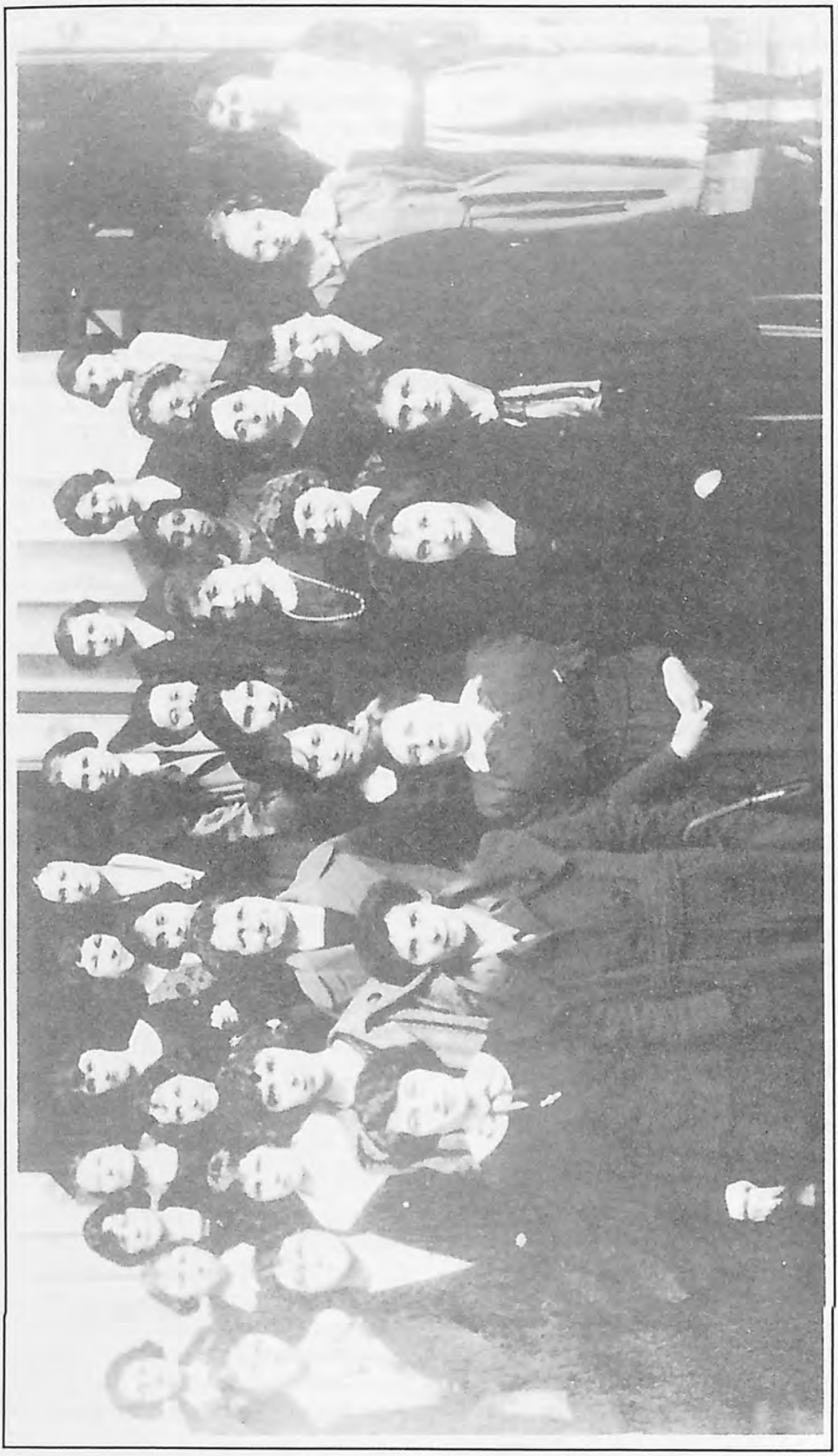
Construction of the library was delayed by a national financial panic, which slowed land sales, and by a change of architects. Finally, on March 28, 1885, Willard Library opened with considerable ceremony in what is now the oldest public library building in Indiana. Costing $64,000 to build and $16,000 to furnish, Willard is a brick and stone masterpiece of the Italianate Gothic style, its interior extravagantly embellished with quarter-sawn golden oak.[4]

The building may have been brand new, but there were some old familiar books on the shelves and some old familiar faces behind the charge desk. The city was apparently more than happy to get out of the library business when a non-tax supported library was in view. The public library closed up shop and its bookstock—the nucleus of original subscription library collection had by now grown to about 9,600 volumes—was hauled over to Willard.

In a kind of bibliothecal serfdom, the two library assistants from the public library went along with their books. It was, in fact, the second change of institution and address for one of them, Miss Otilda Goslee, because she had also been the last librarian of the old subscription library. That organization, unable to pay any sort of reasonable stipend, had suffered through a succession of unsatisfied and unsatisfactory male librarians before, in its last year, resorting to hiring a female. Even so, she had demanded some concessions, in both senses of the word, to supplement her $25 a month salary. She was allowed to act as an agent for a coal company, taking orders for it in the library. She also brought her sewing machine to work and picked up some extra money as a part-time seamstress.

Accompanying her books to the public library, Miss Goslee found herself with a male boss and an associate, Miss Lou Scantlin. The male librarian did not accompany the ladies to Willard, however, and there the two women were granted co-equal status while the Willard board discussed off and on for several years taking "steps to secure the services of a competent man, for the position of Librarian."[5] Their salaries were initially set at $45 a month, soon raised to $50 but dropped to $35 during a period of hard times in 1888.

"Little Brother," the Evansville Public Library's first bookmobile. The two-seater Ford went into service in 1923, replacing a borrowed laundry truck.



Ethel Farquhar McCollough, front row center, poses with the Evansville Public Library staff in 1922.

On March 24, 1894, the Willard board unanimously voted "that the services of Miss Lou Scantlin as one of the librarians be dispensed with." No reason for Miss Scantlin's firing is given in the board minutes. The previous year she had been"granted a vacation of one month . . . , she to provide a substitute when needed."[6] Never before had a librarian asked for, let alone received; time off, and the trustees may have felt that a woman with the effrontery to request a vacation had the potential for making even more trouble in the future. It seems more likely that the board was finally ready to concede that no suitable man was likely to be found to run the library and to terminate the nine-year-old two-headed, or two non-headed, librarian arrangement.

After Miss Scantlin left, Miss Goslee was clearly in charge. She retained the title of librarian, and a specifically designated "assistant" librarian was hired at a lower salary. Affectionately known as "Aunt Tillie," Miss Goslee was a petite woman who dressed habitually in black. When she died in harness as Willard's head librarian in 1919, at age 76, her obituary in the *Evansville Courier*, headlined "Life's Volume Closed," mourned the loss of the "intimate touch" which had characterized her work at Willard. She embodied, the reporter wrote, all "the finer qualities of womanhood," and the library patrons would greatly miss "her kindly greeting to visitors and her intuitive knowledge of the books that had been her life-long companions."[7]

The librarians' intimate knowledge of their collection was essential at Willard. Not only was the cataloging somewhat amateurish but the librarians performed a sort of priestly intermediary function between the humble petitioning public and the gods of printed wisdom and knowledge. The patrons were physically separated from the books by a charge desk reminiscent of a Victorian teller's cage, and they were further hedged about by a complex web of regulations. The librarians' duty to protect the books from the patrons, and their strict accountability to the board, were spelled out in rules promulgated by the trustees in the 1890s:

1. The Librarians . . . shall see that the building and books are kept in good condition, neat and clean, and shall enforce the Rules and Regulations made by the Trustees, and shall report all violations of same to the Trustees at their monthly meeting . . . .

5. The Librarians will carefully examine each book when returned, and note any injury to same, and will charge the same to the taker, in a book to be kept for that purpose. . . .

6. No book shall be reserved for or promised by the Librarians to any person in any case. When returned the books will be placed on the shelves and will be delivered to the first person applying, other than the person or family by whom they have been returned. No book will be exchanged on the day when issued. . . .

9. No person shall be allowed by the Librarians behind the counter, except upon the written order of one of the Trustees, and the doors admitting to the shelves shall at all times be kept locked.

12. The Librarians will keep a record of all books given out in such a manner as to enable the Examining Committee of the Trustees, to trace every book in the Library in the shortest possible time."[8]

Despite Willard Carpenter's liberal intentions, the board also insured that books would not be given to "just anyone." The month after the library opened, they provided that "every person desiring to take books from

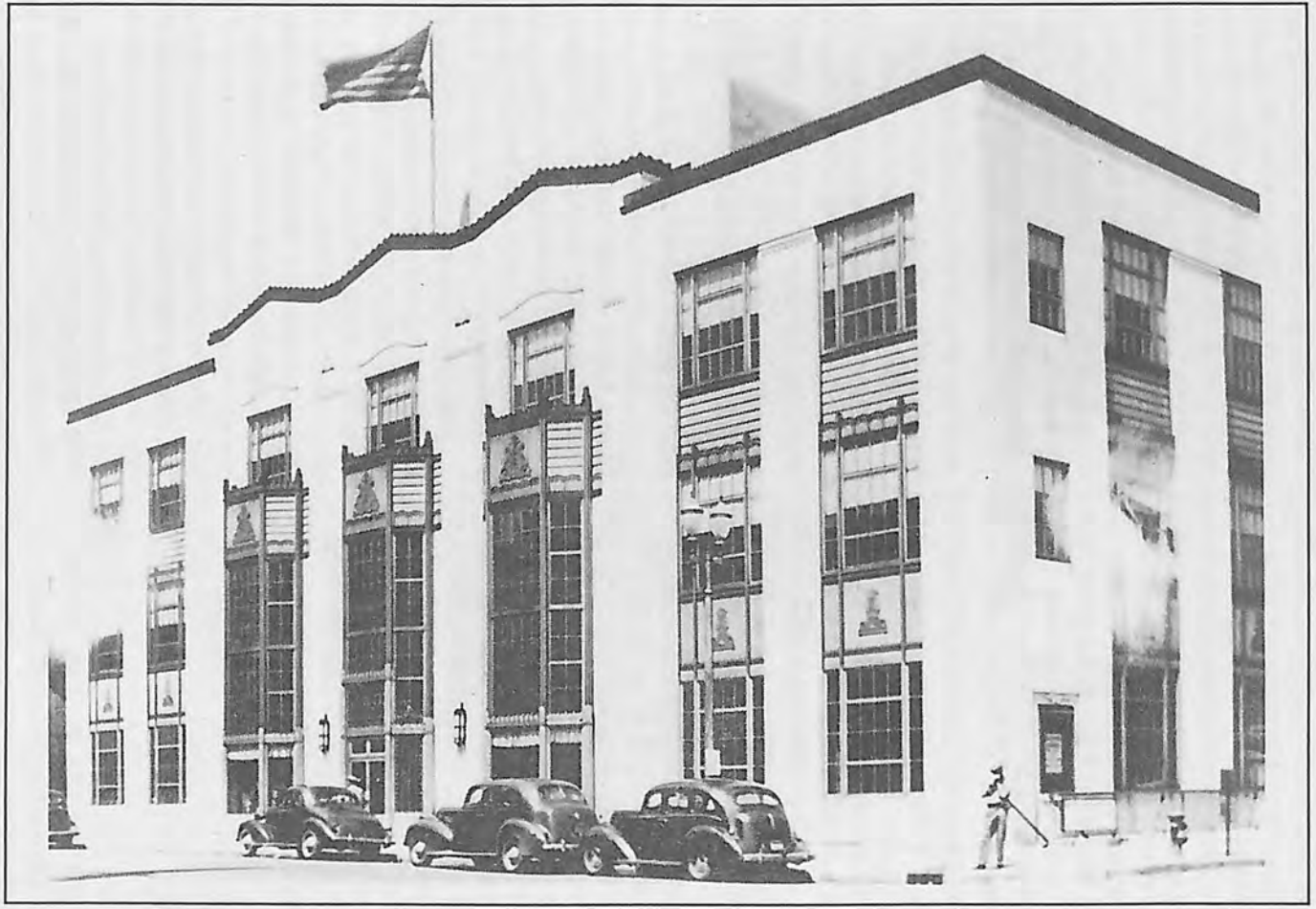
the Library be requested to file with the Librarian a certificate signed by some responsible man or unmarried woman over 21 years of age, certifying that the person named . . . is a fit person to enjoy the privilege of the Library and agreeing to make good any loss occasioned by the person recommended and becoming responsible for the observation of the rules of the Library by such person."[9] In other words, one required a co-signer to establish "credit" for the loan of a book just as he might for the loan of money from one of the Evansville banks.

Throughout the quarter of a century that Willard was Evansville's only public library, sales of its endowment property never proceeded fast enough to build up a fund that would adequately support the institution, let alone expand services to meet the needs of a rapidly growning city. Finally the board decided that another source of income was essential. They prepared a bill to be introduced in the General Assembly—one of those acts written in general terms that applies only to one case—and in early 1905 it passed. The new law permitted the City of Evansville to levy, on Willard's behalf, a property tax of not less than 5 mills nor more than 10 mills per $100 assessed evaluation. The small income realized was to be spent only for the purchase of books.

The city fathers, naturally, were inclined to set Willard's tax rate at the minimum rather than the maximum figure, and the library's revenues remained woefully insufficient. But even had Willard been wealthier it could not have satisfied the desire of the residents of Evansville's new far-flung neighborhoods for libraries closer to home. Willard Carpenter had assumed that if the community of the future demanded increased services they would also provide increased support, and he wished that support to be concentrated on enlarging his monument, not adulterated by spreading it all over town. The library building, he wrote in his letter to the first trustees, "should be so constructed as to admit of harmonious additions" so that it could "be developed into a magnificent edifice as the city grows and prospers."[10] In the Deed of Trust he went further, requiring that "all such buildings as shall be necessary for the use of the Library" must be built on Willard Park.[11]

In 1909 a committee of businessmen from the city's west side met with the Willard Board and among them they devised a scheme to get around Carpenter's restrictions. The West Side Business Men's Association would furnish a storefront room and salary for an attendant, Willard would provide the books. The board authorized the westsiders to spend up to $300 for new books and promised to send over such volumes as Willard could spare, all provided that the books would be returned in as good a condition as they were lent. The West Side book station opened on December 6, 1909, with a collection of 500 volumes.[12]

This arrangement was meant to be temporary, because the westsiders were also writing to Andrew Carnegie to see if Evansville could get on the long list of communities to which he had given libraries. Since Willard was serving the near downtown area, and since it was the neighborhoods that wished new libraries, the Evansvillians did not ask Carnegie to provide a central library building but they did ask for four branches. Carnegie was not willing to be quite so generous, but on February 20, 1911, the Evansville City Council formally accepted his offer of $50,000 for two branches and his condition that the city provide the land and annual support of at least $5,000 a year. On October 31, 1911,



Central Libray of the Evansville-Vanderburgh County Public Library System, shortly after it opened in 1932.

