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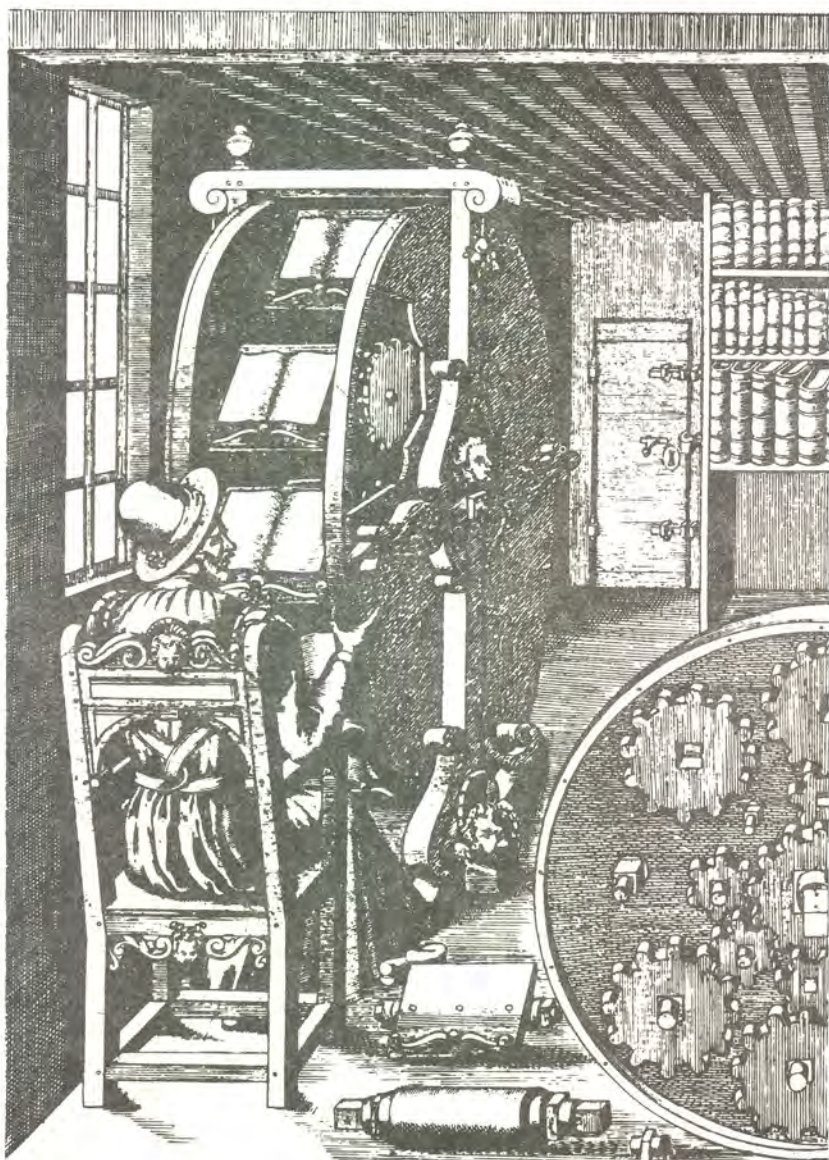
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BULLETIN
of the
RHODE ISLAND
LIBRARY ASSOCIATION

Vol. 39 — No. 2

October 1967



Champlin Memorial Library — October 19, 1967

Program

THURSDAY, OCTOBER 19, 1967

Champlin Memorial Library

1:00-2:00 p.m. Open House

1:00-6:30 p.m. Tours of the library

West Warwick High School

2:30-3:30 p.m. Annual Meeting

3:00-4:45 p.m. Meeting of the R. I. School Library Association

Valley Country Club

1:00 p.m. Registration

1:00-6:30 p.m. Exhibitors

3:45-4:45 p.m. Meeting of the R. I. Catholic Library Association

5:30-6:30 p.m. Cocktails

7:00 p.m. Dinner

8:15 p.m. Speaker — Nora S. Unwin

Rhode Island Library Association Bulletin

Editor, RICHARD COMBS

TABLE OF CONTENTS

"A Continuing Adventure"	2
"We <i>Have</i> Our Hats"	3
President's Message	4
An Issue of Freedom	5
R. I. Library Film Cooperative	6
Public Library Construction Aid	7
First Consultant Workshop	8
Why Rhode Island Library Association?	10
New Collections at Brown Library	12
Library Administrator's Development Program	14
Officers and Committee Members	Inside Back Cover