Gray Davis Williams, Willard Library's first academically trained librarian, who served as Head Librarian from 1941 to 1956.

the new Public Library Board of Trustees, a group totally unrelated to and separate from the Willard Board, met for the first time.[13]

The public library board set about constructing the new East and West branches and hiring a librarian. There was no dithering search for a "suitable man." Instead, they followed the advice of the secretary of the state public library commission, which was, as between "an excellent woman or a fairly good man, by all means take the excellent woman." The excellent woman they found was Ethel Farquhar McCollough, who was destined to remain at Evansville Public Library for 35 years, to become, in the words of one of her successors, "the single most important person ever connected with it," and to be remembered as one of the great "characters" of Indiana librarianship.[14]

Miss McCollough was 36 years old when she arrived in Evansville. She had been born in Franklin, Indiana, had graduated from the New York State Library School, had been librarian at Elwood, Indiana, and Superior, Wisconsin, and had taught at the University of Wisconsin Library School. In physical stature she was apparently even tinier than Willard's Miss Goslee. Standing, Miss McCollough could speak eye-to-eye with seated staff members. In a picture of the 1922 library staff on the steps of the Evansville Coliseum, where the library offices then were, Miss McCollough is strategically placed one step higher than the other four ladies on the front row. But such was the towering force of her personality that, in the words of one who worked for her, "nobody ever felt taller than she was."

Throughout her long tenure, the Evansville Public Library marched, in lockstep, to the compelling beat of Miss McCollough's drum. The board was in awe of her intellect and the staff was in terror of her sharp tongue and her unannounced agency inspection visits. Her prejudices were issued as policy. No cola drinks or coffee

were allowed in the library; tea was the acceptable staffroom drink. Staff members were not allowed to wear such frivolous garments as nylon stockings or silk underwear. She advised her "dollinks" to wear their "snuggies" in winter lest they catch cold, and warned that if they did not follow her advice, and if they did catch cold as a result, they could not take the time off as paid sick leave. Small wonder that one staff member referred to her as "hell on wheels."

Miss McCollough is said to have "mellowed" by the 1940s, but a letter of hers to a branch librarian shows the importance that the Chief Librarian still placed on small infractions, and also demonstrates the quality of her scathing criticism. The concept of participatory management was totally alien to her:

May 11,1944

Dear Miss Lockhart:

This is to say that I was much surprised by your including [your assistant] Miss Espenlaub's "Adult Report" in your April report to me. This is the first time in long years of experience that an assistant . . . has presumed to write an "Adult Report." Why you should have sent it to me is beyond my comprehension.

It seems curious that one who has managed her own "Certification" business so badly should consider herself qualified to attempt to interfere in the Management of the library.

Tell Miss Espenlaub our Sunday and Holiday procedure was established along before we ever heard of her . . . .

As for criticism of our bookselection, that . . . is not open to discussion with any assistants of Miss Espenlaub's experience. Certain titles are not acceptable in his library. . . .

Tell Miss Espenlaub that if she is to remain a member of this staff it will be necessary that she give her undivided loyalty and support to the library, not as she would have it but as it is . . .

Now as for your part in this episode. . . . Assistants should be given a certain amount of liberty in action and expression but there comes a point where the first becomes bad administration and the second impudence. . . . Pull yourself up on this, and let us have no more pussy-footing with those whose work you are employed to direct.

I am sorry it has been necessary to write so plainly, but I have always considered a surgical operation preferable to permitting any one who works under me to fall over the precipice.

Yours,

Ethel F. McCollough[16]

If Miss McCollough's maternal autocracy inspired fear, it also promoted the unswerving loyalty she sought and molded her workers into a single-purposed force that could accomplish substantial achievements. When she came to Evansville, the public library consisted of two small Carnegie buildings still under construction. There were no books, no staff, not even a place for her to work. Only nine years later, in 1921, the library could boast of its seven branches and, as the 1920s went on, of its 26 book stations in schools, 90 classroom collections, and six stations in factories. (One of those seven branches, erected on Miss McCollough's recommendation and with a supplementary gift from Carnegie, was Cherry Branch, the only branch public library exclusively for Blacks, north of the Ohio River. The Willard librarians went out of their way on state library report forms to

note that Willard was open to all races.)

Early in Miss McCollough's tenure the public library also extended book service to five hospitals and to nursing homes. For four years immediately after Evansville College (now the University of Evansville) was established in 1919, the public library operated the college library under contract, as they also did the county law library for several years. Bookmobile service to residents in the outlying townships began in 1923.

In 1925 a central library was finally established in a converted business block just off Main Street. Seven years later service began in the present Central Library, a cooly elegant new building designed by the architectural firm of Walker and Weeks, who had planned the Cleveland Public Library's main building. To build the new building the library razed a lecture hall originally dedicated to the cause of temperance. One of the many provisos of the long-term lease of the ground is that the Evansville Chapter of the Women's Christian Temperance Union be allowed access to an area in the library in which to hold their meeting.[17]

In all this swirl of library activity, Willard Library was left quite alone in the middle of its park until the inevitable happened. The Trustees' minute book notes that "on this 17th day of December 1915, it is hereby ordered . . . that the secretary be and he is hereby directed to write a letter to Edmund L. Craig, President of the Public Library Board of Evansville, in the matter of the resolutions adapted by the Public Library Board suggesting that all the Libraries of the City be brought under one supervision, and to suggest in such letter that the proposals made by the Public Library Board in that connection cannot be considered by this Board."[18]

Because Willard's organization and governance are specifically and minutely spelled out in the Carpenter Deed of Trust, the Willard Trustees no doubt felt quite literally that they would not consider arrangements that might violate that trust. There is also, however, an unmistakeable sense of betrayal in their response to the public library's overtures. The city's setting up a second public library was certainly not what Willard Carpenter or the succeeding generation of trustees had ever contemplated.

Possibly in an effort to rally public opionion against any move to force a merger, the trustees had a pamphlet printed to familiarize the community with Williard's history of service. They may also have contemplated changing the library's emphasis. Miss Goslee, in a historical blurb written in 1918, admitted that "now when we have in our City these splendid new Libraries that will carry your books to your very door, while we expect people to come and get them and be perfectly delighted for the opportunity, it does look like we are behind the times but it is worth it all. We are building for the future a grand refe - ence library and by the time we are ready, Miss McCollough, with her rare pluck and executive ability will be at the front with books, prints and pictures to satisfy the town."[19]

This idea of "a grand reference library" seems to have died with Miss Goslee the next year. Ultimately Willard's response to the establishment of the public library was to go on doing what it had been doing, pretty much as it had been doing it. Miss Goslee's successor as head librarian, Miss Katherine Imbusch, continued Willard's tradition of providing caring, personal service to young and old. Her biographical sketch in the 1923 history of Vanderburgh County commends her "courteous and gracious treatment" of the li-

brary's patrons, and she is included, with Miss Goslee and one of the long-time assistant librarians, Mary Olive Flower, in a tribute that a book donor of the 1950s asked be placed in each of his volumes' "Presented in memory of: Three Grand Ladies: Librarians: Olive Flower, Otilda Goslee, Kathryn Imbush *[sic]*. Whose untiring and devoted service, to the eager inquiring minds of the childhood of the early 1900's was always of the most loving character."[20]

Miss Imbusch also continued the tradition of having learned librarianship "on the job," rather than at a library school. She had, in fact, been "discovered" in 1896 working in a candy story. One of the Willard trustees noticed that she could heft the large, heavy jars of candy with the greatest of ease and decided that such talent was greatly needed at Willard, where the books were also large and heavy but where the staff was stronger mentally than physically. She was hired on the spot as an assistant librarian. When she became head librarian, twenty-three years later, she retired from what one of her successors called "the strong arm stuff" and let her younger assistants, frail though they might be, do it.[21]

From a technical standpoint, Willard undoubtedly suffered from inadequate monetary support and the librarians' lack of formal training. Professional librarians found the situation there appalling. In 1922 the president of the board invited William J. Hamilton, secretary of the state public library commission, to visit Willard and offer suggestions. Mr. Hamilton's follow-up letter, in a summary in the Willard files, "finds all to condemn and nothing to praise. There was a haphazard system of ordering books—no use made of book reviews and book lists. . . . The books on the shelves were found in many cases to be in bad condition and in need of binding. The newspapers and magazines had been neglected and should at once be put into good condition, bound and saved for the future. The catalog had no subject headings—a thing unheard of in any City Library. In short the Library was twenty years behind the times. He said that no patching or readjustment would do. A complete overhaul was needed. Miss Imbusch, fine though she might be, he found had neither the knowledge or experience to bring order out of the chaos. He recommended a capable, experienced Librarian with skill and vision be employed. Only so could the crying need of Willard Library be answered."[22]

The trustees' response was to raise Miss Imbusch's salary $10 a month. This action may have represented a show of Willard's independence from state supervision. It may also indicate that a librarian's lack of proficiency in the fine point of technical librarianship was less important to them than her skill in providing the "personal touch." And the tradition of non-librarian librarians continued. In 1926 one of the trustees, Sara Chick Denton, the wife of a former congressman and recently widowed, was appointed assistant librarian. Miss Imbusch must have found it awkward, supervising a person who was also one of her employers, but the arrangement continued until her death in 1930. At that time Mrs. Denton, still remaining a trustee, became head librarian.

Finally, upon Mrs. Denton's retirement as librarian (but not as trustee) in 1941, the Willard board followed Mr. Hamilton's nineteen-year-old recommendation and hired "a capable, experienced Librarian with skill and vision." She was Gray Davis Williams, a native of Noblesville, Indiana. She had graduated from Indiana University in 1907, and, upon being wid-

'owed, returned to school and received her library science degree from Western Reserve University in 1924.[23]

Mrs. Williams turned energetically to the task of answering Willard's crying needs. She held regular training sessions to improve the skills of her paraprofessional staff. She demanded from the board and got a thing theretofore unheard of, a formal book budget. A new children's room was built. Books, periodicals, and newspapers were bound. The entire collection was converted from Poole Classification to the Dewey Decimal System. Books of research value were culled from the circulating collection and the foundations for the present Special Collections department were laid. And withal, Mrs. Williams supervised, and participated in up to her elbows, a total program of cleaning, painting, straightening, rearranging, and reorganizing. She shoveled out the clutter, banished the dust of the decades, and imposed system on casual practice. It was as though Mary Poppins had come to stay, and she endeared herself to patrons, staff, and board.

Mrs. Williams was only nine years younger than Miss McCollough, and both were raised in central Indiana, but temperamentally the two women were from different worlds. Mrs. Williams was tall and fashionable. She had high standards for herself—she would never cross the street to the market without hat and gloves, for example—but she would never have dreamed of imposing her standards on others. Like many sophisticated women of her day, she smoked cigarettes and did not turn up her nose at a cocktail. It was no secret that she thought Miss McCollough's code of behavior for the public librarian was silly.

One evening, the Willard Librarians were on their way to a dinner that would be attended by their colleagues from area institutions, including the Evansville Public Library. On the way Mrs. Williams had them stop at a travern, where she bought them each a drink. Later, outside the banquet room, she distributed cigarettes to her ladies, even to those who did not smoke. The Willard staff then paraded into the room, ostentatiously exhaling smoke and the obvious smell of booze, all for the purpose of tweaking their noses at the public library's "iron maiden."[24]

Over the years the Public Library and Willard had come to exemplify both sides of the ongoing debate among librarians about the basis upon which books should be selected. Miss McCollough put Evansville Public solidly on the side which maintained that the taxpayer's money should be spent only on items of recognizable quality. As she wrote in the letter quoted above, "certain titles are not acceptable in this library." Those included books that exhibited, to her, little literary merit. The works of best-selling author Gene Stratton Porter, for example, were barred from the public library's shelves as were children's series book (Nancy Drew, the Hardy Boys, the Oz books) and the whole vast realm of light romance. While her successors proved less dogmatic than Miss McCollough, they were certainly sympathetic with her philosophy.

Far from "give the public what they ought to read," the Willard philosophy was always "give the public what they want to read." That meant welcoming into the collection Mrs. Stratton Porter, Nancy Drew, and denizens of the Emerald City, and the light romances that one former Willard employee affectionately referred to as "bosom heavers." By Miss McCollough's standards, therefore, Willard had no standards at all, and the saying became, "for sex and history send them to Willard."

Mrs. Williams was an enthusiastic partisan of the Willard tradition. In 1949 she delighted in reporting to the Willard Board a story relayed by the volunteer in charge of book distribution at Welborn Hospital: "It was a happy day for us when we found that one of our books had saved a patient's life. The book was *Where Two Ways Met* by Grace Livingston Hill. It came into the hands of the patient when she was at low ebb and determined that life was not worth fighting for. She . . . was quite emphatic in saying, 'That book saved my life.' Only a librarian who buys Mrs. Hill's books in the face of the grave disapproval of most librarians can appreciate this story."[25]

Willard was also more tolerant of books that in their day were considered racy. "We are proud to serve the public," Mrs. Williams wrote in her annual report for 1951, "and are likewise amazed to learn of the many books kept out of the Central Library collection. The books by William Faulkner, Nobel Prize winner, are not on their shelves. Neither is Jones' *From Here to Eternity*, and they say it never will be. . . . We have had a dozen and have furnished the reading of it for the town. It has been highly praised by some and criticized by others. That is the way of all books. If we disposed of everything that someone did not like I do not believe that even the Bible would be left. . . . 'To everyone his choice,' is our motto and experience has shown us that there is no GOOD BOOK. Every book is good for someone. Many very queer books have done wonderful things for various people."[26]

The next year, Mrs. Williams again claimed, "Temporarily we are first in the hearts of Evansville. 'Willard has the Books' is the phrase most frequently heard. Of course, this fame could easily be taken from us. Central would only have to buy more books and fewer gadgets."[27]

That last remark may have been Mrs. Williams's way of getting in a "dig" at Dr. Herbert Goldhor, who by then was the public library's chief librarian. The McCollough era had ended after the public library joined the state Public Employees Retirement Fund in 1946. Miss McCollough, along with four other staff members over 70 years of age, had had to retire the next year. She was replaced by Arnold Rosaaen, former head of the Scranton, Pennsylvania, public library.[28]

If Miss McCollough treated her staff as a stern mother would, Mr. Rosaaen is fondly remembered as a kind father figure.[29] Much of what he accomplished during his four years was by way of improving his employees' lot. He won for them a major salary increase and introduced a formal salary schedule. Previously staff members were paid according to what Miss McCollough thought them worth, and her "pets" enjoyed the fatter paychecks. Mr. Rosaaen also got board approval for a 40-hour week and remodeled the staff room. He also embarked on a vigorous weeding program, which was greatly needed since one of Miss McCollough's beliefs was that no book should be discarded if it had any possible use.

Dr. Goldhor became chief librarian in 1952, after Mr. Rosaaen's death from a heart attack. He was a once and future professor at the University of Illinois, who came to Evansville intending to get ten years' practical experience in directing a public library. That he did exactly. During his tenure, services for city and county residents were consolidated, service to and in schools was revamped, and Cherry Branch was at last disposed of. He did install a few gadgets, most notably a state-of-the-art transaction

card charging system, and he conducted time-and-motion studies that streamlined many staff procedures.

Dr. Goldhor's forceful personality and intellectual approach to librarianship did not impress Mrs. Williams at Willard. At the end of 1955 she wrote, "The quarterly conferences which Mr. Goldhor of E.P.L. and Mrs. [Thomas] Harding of the College have together are helpful only for the contact it gives me with these impo - tant executives. They want to make a unit of the three libraries—though they do not come right out and say —and I do not conform. Mr. Goldhor wants to be the big boss but up to this time has found me resistent. In only one way do I cooperate. We give him the use of the Bayard [Board] Room one morning a week. There he is quiet and undisturbed and can work on his big ideas. He says that he can find no quiet spot at Central."[30]

It was Dr. Goldhor, however, who gave Willard the decisive shove in the direction of fulfilling Miss Goslee's, and apparently Mrs. Williams's, dream of Willard as a "grand research library." In 1953 the son of John E. Iglehart, author of the 1923 history of Vanderburgh County and the leading spirit of the Southwestern Indiana Historical Society, gave nine boxes of his father's historical papers and manuscripts to the public library. As Mrs. Williams later wrote, "They looked them over, sorted and pondered, and decided that they would like to pass them on to us. One reason given me—that it would take too much time and money to put them in order. . . . It has interested us to know that our staff of five can and will do what a staff of 75 seemed too busy to undertake."[31]

No doubt Dr. Goldhor had a bit more realistic idea of what developing a manuscript department actually would involve. Nevertheless, the Willard staff plunged in. The cataloger, Anna Louise Thrall, former Evansville College librarian, was assigned to spend two days a week on Willard's previously closed second floor arranging and inventorying the Iglehart collection. She also acted as "hostess" to researchers and sightseers.[32]

In 1962 Dr. Goldhor returned to the University and his book, *Practical Administration of Public Libraries*, which he wrote with Joseph L. Wheeler, was published the same year. He was replaced by Edward A. Howard, formerly head librarian at Lawrence, Kansas. Meanwhile, at Willard, Mrs. Williams had retired in 1956. Her successor was Miss Marcia Wheeler, who had been hired by Willard in 1948 to reclassify the collection and had stayed on as assistant librarian. Miss Wheeler, in turn, retired in 1972 and was replaced by Miss Bettye Miller, "stolen" by the Willard board from the public library staff.

Despite the best efforts of Mrs. Williams and her successors, the 1950s and 1960s were perceived by the community, when it took notice at all, as a period of genteel decline for Willard Library. A quiescent board was content to accept what little tax support the city was content to give, and was not inclined to ask too much of the five ladies "of a certain age" who made up the staff. After all, they were not being paid very much. The staff themselves joked that one had to be able to afford to work at Willard Library.

In the seventies, Willard awoke. Several factors contributed to what can be seen now as a renaissance. First, in 1968 the board acquired an activist trustee, Diane Foster Igleheart. She was determined that the library should assume its rightful place in the forefront of Evansville's cultural institutions, and she was able to

convince her fellow trustees to follow her lead. In 1972 she called into being a Friends of Willard Library organization to raise community awareness and increase support. She also saw that the library and park were placed on the National Register of Historic Places. She worked with sympathetic city councilmen to have Willard's historic runs of English and German-language local newspapers microfilmed and to obtain the grants of federal revenue sharing funds that made possible needed renovations to the building's antiquated lighting, heating, and air conditioning systems.

Another factor of Willard's reawakening was an awareness that there were those who saw the library as an anachronism which ought to be dismantled. In 1970 the University of Evansville suggested to the Willard trustees that Willard's valuable research materials—4,000 books and all runs of historic newspapers—be transferred to the university library. This idea the trustees spurned, albeit with protestations of willingness to cooperate with the university in any way short of such a transfer. Then in 1971, while some community leaders were calling for government consolidation in Vanderburgh County similar to that in Marion County, the president of the public public library board issued a statement calling for incorporation of Willard into the public library system. Nothing came of this, just as nothing would come of other "Vand-Gov" proposals at the time, but it gave the Willard trustees much food for thought.[33]

Finally in June, 1974, Mrs. Igleheart, now president of the Willard trustees, "brought up the idea of bringing a library consultant here to help us organize our daily work and long range plans in preparation for the increased use of the [research collections on] the second floor." The board chose to hire David Bucove, director of the Anderson, Indiana, Public Library. The question they ultimately asked him to address, although their minutes do not say so, was the question of what unique or special services Willard could provide to the community, given the existence of the public library system and the, by now, two university libraries.

After due deliberation and assessment, Mr. Bucove's answer was that, while Willard could continue to provide general adult and children's library services for the community at large and especially to Willard's immediate neighborhood, it should put greater emphasis on the areas in which it had already carved out a niche for itself. One of these was the arts. Willard had received significant gifts from a generous supporter over a period of years which built up a separate endowment specifically for the purchase of books in that field. The other area was history, particularly local history, which Willard had been collecting more or less passively for almost a hundred years. He also advocated Willard's developing a genealogy collection, to complement the local history interest.

As often happens, the consultant's report told the trustees little they did not already suspect. The proposal was basically "build on strength," but having heard it from an outsider the board was willing to take the necessary steps. In October, 1974, trustee Richard E. Meier proposed, and the board accepted, a resolution establishing within Willard an Archives and Research Center "as the repository for the receipt, care and prescribed access and use of books; publications; documents; official and private letters and correspondence; artwork; artfacts; etc. of permanent value and significance to the cultural, economic, social and political history and traditions of the Tri-State area,

of which the City of Evansville is the center. As such repository, Willard Library shall solicit, accept and undertake the proper care of contributions of qualified materials .... These unique and distinctive purposes are established for the special benefit and use of scholars, authors, artists, genealogists, historians, archivists, scientists, students and all citizens who delight in inquiry of the past."[34]

What had been done passively would now be done actively, and the resolution implied that the necessary resources would be found and allocated. This was a pivotal document in Willard's history, the most important, perhaps, since Willard Carpenter's Deed of Trust. The first step forward, however, was a step backward. In December, 1974, the staff was reorganized. Head Librarian Bettye Miller was named Director of Regional History and Genealogy, to spend full time setting up the "Archives and Research Center." Assistant Librarian Martha Rogers was elevated to Director of Public Services. Since both reported to the board, Willard was back to a two-headed librarian arrangement reminiscent of 1885.

This misstep was remedied after the resignation of Miss Miller at the end of 1975. Donald E. Baker, fresh out of the Indiana University library school but with a second master's degree in history and experience as assistant editor of the *Indiana Magazine of History*, was subsequently hired as overall director of the library. Building on the groundwork already laid by Miss Miller, Mr. Baker spent most of his first year getting the Archives and Research Center (renamed the Regional and Family History Center) organized, furnished, and staffed. The facility was opened to public in December, 1976. In the decade since, it has developed the third largest genealogy collection in the state and has received major additions of historic manuscripts, photographs, and documents. Special Collections is recognized as a co-equal part, along with Children's and Adult Services, of Willard's mission to the community.[35]

With the long-promised research area established, the trustees and Mr. Baker turned their attention to needed capital improvements in Willard's century-old building. Calling on the community repeatedly for private donations, which were combined with monies from a variety of government and foundation sources, Willard has spent approximately $750,000 over the last ten years to enlarge and remodel the children's room; modernize ancient restrooms that gave a whole new meaning to the phrase "gothic architecture"; replace the roof, the windows, the furnace; install an elevator and a handicap access ramp; install a fire alarm system and upgrade the burglar alarms; build a staff room; reactivate abandoned light fixtures in the park; rebuild the limestone steps; and do a host of other things to prepare the building for its second hundred years without violating the integrity it had known throughout its first hundred.

Most of this work was completed by March 28, 1985, when Willard and its friends reenacted the opening ceremonies of a century before. Now the administration is doing the spadework —figuratively—preparatory to renovating Willard Park. They have also inaugurated an ongoing endowment development process that, along with ever increasing interest and support on the part of the city government, should keep Willard on a sound financial footing.[36]

Meanwhile, at the public library Mr. Howard has continued to build a system which has an enviable record of community service, breadth of col-

lection, and depth of staff expertise. In 1985 Evansville-Vanderburgh Public Library operated its central library and seven branches (one more is planned) on a budget of $3,342,457. They circulated a total of 1,355,350 items.[37] Willard, by contrast, may be senior in age but is very much junior in size, smaller, in fact, than two of the public library's branches in terms of circulation. It had 1985 expenditures of $246,549 and circulated 179,744 items.[38]

The impulse to cooperate is very strong. Both libraries are part of the OCLC network and are members of the Four Rivers Library Services Authority. Willard's Tuesday through Sunday operating schedule complements the public library's Monday through Saturday schedule so as to give Evansville public library service seven days a week. The public library courier system is made available to Willard so that patrons can leave either institution's books at the other. In Miss McCollough's time the public library began publishing a union list of periodical holdings that included Willard as well as the universities. Under Dr. Goldhor central library began to include Willard's and the University of Evansville's nonfiction main entry cards in its catalog, so that there would be a point of access to all three collections. The union list and the cooperative catalog will be superceded, and such resource sharing raised to a higher level, when both public libraries, along with others, put their catalogs online through the machinery of the Southwest Indiana Automated Circulation Cluster.

In collection development, too, there is cooperation, in the form of an informal gentlemen's agreement to respect one another's turf. Willard, even if it could afford to, would not attempt to follow the public library into areas such as business, tax, and law reference where the public library has the budget and the staff to be effective. On the other hand, the public library leaves genealogy completely to Willard and soft-pedals purchasing in regional history and the arts, where Willard also has demonstrated strengths. There is much referral of patrons from one library to the other.

There is still, of course, that "dash of healthy competitiveness." Neither library is as ideological as it once seemed concerning selection policy. Willard can no longer, if it ever could, buy every book a patron asks for, and in the public library can be found, *pace* Miss McCollough, Harlequin romances. Willard does still enjoy a reputation for making best sellers available more quickly, but this is merely a matter of size. Willard's one professional adult librarian has the authority to purchase on the basis of advertisements. The public library, to impose order on the acquisition process, uses a book selection committee, which must wait for favorable reviews, and then coordinates purchases from all agencies to effect savings and achieve efficiencies. Under those circumstances it is no trick for David to get a book on the shelf before Goliath's committee can read the reviews.

The people of Evansville use both Willard Library and the Evansville Public Library interchangeably, according to their needs and, often, according to their mood. The two libraries have been likened to a large and a small bank, one of them efficiently offering a full line of up-to-date services, the other specializing in slower-paced personalized interaction in a quaint, old fashioned atmosphere. There is a public for both kinds of library. And in Evansville there is a library for both kinds of public.

Notes

[1]The most comprehensive history of Willard Library is Friends of Willard Library, Inc., *Where There's a Willard: The First 100 Years of Evansville, Indiana* (Evansville: Friends of Willard Library Press, 1986), published in honor of the library's 1985 centennial. Willard Carpenter's letter to the library's first board of trustees, August 23, 1876, is printed on pages 155-57 of *Where There's a Willard*; the quote reprinted in this paragraph may be found on page 155. For an account of Carpenter's life, see Donald E. Baker, "Willard Carpenter, Eccentric Philanthropist," in *Where There's a Willard*, pp. 1-145.

[2]*Where There's a Willard*, p. 156-157.

[3]*Where There's a Willard*, p. 156.

[4]Much of the rest of this article, as it pertains to Willard Library, is a condensation of material presented in Kenneth P. McCutchan, "I Leave Very Much to Your Wisdom and Judgement: A Chronicle of Willard Library and Its Board of Trustees," *Where There's a Willard*, pp.161-216.

[5]See, for example, Willard Library Board of Trustees Minutes, July 5, 1887, and February, 1888, Willard Library Archives.

[6]Willard Library Board of Trustees Minutes, June, 20, 1893; March 24, 1894.

[7]Quoted in *Where There's a Willard*, p. 181.

[8]"Rules of Willard Library," Willard Library Archives.

[9]Willard Library Board of Trustees Minutes, April 10, 1885.

[10]*Where There's a Willard*, p. 156.

[11]Deed of Trust, typescript copy, Willard Library Archives.

[12]*Where There's a Willard*, p. 178; Willard Library Board of Trustees Minutes, October 8, 22, December 8, 1909.