"A CONTINUING ADVENTURE"

Artist, and speaker for the evening session of the Rhode Island Library Association, she signs her work: Nora S. Unwin. Miss Unwin and her twin sister were born in Surrey, England, children of a family closely connected with books, printing and publishing for several generations. In her childhood she spent nearly all her leisure time in drawing and painting, and later had specialized training in the arts. Wood-engraving and book illustration became her chosen mediums. Miss Unwin is the author-illustrator of *Round the Year*, *Lucy and the Little Red Horse*, *Doughnuts for Lin*, *Proud Pumpkin*, *Poquito*, *Two too many*, *The Way of the Shepherd*, *Joyful the Morning*, and *The Midsummer Witch*.

Among other books Miss Unwin has illustrated are *Secret Garden*, *Peter Pan*, *The Princess and the Goblin*, John Kiernan's *Footnotes on Nature*, Elizabeth Goudge's *Reward of Faith*, and Elizabeth Yates' *Amos Fortune*, *Free Man* (recipient of the Newberry Medal in 1951). Friendship and association with Elizabeth Yates began before the War years and led to the illustration of many of her stories. *Under the Little Fir*, *Mountain Born*, *Once in the Year*, *A Place for Peter*, *Prudence Crandall*, *Carolina's Courage*, *The Next Fine Day*, and *An Easter Story* are among them.

After the War Miss Unwin visited Elizabeth Yates in Peterborough, New Hampshire, and stayed on to live and work in the studio built for her. She named it Pine-Apple Cottage for the



NORA S. UNWIN

Courtesy of Clara E. Siprell

trees around her. Her wood-engravings and water-colors have been exhibited in one-man shows, and in international exhibitions, and many have been purchased for collections in the British Museum, the Victoria and Albert Museum, the Library of Congress, the New York Public Library, the Metropolitan Museum of Art, and other museums. Among her awards is the 1965 prize of the Boston Society of Water-Color Painters. She is a member of that Society, the Society of American Graphic Artists, the New Hampshire Art Association, Boston Print Makers, and Audubon Artists. She is an Associate of the National Academy of Design, and in 1946 became a Fellow of the Royal Society of Painters-Etchers and Engravers (London).

"A continuing adventure" is a phrase Miss Unwin uses about her life and her work. Old England was exchanged for New England, and her creative work ranges from wood-engravings, water-colors, illustration, and writing, to teaching classes at the Sharon Art Center in New Hampshire, and presently experimenting in new mediums.

"WE HAVE OUR HATS"

By Vincent Bleecker

Librarian, Warwick Public Library

About a year ago the New England Library Association sponsored a "legislative workshop," held just before the conference at Wentworth. A great deal of money and time went into the preparation of this workshop, which was designed to acquaint librarians and trustees with the problem of developing effective communications with legislators. One of the participants invited from Rhode Island was an educator whose name is well known in the state, who has achieved a fairly high position in his field, and who has had much experience with federal funding of various educational programs. He was attending the Institute as a library trustee, however. After the workshop was over, this man reported back to his Board and his Librarian that "Librarians, evidently, are approximately at the point where educators were 15 or 20 years ago." I think he meant several things by this — for one thing, the general ineptitude and lack of knowhow among our profession in setting forth our needs; but

he was also referring to the sluggishness of the profession, its ivory tower attitude, and above all the naivete of librarians as a group. I am not reading this into his statement; he made his meanings quite clear. I think one thing that shocked him, as well as some others at that meeting, was the horrified reaction of the group of librarians and trustees to the phrase "power structure" and to the word "lobbying." What would those people have thought of Robert Ake's article¹ in which he advocates "bargaining with legislators." Imagine! Bargaining! The general reaction of those people gathered at Wentworth was that libraries and librarians just don't engage in lobbying and that "power structures" must be referring to Boss Tweed or something out of a novel. The truth is our shield and buckler. Libraries are on the side of the angels and motherhood. We need not do anything to survive. We'll go on forever, etc. etc.