[13]Herbert Goldhor, *The First Fifty Years: The Evansville Public Library and the Vanderburgh County Public Library* ([Evansville: Evansville Public Library, 1962]), pp.1-2. Unless otherwise noted, historical facts concerning the Evansville Public Library and biographical facts concerning its directors are taken from this source. Dr. Herbert Goldhor was Chief Librarian of the Evansville Public Library from 1952 to 1962.

[14]Goldhor, *First Fifty Years*, pp. 1-3.

[15]Interview with Evangeline Herr, October 20, 1986. Miss Herr began working for the Evansville Public Library in March, 1945, and is now Administrative Assistant to Director Edward A. Howard. The author is indebted to Miss Herr and Mr. Howard for the McCollough anecdotes in this and the following paragraph. The picture mentioned is reproduced in Goldhor, *First Fifty Years*, p. 5.

[16]Ethel F. McCollough Files, Business Office, Evansville-Vanderburgh County Public Library.

[17]Goldhor, *First Fifty Years*, pp. 3-7; Annual Reports, Willard Library Archives.

[18]Willard Library Board of Trustees Minutes, December 17, 1915.

[19]Otilda Goslee File, Willard Library Archives.

[20]John E. Iglehart, ed., An Account of Vanderburgh County from Its Organization, v. III of Logan Esarey, *History of Indiana from Its Exploration to 1922* (Dayton: Dayton Historical Publishing Company), p. 357-58; *Where There's a Willard*, p. 300.

[21] Recounted in Gray D. Williams, Annual Report for 1951, Willard Library Archives.

[22] [Gray D. Williams], Brief Notes from the Old Minute Book, parenthetical note under February 13, 1922.

[23] Biographical note by Mrs. Williams's daughter, Jane Gray Williams Cameron, in "The Life and Willard Times of Gray Davis Williams", Gray D. Williams File, Willard Library Archives. This typescript item is a compilation of Mrs. Williams's witty and informative reports to the Willard Library Board of Trustees and is the best source of information on her accomplishments and activities as Willard's head librarian, 1941-56.

[24] Anecdote by long-time Willard Children's Librarian Margaret Maier, recounted in *Where There's a Willard*, p. 190.

[25] Williams, Annual Report for 1949.

[26] Williams, Annual Report for 1951.

[27] Williams, Annual Report for 1952.

[28] The history of Miss McCollough's retirement and that of the Rosaaen and Goldhor administrations of the Evansville Public Library may be found in Goldhor, *First Fifty Years*, pp. 19-23.

[29] Characterizations of Miss McCollough and Mr. Rosaaen by Evangeline Herr, Interview, October 20, 1986.

[30] Williams, Annual Report for 1955.

[31] Williams, Annual Report for 1953.

[32] Williams, Report for December 22, 1954.

[33] *Where There's a Willard*, pp. 198-200.

[34] *Where There's a Willard*, pp. 203-2-4.

[35] *Where There's a Willard*, p. 204.

[36] *Where There's a Willard*, pp. 204-15, 345-49.

[37] Evansville-Vanderburgh County Annual Report 1985, in *The River City Library Times*, the newsletter of the Evansville-Vanderburgh County Public Library, May 1986.

[38] Willard Library Annual Report for 1985.

The Dream of a Small Town

Connie J. Brown
Markle Public Library

Along the banks of the Wabash River, just off 1-69, lies a small town proclaiming to be the "home of 971 happy people and 4 grouches". And the residents of Markle, Indiana appear to be just as their town sign boasts, *including* the 4 grouches who are elected each year during Wildcat Days, the local festival. Nestled in the midst of this charming community is the Markle Public Library, one of the 101 Indiana libraries serving a population of 5000 or less. Founded in the 1930's by the local chapter of Psi Iota Xi with only the books donated by themselves, the library has weathered numerous moves and a fire to continue to serve the Markle community. While much of the credit for its longevity in the face of numerous obstacles lies in the dedication of the original founders, one in particular stands as probably the most influential in its maintenance. Her name is Grayce Yoos, and much of this article is based upon her recollections of her 50 years of service as librarian of the Markle Public Library.

In the beginning, the members of Psi Iota Xi, seeing the need for a library in their community, took upon themselves the task of establishing the Markle Public Library. Since there was little or no money for the purchase of books, they each donated what books they could from their own collections. Each of the members then volunteered time each week to preside as 'librarian'. In 1937, the library was registered with the State of Indiana, and was then eligible to receive books on two week loan from Indianapolis. These books were delivered by truck every two weeks, then picked up two weeks later with a new truckload delivered in turn. Obviously this increased their lending ability greatly. The sorority also purchased recent books as often as they could afford them. These "best-sellers" were rented out at 2 cents per day to encourage prompt return and therefore enable more people to enjoy them. The overdue fine on books was set at 2 cents per day per book, where it still stands today. In 1937 Grayce Yoos became the official paid librarian, a position she continued to fill until her retirement in June, 1985.

Since its establishment the Markle Public Library has moved eight times. It began in the home of Lillian McGuffy, the sorority chairwoman at that time. According to Miss

Yoos, Mrs. McGuffy was a teacher and a driving force behind the sorority's decision to establish a library. From there the library was moved downtown above Dr. Wood's office, and from there to the present location of Randoll's Barber Shop. Dr. Wood moved to an office down the street after the war (WW II), whereupon the library was moved back into the downstairs portion of the building it had previously occupied. The next move was across the street into the building which previously housed the Yoos Harness Shop. Library ledgers from this period list as purchases such things as coal oil and corn cobs. When questioned concerning their use, Miss Yoos explained that, in order to heat the library, a corn cob was soaked in coal oil and then placed atop the wood in a pot-bellied stove to facilitate starting a fire. Sometime around 1949 or 1950, while the library was housed here, a fire broke out in the building directly behind it. Since Markle had suffered a devastating fire in earlier years which nearly destroyed the entire downtown area, there was great fear that a similar tragedy would be repeated. As a result Miss Yoos and many nearby residents physically carried every book from the library to the doctor's office. According to Miss Yoos, everyone pitched in with boxes, baskets, or whatever they could find to carry the books in, and simply piled them on the floor of the doctor's office in their haste to remove them from any danger from the fire. While they were successful in that no books were lost or damaged, it was "a real mess" getting the books back into the library in order! (Incidentally, the library building suffered little or no damage from the fire. The building behind it was completely destroyed.) After this, the library was moved three more times before it was installed at its present location, the Markle Town Building.

Now occupying two rooms in the upper level of the Markle Town Building, the library has grown to such an extent that the attainment of a third room seems inevitable. The smaller room houses children's books for all ages, books with cassettes/records, puzzles, and games. Contained in the larger room are all adult books, periodicals (for all ages), cassette tapes, video tapes, record albums, and 16mm films. A variety of media equipment can be borrowed from the Markle Library, such as video machines, a television, a 16mm projector, Polaroid cameras, and a cassette tape player. Listed as the smallest library in Indiana in 1983 with a total of 4,455 volumes (books alone), it had increased the number of volumes to 6,828 by 1985, showing a growth rate of 2,373 volumes or 53 % in two years. By 1985, the number of cardholders stood at 597, but has since increased to 738—many of which are actually "family cards" acquired by county residents for $5.00 each. To date, the number of volumes stands at 7,680, with 314 video tapes, 19 films (16mm), 359 children's books with cassettes/records, and numerous periodicals. While the library has funds for the purchase of books, the vast majority of the books acquired are donated and come in at such a rate that many are boxed awaiting the construction of new shelves.

From its registration as a library in 1937 until early 1982, the library was open for business Tuesdays and Thursdays from 3:00 p.m. until 5:00 p.m. and Saturdays from 10:00 a.m. until 12:00 noon. At that time the hours were increased to include Mondays, Wednesdays, Fridays, and 12:00 until 2:00 p.m. on Saturdays. A second person was hired to act as librarian at those times, while Miss Yoos continued to work as she always had. In 1985, upon Miss Yoos' retirement, Donna Brown became act-

ing full-time librarian. In spite of the longevity enjoyed by the library at that point, its existence was still relatively unknown to many of the town residents and those of the surrounding townships. To help remedy this Mrs. Brown decided to begin a publicity campaign inviting several local church groups and organizations for open houses, even providing refreshments from her own funds. At about the same time, the library began acquiring video tapes for check-out (along with VCR machines). Mrs. Brown credits much of the library's recent growth to a greatly increased awareness of the library's existence and the community's vision as to its potential. The video tapes have also brought many patrons (and in many cases whole families) into the library who might possibly never have ventured to come and have therefore greatly increased the library's need for more books.

The story behind the Markle Public Library and its growth is both fascinating and heartwarming. It is the story of a dream fulfilled by ordinary people through persistence, dedication, and vision. It tells much about such ordinary people and what can be accomplished from one ordinary person's dream.

Profile of an Indiana Career in Libraries:

Florabelle Wilson

Susan A. Stussy
Head Librarian
Marian College

Mrs. Florabelle Wilson played an important part in Indiana librarianship during her twenty eight years of active practice. On July 6, 1986, Dr. Susan A. Stussy, Head Librarian of Marian College, interviewed her at the Marian College Library in order to preserve the wisdom Mrs. Wilson acquired as a librarian.

Born in 1927, Mrs. Wilson gained a B.S. in Education from Indiana Central University in 1949. She earned an M.A. in Library Science from Indiana University in 1961.

Mrs. Wilson was an elementary teacher for the Indianapolis Public Schools from 1949 to 1957. She was Assistant Librarian at Indiana Central University from 1957 to 1971 and Director of the Library from 1971 to 1985.

Mrs. Wilson is a longtime member of both the American Library Association and the Indiana Library Association as well as of Beta Phi Mu. She is listed in *Who's Who in the Middle West*. Her community activities include life membership in the N.A.A.C.P. and membership in the Zonta Club.

Q. What was your undergraduate major?

A. Education. A B. S. in Education.

Q. From where?

A. Indiana Central University. That was an effort to combine books, I guess, with children. Actually library work was my first love, but it was more practical economically to become a teacher. One of the things my mother seemed to want more than anything else was for me to become a teacher. "I want Flora to be a school teacher," she would say. And I could understand that, because in the Black community at that time when I was growing up and prior to that time, one of few jobs that women could aspire to was that of being a teacher. A teacher was looked up to as a role model and as a leader, and I think in my mother's eyes that was the kind of position she wanted for me. So as a result, I completed my work in education at Indiana Central. I opted for teaching and did for some time in the elementary schools. But I was teacher for my mother for some time. Then I decided it was time to be a librarian for me.

Q. Were you a library student assistant in college?

A. Yes I was. I worked at Indiana Central. Just through casual conversation when I was charging out some books one day there, I said to the librarian, Miss Edna Miller, "I used to work in the elementary library." She said, "You did?" I forgot about it, but not long after she said, "Would you be interested in working here?" I was very pleased to get a chance to work in the library, both because I loved books and because I needed the money.

Q. When you decided to become a librarian, where did you go to library school?

A. I went to Indiana University, and that was because of circumstances, I think. While I was teaching elementary school, the Indianapolis Public Schools, I guess, created a system in which they aspired to putting libraries in all of the elementary schools. Of course, when I heard about it, I thought, "Well, if they are going to put it in my school, I am going to be a librarian." From Bloomington they sent teachers here to Indianapolis, and they taught classes at Central Library. So when they began to send the teachers, I enrolled in the very first classes, and I took all the classes they offered here (Indianapolis) in the evenings after school. Then I decided to go to campus (Bloomington) in the summer to go all out for the degree, since I had already begun.

Q. Where have you worked as a librarian or library director?

A. Only at Indiana Central University.

Q. What problems arose in your library career because of your sex?

A. I suppose one of the major problems was that librarians are considered quiet females of gentle spirit and soft voice, and less than aggressive, and the problems arose because I'm afraid I don't fit that image very well. Quiet, I'm not. I became progressively aggressive when I discovered that, because of my sex, I was expected to do certain things, like be secretary of the committee each time, have some cookies and coffee ready, be quiet in meetings, and not have too many opinions about what was going on and to agree, and that just isn't my nature, not to question. And because those were the things that, as I say, [I] progressively learned to do, I guess just because of being female. I guess I created the problem, and it kind of invigorated me and kept things lively.

Q. What problems arose in your library career because of your race?

A. There were some that occurred unwittingly maybe. For example, since I had been a student at Indiana Central, when I returned to work there and became a member of the faculty, some of the persons who had been my teachers were still teaching, because less than ten years had passed since I had graduated. Of course, when I was in school there they addressed me, as they did all of the students, by their first names, and it was Marybell, or Florabelle in my case, which was all well and good. But when I returned as a faculty mem-member, at the same [professional] level as my former teachers, there were still some who, I'd like to say unwittingly, referred me to their classes as "Florabelle in the library." This was misleading, because it meant that students in the classes would come to the library and instead of addressing me as Miss Williams, which I was at that time, they wanted to address me as "Florabelle in the library," and this simply could not be. So that very first year I had to go to battle to help them realize that number one, I was Miss Williams, and number

two, persons who adressed me by my first name, were persons who were my friends. And another problem I often had was that people came to the library and asked for the librarian, and I came to the desk, and they looked past me to see if the librarian was coming, because they simply did not expect to see a Black woman. All of the staff for most of the years I was a librarian and for all the years I was an assistant, were all White. I was the only Black person on the staff, and only for a few years after I became a librarian was there another Black person on the staff.

[When I became librarian] I made a special effort to have a multiracial staff. One summer we had Africans, Afro-Americans, Chinese, Taiwanese, and a fellow from India [as well as White students]. Finally that job became kind of a mission, because I was the only contact most of those students were going to have with a Black person in authority. Some of them had come from areas where they had not encountered Black people except on television or in a magazine. It was obvious in their reaction, in their response to your questions, in the way they looked at you, in the way they were surprised that if you cut yourself, you bled. I guess that's just true of Americans.

I think that you could find that on any campus anywhere if you met enough people. But here I was kind of on the bubble. I represented a whole race of people, and sometimes I had to remind people who came to ask me questions about Black people that I could only speak for myself. I couldn't speak for how many million Black people in this country. But sometimes they would come and say, "What do you think?" I would say, "Well, I can only give you my opinion or what I think as a Black person."

During the Civil Rights Era, often the ones with the courage would ask me questions. I remember when Martin Luther King was killed and a woman working in the library asked in all seriousness, "Do you equate Martin Luther King with Jesus Christ?" And she was serious, and she wanted to know my answer, and I gave it to her, which was, " I don't equate any human being with Jesus Christ, but Martin Luther King was a great man." But she was perfectly serious, and yet I don't think that I would ever have asked any White person if some White person had been killed if they would equate that person with Jesus Christ. It would never have occurred to me, and I have no idea what brought that on, but she wanted to know.

Q. It helps to know how your experiences have affected your life.

A. Well, let me tell you about my experience in conventions, because we haven't touched on that. I was lucky in that Miss Edna Miller, who was the librarian who hired me, and the person whose job I later assumed when she retired, was a real professional. She knew her job, she knew her collections, she knew her books, and she was a professional in that she belonged to professional organizations, and she attended meetings so that she took me to the local meetings, to the ILA. We went to the conventions, and then she gave me the opportunity of every other year going to the national [conventions]. She'd go one year, and I'd go one year. I belonged to the state library association [ILA] and the national library association [ALA] the entire twenty-eight years without a break.

That's what you are supposed to do. That's the way I was trained, you see, and that was valuable to me. It armed me in one respect to be a professional, but it disarmed me in another in that I assumed because of her attitude that I would meet the same attitude in meetings, but I didn't. So I had to learn to adjust to that. Because you see you are talking about "The Heart is a Lonely Hunter," and I was the only Black one in the meetings, especially at the local level.

The other Black persons who were in the Indianapolis area at that time were simply not in evidence. I don't know why. One factor was that their position wasn't anywhere like this, because I was an assistant administrator; therefore I was qualified to go. Many of the Black people that I knew were over in the [public library] branches, but none that I know of were in the college libraries.

I was the only Black academic librarian in the state of Indiana and maybe in the Middle West. The national conventions, and oh, I looked forward to it, and most of them were from the South. But through the years there were ones from Chicago and from Detroit, and from other cities.

Q. How should a woman manage differently from a man? Should they?

A. I don't think we should, but I think because of the ways our lives are structured as females and as males, we have to. A woman and a man could have the same goals and head for them in the same manner, but persons who must help them attain these goals will react in one way to a man and another way to a woman. So that a man is taken to be "getting the job done," and a woman is too often taken to be "pushy."

Q. Do you think a minority [person] should manage differently, and if so, how?

A. I don't think you should have to, but I think you have to, especially if you are in the situation where you are the chief administrator and everybody answers to you. [As] Americans [we] are victims of our culture and of our ways of thinking. Somehow you can't just block that out when this is an unusual situation. And there are a lot of differences in feeling there. Many of the times when I felt it most strongly or most acutely were when I was interviewing persons for a position. In most instances, these were clerical, not professional, positions. The business manager would interview the applicant first and then bring the applicant to my office. I have seen applicants physically step back two steps, because he hadn't bothered to explain to them in the office that they were going to talk to a Black woman. I don't think that they were aware that they physically stepped back two steps, they just did it.

Q. What do you see as the future for female and minority managers?

A. I see a future as bright as they are willing to help make it. It's like anything else: nobody's going to give you anything. Nobody is going out and pull you into a job of administrative level, because you are a woman and because you are a Black or either or both. Now during the sixties there was a time when it was a plus on your listing of employees to have a Black and/ or a woman, but let's face it, that is past. We're in the eighties and almost in the nineties. If you are a qualified person who wants that position you are going to have to go and fight for it. I'm not saying you'll get it, but once you get your toes in the door, you not only have

to fight to get it, but you have to fight to keep it, because you have to stand up for what you know is the right thing to do and with your credentials behind you, you do it. It won't be an easy job, and I guess it never has been really, but I think it is as bright as you intend to make it. There are some smart women, Black and White out there, who are extremely capable. I venture to say some [are] as capable, and some of them more capable than some of the men who have these jobs, and they should go get them.

Q. What can the library profession do to encourage [the development of more] women managers?

A. I think women's library groups are helpful, where the women administrators and women staff people get together and share their problems. Networking, as much as some people negate it, I think is important.

One of the things I gained from attending conventions was talking to somebody else who had the same problems. That made me feel that I was not alone with whatever my problems were. It gave me a strength that I needed, and I came back kind of refreshed and renewed, because I knew somebody else was having the problems. We had a governor's conference on libraries here, and we had the little group sessions, and one of the questions that came up was, "What do you do when your library has a book that someone says shouldn't be there, and yet it is a part of the collection?" I remember one person said, "Well, what I did was to put the book on my library shelf and indicated in the card catalogue that that is where it was." I tucked that away and forgot all about it. But many years later a similar problem arose for me. A book on photography had been ordered by a professor. Each professor of our school had funds and he or she decided what it would be spent for. Well, it so happened that the photographs had been taken by a person who worked for *Playboy*. I did not censor what the people ordered and had no right to, and felt no need to. But one of the women on the clerical level who was supposed to mark the outside of the book, saw some photographs that she felt were offensive to her.

I had to explain to her that it was not her choice nor mine as to what books the professor ordered. That was their choice. Then I had to call to her attention the Library Bill of Rights. But what I also pulled from my memory was this idea of not pulling that book and hiding it. I did talk to the professor who ordered it, and asked him if he wanted it in his department and he didn't. He said, "No, put it on the shelf." So I did, but I put it on the reserve shelf. All the cards were in place, all the information was there, and the book was available.

But that was something that I had tucked away many years ago and it came back and stood me in good stead. So that book as far as I know, is still there. It is available for any person who wants it. I'm not sure everybody would agree with it, but that was the way I dealt with it, and it was the result of a meeting many years earlier. That was one of the tactics. That was a survival tactic for librarians.

Q. What can the library profession do to encourage the [development of more] Black managers?

A. I suppose scholarships would be helpful. And there are some good ones for people to go onto library school for advanced degrees. I think the profession can make information about jobs available in the usual media and also be sure

that the information reaches groups like the [Black] Librarian's Caucus or publications that are Black oriented. By the same token, Black librarians who are seeking managerial positions have a responsibility to seek employment in libraries whereever their credentials are suitable. Many times to seek a position in a library at a great distance from where you are used to living or in a culture that is entirely different, it is kind of intimidating. Most of us are more comfortable in familiar surroundings, but if you are just going to stay in familiar surroundings you are going to miss a lot of opportunities, and this is coming from a stick-in-the-mud staying in the same place lo these twenty-eight years. By the same token, I would encourage those who wish to become administrators to actively compete, if they have the qualifications and they are capable, to go for it.

Q. How do you feel that you had special interests as a Black woman that you might not have had otherwise?

A. One particular one was in terms of being sure that included in the library holdings were books by and about Black people that gave a true picture. We made an effort, not only using Title II funds, but using book funds from the Indiana Central Library book budget to build up a good collection. The thing that validates my opinion is that in using the OCLC system and calling for books by different authors and by different titles, ours would be one of the libraries that usually would have the book.

Another area, too, of special interest to me was Black books for Black children written by Black authors. [I developed] a list of Black books for Black children. This was one of Indiana Central's efforts to be of service. Our motto was, "Education for Service."

Another thing that I am proud of in my association with Indiana Central is the development of an annual Black History Program to which national figures are invited. Gwendolyn Brooks, the Pulitzer Prize-winning poet, was our speaker one year. It was the same year that she spoke at Marian College, and she came to our school and spoke, and was there for an evening seminar, and so she kind of made a circuit in this area. Another [year] Mayor Richard Hatcher came, and that was good because of the kids from Gary, and we had quite a few, and it really did something for them.

Profile of an Indiana Career in Libraries:

Harold J. Sander

Robert L. Logsdon
Associate Director for Public Services
Indiana State Library

One of the sad commentaries that can be made about the library profession is that we are too neglectful of our history. We tend to be so caught up in the activities of the present and planning so hard for the needs of the future that we frequently have no time to reflect on the accomplishments of the past. This can be said not only concerning our profession as a whole, but in regard to our individual institutions and past leaders as well. Yet it can truthfully be said that without the effort and work of our predecessors we wouldn't be where we are today, for better or worse. Without proper recognition of their efforts we cannot fully appreciate what we have and anticipate where we are going. Therefore, it behooves us to take the time to look at the work of those hearty individuals who paved the way for us and to pay them the tribute they justly deserve.

The following is a brief biographical sketch of one of our recent colleagues and, while space limitations prohibit giving more than a cursory glance at his life and career, the sketch will provide the reader with an appreciation for the work and accomplishments of Harold J. Sander, who directed the Indianapolis-Marion County Public Library System from 1956-1971. (an interview of Harold J. Sander by the author, was conducted in Indianapolis on August 16, 1986. All direct quotations from Mr. Sander in this article are from that interview.)

Sander was born July 8, 1913 in Evansville, Indiana and grew up in and around that community. He attended local schools and was graduated from Reitz High School in 1931. This was during the Depression, and he discovered that jobs were difficult to obtain. Eventually he found a job with a flour mill for the meager salary of one dollar a day! Although he ultimately was able to earn ten dollars per week he continued looking for other employment opportunities. He recalls, "they were building a new library in Evansville. I thought, well, with a new building, there may be a job. So I applied there and sure enough I was appointed as, I guess they called it, a page for the county system. Later I was a truck driver and book shelver. I started to work there on April Fools Day in 1932."

From the beginning Sander knew that this work had no future, so he

On December 31, 1981, Harold J. Sander received a "Key to the City" from the Mayor of Indianapolis, Richard Lugar. Photo by Ivan Christensen.

enrolled at Evansville College on a part-time basis. Eventually he was able to attend classes in the mornings and work at the library in the afternoons and evenings. He continued this arrangement for several years and was graduated in 1938 with an A.B. degree in social sciences and history. It was during this period that he developed what was to become a lifelong pattern of combining extracurricular activities with a busy work schedule. In the yearbook for his last year in college, Sander was listed as participating in the choir, the college quartet, the debate team and Phi Zeta Fraternity, as well as numerous other activities. In addition he was chosen a Campus Notable his senior year.

By this time he was interested in a library career and consulted colleagues at the Evansville Public Library on how to proceed. They encouraged him to attend Columbia University in New York City because "they figured that getting a job there and working would be simpler in a larger city than in a small college town."

He followed their advice and began the fall semester of 1938 attending library school and working part-time in Columbia's School of Business Library. In 1939 Sander received his B.S. degree in library science and was offered a full-time job in the business library. He accepted this offer and states that "having lived there in New York City a year as a student and seeing nothing and doing nothing because I was so darned busy. . . . it would be nice to spend a little time there and so I took the job." He remembers, "I guess I was the lonesomest guy in the place because the people I knew when I was in school were gone. The school crop, they were busy up to their necks in work. I did finally meet a young woman, a library school student, near the end of the school term and that was it." The young woman was Edna Worthington of Plainville, Massachusetts, and they subsequently married on August 9, 1941.

Prior to his marriage, Sander decided to return to his native state and he obtained a position in the Reference Division of the Indiana State Library in Indianapolis. In July 1941 he was appointed head of that section.

With the advent of World War II he joined the Army and served in the photo interpretation section of the XVIII Airborne Corp in Europe. While away he didn't forget the State Library and according to the 1945 April/June issue of *Library Occurrent*, "M/Sgt. Harold J. Sander, Chief of the Reference Division on leave, sent to the Library from Germany an interesting collection of Nazi propaganda which were on exhibit in May."

Following his discharge from military service he returned to Indianapolis and resumed his duties at the State Library. He also renewed his involvement with the Indiana Library Association [ILA] in which he had become active prior to the war.

Almost immediately he was swept up in organization activities and was appointed chairman for the subcommittee on Business Services of the Public Relations Committee. In this capacity he announced in *Library Occurrent* the formation of a monthly informative newsletter "to promote and increase library service to business and industry." This newsletter was entitled *Focus On Business and Industry* and made its appearance in April, 1946. It was published as a joint publication of the Indiana State Library and ILA with Sander serving as editor.

Shortly afterward he recalls that some of the members of ILA "lamented that we [the Association] need better communication, we need

a publication. I opened up my big mouth and with Brigham's permission I said I would give it a whirl. I was the editor, the business manager, I helped with stamping and mailing them. Part of it was done at my home and part of it at the State Library." (Harold Brigham was Director of the Indiana State Library, 1942-1962.)

In the first issue of the newsletter which came out in July 1947, Richard Sealock, then president of ILA, wrote, "The idea of a bulletin is not new with the Association. For some time members have felt the need for this. Only the perseverance of our new editor. . . .[Harold J. Sander]. . . proved that it can be done. . . .."

"His convictions that a bulletin could be nearly self-supporting plus the ability he had displayed as the editor of *Focus on Business and Industry* led to his appointment to edit the new bulletin. In fact there would not have been an ILA Newsletter if it had not been for Mr. Sander. With a quiet display of good taste and a modest pride Mr. Sander suggests that we use the name *Focus On Indiana Libraries* for our Newsletter." Sander edited this publication until 1950.

During the months of July and August, 1948 he served as Acting Director of the Indiana State Library while Harold Brigham, the Director, was on leave of absence serving as the interim Executive Secretary of the American Library Association. Remembering this time he says, "This was for a relatively short time. It was an honor. It was an ego inflating thing. I didn't do much. You couldn't in that limited time. The main point was to keep things going and hold the place together until bigger decisions were made by others."

Shortly afterward, however, he left the State Library to become head of the Business Branch of the Indianapolis Public Library. Not long after he assumed this position a brief notice appeared in the December 11, 1948 issue of the *Indianapolis News* which said: "Convinced that many business executives and others do not know about the many services of the business branch of the Indianapolis Public Library, Harold J. Sander, new librarian, is doing something to correct this situation. Mr. Sander, who has talent as a salesman and a writer as well as being a librarian, plans to sell the public on greater use of the Library's extensive facilities through means of a new weekly publication, *Your Cue To Business.*"

During this period he also taught a reference course at Butler University as well as continuing his involvement in professional activities. He was chosen president of the Indiana Chapter of the Special Libraries Association in 1950 and served in the same capacity for the Indiana Library Association in 1951. Another organization in which he became involved was the Industrial Editors Association. He recalls, "I was part of it and I was accepted, and I was always pleased about that because it gave me a little knowledge and background in public relations and working with business people."

Looking to increase his income and expand his administrative experience, Sander began seeking the directorship of a public library and in August of 1951 was appointed to the head position of the Roanoke [Virginia] Public Library. A new library building was under construction and he remembers it as an "ideal place to begin." Roanoke was under a city manager form of government and the library board was advisory, the routines of the library were well established and "unless you fell on your face and were a complete dud you couldn't fail."

As usual he became involved in a number of outside activities upon his arrival in Roanoke. He joined and

participated in the Virginia Library Association; initiated and wrote a weekly newspaper column entitled "Scanning In The Public Library."

In 1956 he learned that the directorship of the Indianapolis Public Library was open and he applied for that position. According to the July 11, 1956 issue of the *Indianapolis Star* he was selected from among thirty applicants to become the ninth City Librarian. He assumed his new duties on September 1st of the same year and on October 14th wrote his perception of the role of the public library for the *Indianapolis Star* magazine.

"I believe that the Indianapolis Public Library is potentially an important agency to help achieve a better future. . . .No other public tax-supported institution has so much to offer to so many people as does a public library. Here, for the effort of reading, information comes to those who seek it, education comes to those who work for it, understanding comes to those who allow it, inspiration comes to those who want it, and wisdom comes to those who look for it. The public library is a storehouse of printed knowledge where the accumulated knowledge of the past is organized and systematized for the convenient use of the citizen. In the public library the decisions for the future may be planned after interpreting the experiences of the past."

At the time of his arrival the public library was under the control of the Indianapolis Board of School Commissioners. In recalling the transition from Roanoke to Indianapolis he remembers "it was a little confusing to say the least, to go from a city manager form of government where your board has only advisory authority, to under the school board where they have all the authority [and] you are a little fish in a big pond. The school board was primarily involved in the formal educational system (the public schools), and the library was stuck on as an adjunct. You had to learn to live with that. You had to learn to roll with the punch. You had to learn when to speak up and when to shut up. You also had to get along. And sometimes you had to grit your teeth. As I look back on it, there were ups and downs."

From the beginning he saw this relationship as a limiting factor to the growth of the library system. Also the library served only residents within the city boundaries and county residents used the library heavily, although some did pay a fee to purchase non-resident cards, since there was no major library service in the county. Thus a major concern of his was that a separate county system, similar to others around the country, might develop and thus dilute the tax base and fracture library services if a number of systems were to operate within the county.

Although he worried about these areas, the library system nevertheless underwent considerable change and expansion during the first ten years of his administration. Among the changes and/or improvements were the opening of a new Broadway Branch in October, 1958; remodeling the Central Library in 1960; opening the Eagle Branch in rented quarters in December, 1960; opening Emerson Branch in March, 1962; building an Annex to the Central Library in 1963; and the opening a new Shelby Branch in November, 1965.

Organizational changes were also occurring during this time at the Central Library. Three primary subject divisions were created, the Art Division, the Science and Technology Division, and the Social Science Division. The Films Division was established in 1967.

Development of county wide library service continued to be a primary focus of Sander's administration. Although there were years of investigation, frustration and hard work, the efforts paid off in 1966 when the Marion County Public Library District was created with its own separate board, contracting with the Indianapolis Board of School Commissioners for library services. The library's annual report described it this way, "On March 14, 1966, the Marion County Public Library District was created. The Marion County Public Library Board and the Indianapolis Board of School Commissioners both passed resolutions stating their intent to work toward a single, combined library district as soon as possible. A service contract has been entered into whereby the Indianapolis Public Library will provide 'Open Doors' service to anyone living in the library districts. Also provided are administrative and processing services as new agencies are opened to serve Marion County."

A historian of the library system has noted in the booklet *Historical Highlights* that "unquestionably the great achievement of Mr. Sander's administration was the expansion of Library service to most of Marion County."

Finally, after years of hard work, planning and waiting on the part of Sander, his staff and other interested parties, a combined city-county library board was created and the school board divested itself of the public library responsibility. Sander wrote in the library's annual report that "June 4, 1968 is the red letter day of the year, the decade and the 20th Century for this library system. It was on June 4 that at concurrent sessions of the Indianapolis Board of School Commissioners and the Marion County Public Library Board, the proper legal actions were taken to merge the city and county (except for Beech Grove and Speedway) into one public library system, under one seven-member Library Board." Thus was created the Indianapolis-Marion County Public Library (I-MCPL) system.

Services had been expanding to the county residences, and rental branches in shopping areas soon followed. Wanamaker Branch was opened in April, 1969, and the Wayne Branch began operation in December of the same year. In addition, the Northeast and Westlane Branches were remodeled and enlarged.

With the development of the county-wide system and the separation from the school system, other goals could now be addressed. On February 26, 1969 the Indianapolis-Marion County Public Library Foundation was established. Sander had been involved with starting a library foundation in Roanoke and he recalls "that I brought over a copy of the organizational statement and by-laws and they were the basis for the foundation established here." The foundation thus provided a mechanism by which gifts to the library could be received and appropriately administered.

His involvement with outside groups continued as well, and he served as an officer in many of them. Among those in which he was president were: the Portfolio (1964-65), Greater Indianapolis Information, Inc., (1964), the Indianapolis Literary Club (1969) and again for the Indiana Library Association (1969). He also served on the Council of the American Library Association from 1966-1969.

The library system continued to prosper, opening new branches and serving the communities of Marwood, Lawrence and Southport. The Central Library was air-conditioned and the collection reached a million volumes in 1971.

The years of service and hard work were not without their toll, however, and in 1970 on the advice of his physician Sander took a brief leave of absence during the summer. In 1971 his cardiologist warned him of impending coronary problems. On October 1, he tendered his resignation as director to the Board effective at the end of that year and was assigned to be head of the Broadway Branch, thus ending over fifteen years as director.

As one of his last acts as chief administrator he wrote an eight page statement entitled "Sander's Soliloquy" in which he gave his hopes, aspirations, and suggestions for I-MCPL. In it he made the following comment, "A Public Library's quality is measured by three things: its collections; its staff; and its service points (buildings). This Director is proudest of the staff. In fifteen years here we have managed, in my humble opinion, to gather together and maintain a group of individuals who are conscientious and dedicated. They seek to bring together the knowledge and information civilized man has acquired, transmit it via the printed word to the mind of man today, and preserve it for the citizens of tomorrow. This dealing with ideas is to most of our staff an exciting and rewarding experience. From the leadership of our administrators through the ranks to the shelvers of books and washers of windows, the I-MCPL staff is to me the finest in the world. I have never seen a more dedicated or earnest group laboring in the educational processes vineyard."

This respect was reciprocated at a reception honoring him on December 31, 1971 when staff, past and present, as well as friends, and dignitaries came to show their appreciation. The highlight of the festivities was the presentation of a "key to the City" by Richard Lugar, former school board member and, at that time, Mayor of the City.

Sander served the system for another year and a half as head of the Broadway Branch and then retired in 1973. Looking back he recalls this as a difficult and frustrating period for him and, while necessary for his health, he felt frustrated to have had to terminate his administrative career at the relatively young age of 58. In hindsight, however, he can state, "I guess I made the right decision because I'm still here." He has since withstood two coronary attacks, one in 1982 and another in 1984.

Although no longer actively associated with the system, Sander is hardly forgotten, and in May of 1985 he received a plaque from the Library Board which read:

> Harold J. Sander
> Director of Public Libraries 1956-1971
> In recognition and sincere appreciation
> of his efforts in establishing the
> Indianapolis-Marion County
> Public Library System.

Commenting on this, he remarked "it's a beautiful, meaningful plaque. . . To get this sort of thing fourteen years after you've gone really touched me. The board doesn't really know me. . . .They're all new and that they should do that in recognition of my work really warmed my heart."

This plaque, given years after his retirement, demonstrates the points mentioned at the beginning of this article, that where we work and what we do are the products of our predecessors. And because of this they deserve our "recognition and sincere appreciation." It is hoped that this biographical sketch in its small way provides tribute for a job well done.

From Distant Shores: A Library and Community Heritage

Arthur S. Meyers
Director
Hammond Public Library

Walt Whitman's poetry came to Muncie. Nearly every page of *Leaves of Grass* sings of the richness of America's ethnic heritage. His love and praise of the rainbow of America, even before the Statue of Liberty was planned, are as powerful today as a century and a quarter ago. He saw the land as a "teeming Nation of nations."

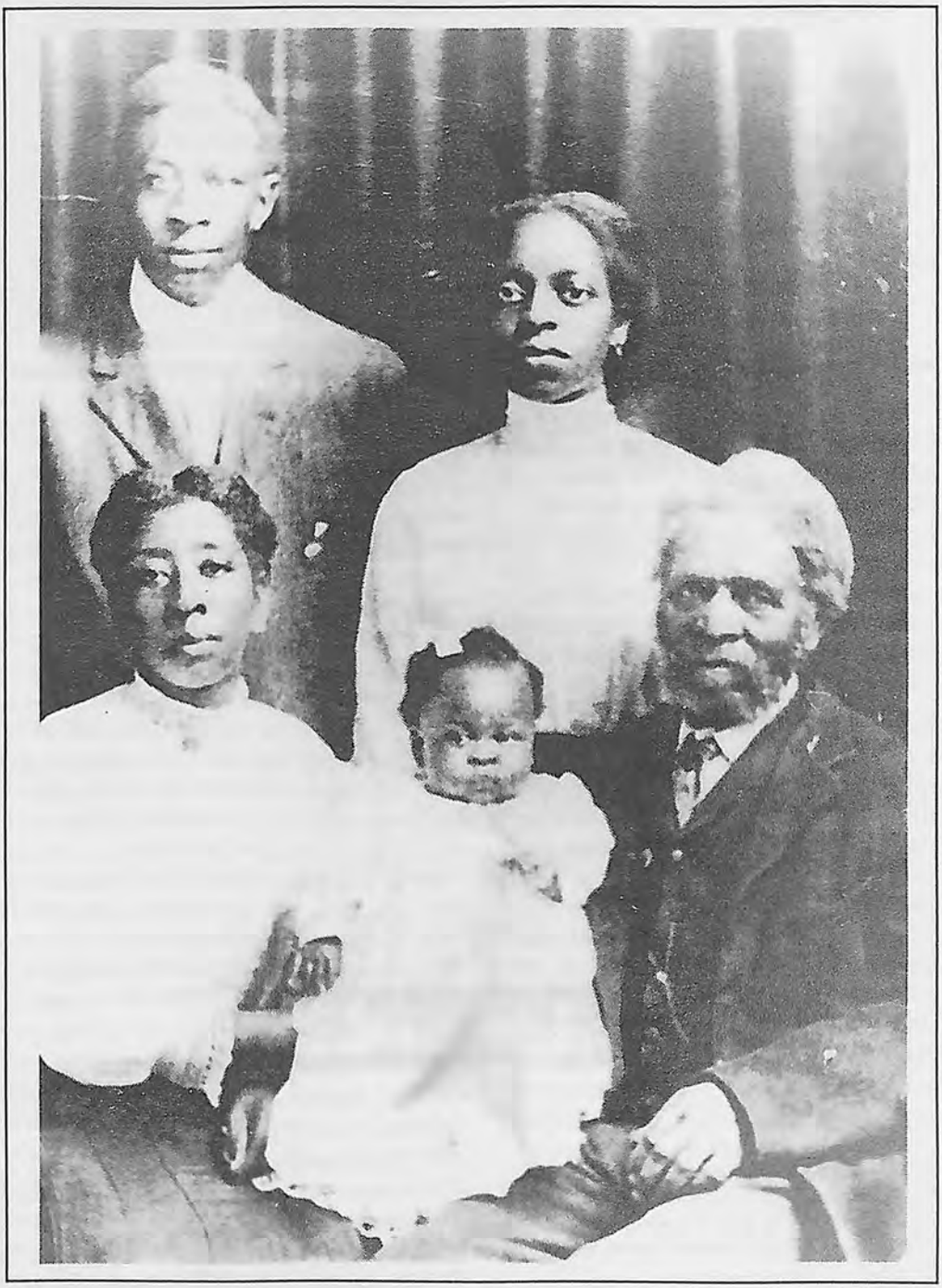
Bert Faulhaber, Ming-Ming Kuo, Lotis Slayton and Claude Williams also came to Muncie, as did many others from distant shores or other parts of the United States. They came to the community called "Middletown" by sociologists for its supposed lack of diversity. Together, they brought a richness of ethnic heritage that was presented in a series of photo exhibits and community activities from 1981 to 1986. If the heritage was found in Muncie, it can surely be found in every community.

> "I believe of all those men and women that fill'd the unnamed lands, every one exists this hour here or elsewhere, invisible to us. In exact proportion to what he or she grew from in life, and out of what he or she did, felt, became loved, sinn'd, in life."

So Whitman wrote. And a photograph exhibit that conveys a community's rich mix (hidden, perhaps out of lack of pride) can bring his words to public awareness.

Seven years ago, seeking to bring forward the history of the Black community of Muncie, we asked people to "open the trunks" of family photos and lend them to the Library for an exhibit. The purpose was to show how the community's local heritage paralleled the larger national history, from young Muncie men going off to war in World War I to the strength of families. Lotis Slayton, 89 years old, had photographed or collected the moments of his family's history through seventy years. Mr. Slayton died in 1986, but through his photos, viewers and, later, borrowers of our Picture Collection were able to gain a a sense of a century in the life of an Afro-American family.

In this first project, (described in *Public Libraries*, Summer 1982) we focused upon a visible yet invisible part of a community; people representing less than 10% of the population and very much under-represented in professional and community leadership positions. A grant from the Indiana Committee for the Humanities enabled us to develop the exhibit, "Heritage Trail: Afro-Amer-



Lotis Slayton (rear, left)
and his family,
Hannibal, Missouri, 1911

ican History Alive!" It conveyed the continuity of the past with our lives today. We displayed separate photo panels from the exhibit throughout the community, creating a "trail" for people to follow as they looked at the individual panels in the mall, a bank, churches, schools, and other public locations.

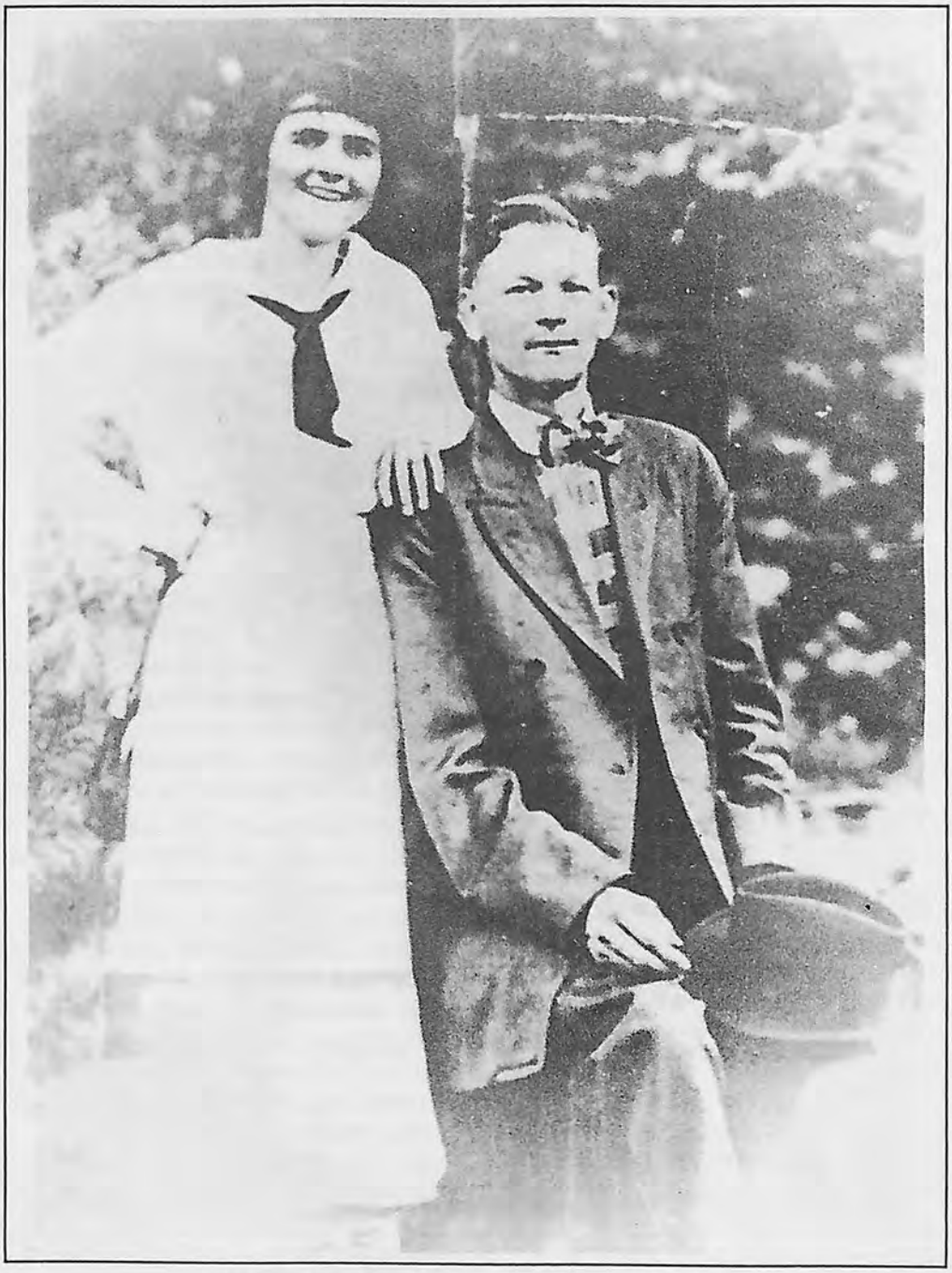
Among the panel themes were "The Strength of Our Women," "Living and Working in Muncie," and "We Fought for America." With the exhibits, we held a community forum for senior citizens to talk about the local heritage, and a reception for contributors of the photos, with the Mayor proclaiming Afro-American History Month. An accompanying essay by a Ball State University historian deepened public understanding.

Eventually, our local exhibit led to a state-wide photo display of Black Hoosier heritage entitled "This Far By Faith." It was a collaborative project of the Indiana Committee for the Humanities, the Indiana Historical Society, and Muncie Public Library. Both projects won national awards.

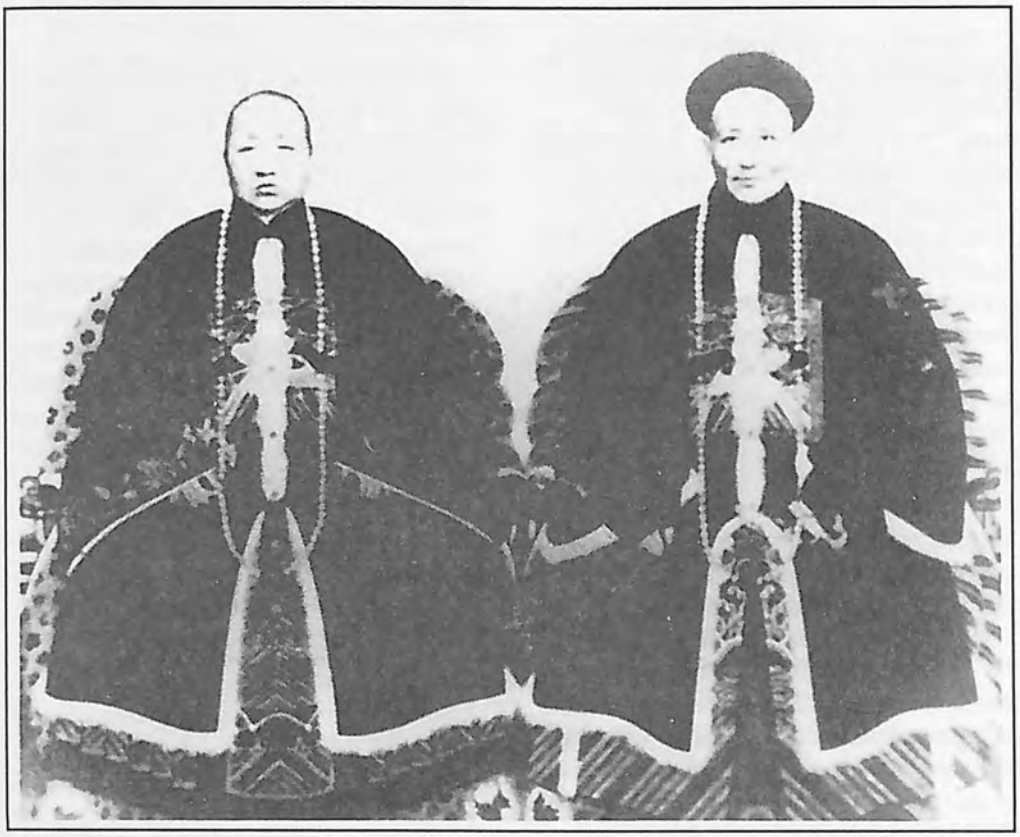
From "Heritage Trail," we moved to "Appalachian Heritage," as many Muncie residents have roots in Kentucky and Tennessee. Another grant from ICH enabled the Library to print photos loaned by local families, and again an accompanying essay by a Ball State historian provided a sketch of the migration and settlement. For this exhibit, we displayed a longer essay with the photos on the panels. (We later realized the exhibit contained too much text and thus was not as much appreciated.)

This project had two new elements. Part of the grant funding was used for five Saturday afternoon family programs in the Muncie Children's Museum, comprised of music performances and craft demonstrations. Clog-dancing, fiddling, bluegrass playing and singing, an explanation of mountain instruments, demonstrations of crafts (spinning, weaving, and lacemaking), storytelling, talks on folkways, and displays of toys and other objects brought the heritage home to a wide audience. And like "Heritage Trail," the new photo display moved on to other public locations. At a high school, a teenager saw his grandmother's picture as the exhibit was being set up. He called out to his friends to share the joy of his discovery. Tim Williams' grandmother was the only Black person in the Appalachian Heritage display. Her migration pattern was caused by the family escaping from the Ku Klux Klan.

The second new element in this project was the funding of a videotape conveying the heritage. This was accomplished through interviews with four families in the area, footage of the photo exhibit, portions of the music performances and craft demonstrations, and some documentary footage taken from an older film of the region. In each of the projects, photos from outside Muncie provided a link to the larger history of the group. The videotape also included one of the contributors reading a poem on the destruction that resulted from strip mining. The video conveyed the meaning of the Appalachian experience by showing the families at home, outdoors, at work, in church, and at a family picnic. For the area's State Senator, it captured him in the Indiana Legislature. The contributors spoke especially about the difficult economic conditions in Appalachia, their years in the Muncie area, and the importance of family and church in their lives. The film reached a wide audience through showings on public television in east central Indiana. It may be borrowed through the ICH Resource Center.



The parents of Claude Williams on their wedding day in Wilder, Tennessee, 1908.



Ming-Ming Kuo's grandparents
in ancestor portraits for family worship,
Shanghai, China, 1920

"Here is not merely a nation but a teeming Nation of Nations," Whitman wrote, and as he called out to other lands and heard the sounds of working people, he expressed for all times a sense of the oneness of the country. And if we begin with FDR's salute to the Daughters of the American Revolution as his "fellow immigrants," we can easily conclude that a microcosm of the larger society can also be found in "Middletown."

The idea of seeking this American portrait arose as the Library was completing a two-year renovation of the historic landmark Main Library, funded originally by Andrew Carnegie. It seemed natural to convey the remaining heritages through another ICH-funded project, a photo exhibit and cultural presentations entitled "From Distant Shores: The Heritage of Muncie's Families."

The call for photographs from the community this time brought a remarkable response in a very short time. From Armenian to Yugoslavian, thirty families representing twenty heritages loaned the Library more than a hundred photos. With another Ball State historian's essay, we began to see the Muncie images not only in terms of the community's local history of more than a century, but also in the larger Whitman image of a land that has welcomed diverse peoples throughout its history.

The portraits were grouped by themes, with Whitman's poetry interspersed, on free-standing display panels and were shown for the first time at a community open house in the renovated Main Library. The event drew a wide cross-section of the community to the building. Cultural presenters (song, dance, classical guitar) shared with the audience of 250 the richness of eight heritages. The Mayor proclaimed "Muncie Public Library Heritage Day," coinciding with the beginning of National Library Week. Chinese, German, Greek, Jewish, Portuguese, and Swiss contributors to the exhibit shared their pride with friends, family and even strangers.

One contributor wrote "Your project provided the very first documented source for my children and their children to trace their roots a hundred years from now." Wide coverage by the newspapers, public television and two radio stations brought the meaning of the exhibit to an even wider audience. And, as in the earlier photo projects, the 50 pictures were later shown in public locations in the community, and were eventually added to the Library's Picture Collection. The ICH grants enabled the Library to develop an impressive file of local family photographs, reflecting diverse heritages, for future borrowers.

By combining the opening of the exhibit, cultural presentations and commemoration of the building's renovation, April 6, 1986 became a true melding of community in Muncie. Descendants of families who had farmed in the area in the nineteenth century and others who left China in 1949, faculty from Ball State who came to enjoy cultural presentations, persons whose families knew persecution in Europe, individuals with an interest in historic preservation, and senior citizens who have made good use of the building's new handicapped-accessible entrance, were present. We sensed the pride of the contributors as they shared their families' pictures.

"Sail, sail thy best, ship of Democracy,
Of value is thy freight, 'tis not the
Present only,
The Past is also stored in thee."

Looking Back:

"My First Year as Director of a Public Library"

Fern Miner
Director
Lebanon Public Library

Julie Hersberger
Director
Batesville Memorial Public Library

Linda Robertson
Director
Wabash Public Library

David Eisen
Director
Mishawaka-Penn Public Library

Lebanon Public Library

The first thing a new director does is to get acquainted with the staff, the board members, and the day-to-day workings of the library. Read the Board minutes of meetings, records of transactions, and correspondence to develop the history that one needs to go forward. In the get-acquainted period, it would be normal to "see things to change," but a wise director will wait for the right timing to suggest changes. First impressions may not be the best ones, and caution is advised for this reason. It is good if there are procedural manuals and policy manuals, but one may find that routines and practice do not necessarily follow the procedures. Hold frequent staff meetings to get a feel for problems as the staff sees them.

Getting to know the community is another first responsibility. There are meetings one must attend. A director has the institution to represent. The degree of involvement in community organizations may be dictated by one's personality, family commitments, or the desires of the board.

It should be possible in a matter of weeks or months to implement one or more of one's short term goals, and to lay the groundwork for the long term goals. A new director may discover some untapped talents of staff members, and be able to make adjustments in job descriptions to utilize these talents.

It is vitally important to communicate with staff, board, and comunity. The adjustments are much easier when each faction knows what is happening.

Now that I've completed my first year, I can reflect on what the year has been like. The "surprises" were the number of demands on my time. I'm amazed at the number of sales calls that a director must handle! (How many light bulb salespeople can there be?) Quick decision making is essential when you are the person in charge.

In my building, the board treasurer takes care of the bookkeeping and tells me what forms are needed for

budgeting. One day I discovered the Manual of Budgeting and Financial Procedures in the file cabinet. If I had found it sooner, I could have felt better informed. I think there are too many forms to fill out. If the same forms are asked for next year, I may be better prepared. I might have spent more time reading what is filed in order to have anticipated some of the paperwork.

Attending professional meetings is essential to new and former directors. The exchange of ideas and the opportunities for information are invaluable. My colleagues do not want failures from other directors. I still need to learn to delegate more duties, although I am proud that I am in touch with each of the staff member's duties. This is easier in a small library setting. Being the director of a small library allows me many opportunities to be a librarian, and yet there are rewards in being the manager too! A poor time-manager doesn't have a chance!

Fern Miner

Wabash Public Library

As a brand new library director in 1970, I had little choice in determining my first priorities. Plans had already been drawn for a library addition and remodeling project. The bookkeeper and I spent a good part of those important first weeks putting the finishing touches to a bond issue transcript.

I was blessed seven times, however, with an outstanding group of people on the Library Board of Trustees. They had done their homework and had involved the staff in the building planning, so that part of the job was pretty well set in concrete. The Board had made arrangements for the architects to visit me at my old job to review the drawings and make suggestions for change. I arrived in Wabash in mid-October and by the end of November we had sold bonds.

I followed as director a well-respected woman from the community. She had been THE librarian for some 45 years. She and four full-time staffers, a couple of people working on the bookmobile, and two high school pages had things under control.

The fact remained that when I drove to Wabash for my job interview, I stopped at a service station to ask directions to the library (an institution housed in the exact same location since 1901) and was told by the attendant that he didn't know where the public library was! This, in a town of 13,000!

So, one of my first jobs as library director would be that of promotion and image. Fortunately, one of my Board members was a retired city editor from the local newspaper and our media relations became excellent. My own journalism minor from Ball State stood me in good stead in those early days, and continues to do so.

My arrival as the "new kid" on the library block, coming in to replace a much-beloved older woman, was not an easy obstacle to overcome with the existing staff (one of whom had been in place 38 years, two for 15 years). Yet another staff person, a recent divorcee, supervised her daughter, a high school page, and all the custodial work was done in two hours a day by another high school student. Truly, I was like a new in-law thrust into the midst of a well established and close-knit family unit.

The first day on the job I'm sure I passed in a daze. I remember dressing in my middle-of-the-road outfit, being photographed and interviewed by the local press, and, surely, I tried to get acquainted with the staff. It didn't appear that the library was overly busy, so I remember reading the titles of the books on shelves in my office (the banned books, so to speak) and going through files and wondering what in the world I had gotten myself into!

I soon learned there were no written policies (personnel or operating); there was no materials selection statement; the budget was barely adequate to keep the doors open; and the library was so crowded that staff and patrons pretty much operated out of each other's pockets.

The collection had not been weeded for years; there was no AV equipment; one story hour a week constituted the public programming; and the basement filled with water at the first hint of rain. The need for expanded facilities was never in question —a fact the public evidently recognized as there was no remonstrance to a 20-year bond issue.

I learned in the first week, if not the first day, that my previously shy demeanor had to be abandoned. A new library director finds gumption fast! I made mistakes. I probably did not cultivate the Board enough (I wanted them to recognize how self-sufficient I was.

But I did things right, too. Almost immediately I joined Business and Professional Women, the local historical society, and a well-established book review club. I used the local newspaper for any and all excuses for good publicity (the fact that we were under construction helped). I started a fund raising campaign to beef up the gift fund and to get my name and intentions out to the leaders and business people in the community. In addition, I worked the circulation/reference desk whenever I could to let people see me.

I tried to set a good example by being friendly but firm, by being organized (I'm a great list maker), and by working with the Board to establish where they wanted me to go (community involvement was high on their priority list and, being single, was fairly easy for me to accomplish in a community that seemed starved for new blood).

It would be several years before we would accomplish a completed building, an enlarged and more professional staff, written policies and job descriptions, a vastly increased budget, expanded services and collections, automation, and a firm and important place in the community (at the same location but with better identity). We are no longer timid nor smug about the status quo. All of this did not happen the first day on the job, or the first week, or the first year.

Today, with 16 years of experience, I can see things I would have done differently, but the result of some of the early fumbling for priorities allowed me to see the full range of inherited problems very quickly and gave me better perspective on what had to be dealt with now and what could wait. It takes a long time to effect change and charging into a new situation with missionary zeal oozing from every pore could be disasterous to a new director, experienced or not.

Linda Robertson

Batesville Memorial Public Library

The following recommendations are based on personal experiences not only as a new library director, but also as having been a staff member working for a new library director as a high school page. All of my work has been done primarily in very small public libraries, serving populations under 5,000.

For four years I was employed as a high school page at the Cambridge City Public Library. For the past eight years I have been the director of the Batesville Memorial Public Library, which was my first management position.

The first year in a very small community is very different from working in a large institution. Having grown up in and worked in a small town library proved to be an immense help. When working in a small community, it is important to remember that your job is but a small part of small town life. What you do outside the library will be just as important as what you accomplish in the library.

Probably the most important effort to attempt is to get to know as many people as soon as you can. Your staff will be the first group of people you must impress. This should not be done by arriving to show the people what "real library service is." This kind of attitude is not going to be well received. A low key approach to learning about your new community will work best. Major tip: DO NOT BEGIN EVERY SENTENCE WITH 'WELL IN MY LAST LIBRARY THIS IS HOW WE DID THIS.' A superiority complex does little to win friends and influence people.

I was rather lucky in Batesville. My first day on the job I was interviewed by the local paper and was the next week's cover girl, my life history in print for all to see. This makes everyone feel they know you well. It is a little harder to remember everyone you meet, but make a special effort to remember people's names and faces.

Meeting people is the prime function of a first year manager. Even if you are the world's worst manager, they will forgive your many faults if they like you. If you are disliked by people in a small community, no matter how terrific you are at your library job, they will not respect your efforts.

Be very careful about changes. If you feel something must be different, especially changes in library procedures, ask the advice of the staff person who has been working at the library the longest. Try to point out the logic in the change and be sure to explain 'why' the change should be made.

Some examples. When I was in high school, our new library director decided there was more room for non-fiction books while most people read fiction. She had us switch the books. The caused chaos as the books had basically been in the same order for over 30 years. The result was that the patrons could not find the books as they used to, and it was difficult for the staff to shelve books as they did when they had the shelves memorized. The director did not stay long and as soon as she left, we replaced the books in their original shelves before the new director was hired. I learned an important lesson.

In Batesville, patrons have not been re-registered in over 35 years. Still, after nearly eight years here, I will not be the "new" director that came to town and took everyone's library number away from them. I realize the goal of having an accurate number of library users is not worth the antagonism of the public over such a major change. If we ever go to a

computerized circulation system, then we could justify such a change.

As far as other accomplishments go, I strongly feel the first year should be devoted to the people. Goals should not be set until you know your library users. I personally did not get involved with state library organizations and committees until I knew my library was receiving my best ability to provide them with the service they wanted and needed. After that was established I became active in ILA and other professional obligations.

As is probably evident, I am very much "people" oriented rather than "goal" oriented, but in a small community library they really cannot be separated. You are providing library services for the community, not for your own ego. By getting to know the community, you will be able to ascertain what they want and need. In most small towns, they will be MORE than happy to tell you what they want from you.

Here are some specific suggestions:

1. Introduce yourself to the newspaper editor and the local radio station manager if there is one in your town. Flood them with news releases, at least one a week.

2. Do not jump right into activities and organizations. Give them the excuse that you need to see how much time your job requires. This helps avoid any time crush as well as helping you see how the community sets up politically.

3. Do, however, accept the chance to speak about the library at every opportunity to groups and organizations. I found it extremely interesting that within the first two months I was in Batesville, I was asked to speak to almost every organization about a library I knew nothing about. The main purpose was to get to know people and for them to look over the new director.

4. Try to figure out exactly what it is a director directs. They do not teach this very well at library school. However, after a few months, you will have more than enough to keep you busy. Enjoy those first couple of weeks when you sit at your clean desk, thinking of things to make you look busy and competent.

5. Have fun. Be innovative within reason. Get a dog for your library. We did. (Not in the first year, though!) Working with children's programming is always well thought of. Also, if the school permits, make visits to the local elementary classrooms. Take the dog if you have one.

Finally, remember you will always represent the library no matter how long you live in the town or how many other activities you engage in. It is a label, "THE LIBRARIAN". In a small town, expect rumors. I was a pregnant, unwed mother the second month I was in town. This vicious rumor came from a neighboring town. I laughed, but did inform my board, and especially my boyfriend, that the rumor existed, but was definitely untrue.

Small town libraries are great. You get to be everything from the director to the maintenance person for toilet sanitation and air conditioning expert. It's not for everyone, but it is for me.

Julie Hersberger

Mishawaka-Penn Public Library

Although one would not realistically expect any new library director to begin work by singing the lyrics to "Getting to know you" from the Rodgers and Hammerstein musical *The King and I*, the sentiment is accurate. No matter whether this is the director's first job in his first library, or the director's first year in his tenth library, the first year on the job is always one of assessment and learning. The actions and directions the director will take in subsequent years stem from what is learned about the library, the staff, the collections, and the community.

Typically after the selection process is completed and a new director named, the Library Board begins sending information about the library to the new director. Even before arriving on the job, the education begins. Now one finds out whether the Board was completely accurate in describing the library and the community during the interview process. Now one finds out on paper just what the library's real state of affairs might be.

Once on the job, the director faces an even less enviable task. Besides being compelled to "direct" immediately, the new director must also absorb and assess as quickly as possible just what the library is like. What is the physical condition of the library? What are the staff members like? What are their levels of competence? Are their job descriptions accurate? What are the library's personnel and collection policies like? Are they realistic? Are they being used? What are the collections like? What services are being offered? What is the library's financial position? And last, but certainly not least, how are the Board members to work with? Are they the Board they claimed to be during the interview process?

The new director needs to spend time assessing his staff, both as individuals and as professionals. Personnel may easily prove to be the new director's biggest headache. Are the staff members truly an asset to the library? Are they being used properly, or are their skills being left untapped? Could some judicious transfers improve morale or performance? Since good staff members are essential to a successful library program, any director must make certain that the staff on hand is used as wisely as possible.

The new director must also begin immediately to advertise his presence in the community. Attending public functions, visiting shopping centers, and seeking out media appearances all help to remind the public that librarians are not only approachable but human as well. Actively seeking speaking engagements or even joining a local service club bring valuable attention to the library and library programs. The inevitable comments and conversations that spring from such activity help the new director to discover just how his constituency feel about the library and what new services or materials might be needed.

Obviously all this is an ongoing process, but it must begin immediately. Sitting behind a desk provides a certain amount of security and stability in a new position, but few people ever see a director tucked away in a secluded office. Getting out of the office and out of the library are equally as important as desk time. Watching and participating in library operations on all levels provide data and experience for any future recommendations for change.

All new directors come to the job with some preconceived ideas about how "their" library should be run. Only the wiser directors take the time

to study the library thoroughly before instituting those changes which will truly benefit the community, the library, and the staff. Staff and patrons typically resent changes immediately forced upon them by the "new guy," no matter how desperately the changes may be needed. Changes should be made only after allowing time for honest study and for involving the staff and Board in the planning and implementing process. Changes endorsed by the staff and Board are enthusiastic changes, easily defended against criticism, and often seen as "our" changes.

The director's first year is not going to be an easy year. It involves too much giving, too much concentration, too much learning to be much fun. Inherited troublesome situations need immediate resolution. Daily, weekly, monthly, and advance planning must be carried on as usual. The new dirrector can make that first year much easier by realizing that deliberately following a policy or study and familiarization will yield future years of informed, realistic decisions and actions. Getting to know is perhaps not the most flamboyant or headline-producing policy, but it is the best long-term policy.

David Eisen

CALL FOR PAPERS

Practitioners, educators, and researchers are invited to submit manuscripts for publication in the Indiana Library Association sponsored journal *INDIANA LIBRARIES.*

If you have an idea for a paper or you want to discuss a possible topic, contact Daniel Callison, School of Library and Information Science, Indiana University, Bloomington, IN 47405; or call (812) 335-5113, or 335-2018.

Most manuscripts need not exceed ten double-spaced, typed pages, although longer manuscripts are welcome. Manuscripts may concern a current practice, policy or general aspect of the operation of a library system in Indiana. Editorials or opinion papers are also welcome, and should not exceed five, double-spaced, typed pages.

Specifically, ideas and manuscripts associated with the following topics are welcome, although any aspect of library practice in Indiana will be considered.

CENTRAL TOPICS FOR 1988-1989

PUBLIC RELATIONS. Examples of strong public relations efforts which have increased or changed public services of the library should be covered. Examples of flyers, news articles, or special campaigns to win over public opinion can be included.

COOPERATION BETWEEN SCHOOL AND PUBLIC LIBRARIES. Programs and services which have been developed in a joint effort to serve young adults should be the focus.

EVOLUTION OF THE SMALL, RURAL PUBLIC LIBRARY. How have the rural libraries of Indiana changed over the past three decades?

SERVICE TO THE HANDICAPPED. What are the special collections in the state? What special service does your library offer? What are the special funding outlets all libraries should be aware of and attempt to use?

WRITING THE ANNUAL REPORT. Examples of unique reports to supervisors, governing boards, or organizations should be given. What message do you need to convey, and how do you do it?

WEEDING THE COLLECTION. What are the policies and procedures for evaluation of the collection and determining those titles which must be removed? What happens to those titles after they leave your collection?

NEEDS IN LIBRARY EDUCATION. What are the areas of library education which the library schools and/or continuing education fail to address? What programs need to be developed for education of professionals in library management?

NONPRINT CORE COLLECTIONS. What are the basic nonprint needs of the public and academic library? What nonprint services can the school libraries provide to the community? What sources are best for the current video and audio compact disc revolution?

CIRCULATION WITH THE COMPUTER. What has been your experience with the use of a computerized circulation system? Have the records you keep and the collection development questions you ask changed since the system was placed into operation?

BIBLIOGRAPHIC INSTRUCTION. What are the new demands on bibliographic instruction in colleges now that students have access to online searching, CD ROM databases, and inter-library loan? Can public libraries offer bibliographic instruction as a public service? How can school libraries support critical thinking skills through a bibliographic instructional curriculum?

Preparation: All manuscripts must be double-spaced throughout with good margins. Writers are encouraged to use the format described in Kate L. Turabian's *A Manual for Writers of Term Papers, Theses and Dissertations*, 4th ed., with footnotes at the end of the manuscript. They may, however, use another style manual with which they are familiar. Writers should be identified by a cover sheet with author's name, position and address. Identifying information should not appear on the manuscript.

Photographs or graphics are welcome and should accompany manuscript if applicable. Contributions of major importance should be 10-15 pages double spaced. Rebuttals, whimsical pieces, and short essays should be 2-7 pages double spaced.

Processing: Manuscripts will be acknowledged upon receipt, and a decision concerning use will be made twenty days after the issue manuscript deadline. The editor reserves the right to revise all accepted manuscripts for clarity and style. Upon publication, the author will receive two complimentary copies.

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