Librarians remind me of Cleveland Amory's Boston Brahmin ladies who, when asked by a newcomer where they got their hats, meaning where could one go to get hats, replied, "Our hats? We *have* our hats." The analogy of attitude between the Boston matrons and librarians is a perfect one. We have our support, such as it is; incidentally we deserve it because we are such good sound educational institutions, and nobody could question our purposes; our support in terms of use and enthusiasm, our tax support, endowments, funds and grants may not be much and we may look rather

dowdy, but we have our support and there's no need to do anything more about it.

I don't want to be unfair to the profession, for I know that one element is time, and when all libraries, the largest and the smallest, are so pitifully understaffed for their own needs, one's first reaction is to wonder where the time can be found for promotional work, lobbying work, contact work, and for that matter all the work of the State Association. Perhaps merely appointing a Government Relations Committee or Legislative Committee and a Chairman gives the members a feeling of security. But the people on the Committee are overworked, too, and can only do just so much. Nor should the membership look to the State Library Services Department for help; the type of open advocacy I am talking about would be inappropriate to that agency. David Sabsay, in his paper "Developing Effective Communication Channels to Achieve Legislative Programs" stresses that "*all members of the Association have significant roles to play as constituents of individual legislators.*"

This year's experiences with LSCA, for one thing, and the financial problems of several large libraries in the state for another thing, should show us that we cannot take anything for granted. I almost feel that there is a *Mene, Mene, Tekel, Upharsin* being written for libraries unless we, librarians, trustees, and the whole gang, are prepared to start dirtying our fingers in practical politics.

1 **A Plan for Political Action** by Robert

S. Ake. Wilson Library Bulletin. Dec. 1964.

PRESIDENT'S MESSAGE

By *Richard W. Robbins*

President, RILA

"Interrelated" has been the key word in much of our thinking since last spring when the General Assembly declared it to be "the policy of this state to coordinate on a cooperative basis the resources of academic, free public, school and special libraries to meet the expanding needs of all citizens . . ." and authorized the establishment of five interrelated library systems.

What will become of this dream of close cooperation between all kinds of libraries, so that they do indeed become interrelated? I believe it will come to little unless a lot of hard work is done to lead us into working together. More specifically, two conditions strike me as being important. First, we must eliminate much of the distinction between different kinds of patrons, and many of the formalities of interlibrary-loan codes. I think we need fewer formalities involved in sharing our resources, and more ZIP. What do *you* think?

The second condition I am thinking of is the working together of the School Library Association, the Catholic Library Association and RILA. We are grateful to the presidents and several members of the Catholic and School library associations for working with us toward integrated activi-

ties, including the fall meeting at West Warwick.

The new legislation referred to above provides a superb legal basis for our future library growth and development, and also spells out a fine official philosophy of library services. I urge you to secure a copy of our current library laws and become familiar with them.

Standards for public libraries and regional library centers are reposing somewhere in our files. It is well for us to pull them out occasionally and see how we measure up. There may be ways in which RILA can assist libraries in meeting standards. We count on your suggestions.

Most of the work of RILA is done between now and the annual meeting in May, when printed reports are presented. All officers, committee chairmen and committee members are eager to hear from you; let them know how RILA can more meaningfully serve you.

AN ISSUE OF FREEDOM

The Farmingdale Public Library on Long Island, New York has been catapulted into the news by the actions of Carl Gorton, a Farmingdale library trustee and avowed member of the John Birch Society. On October 3 Gorton will answer charges of petty larceny stemming from his confiscation of a library copy of the *Paris Review*. A week later he faces an assault charge brought by Mrs. Hortensia R. Stoyan, a children's librarian. The facts behind Gorton's election to

the Farmingdale Library Board, his attacks on the library budget and his harassment of library employees are reported in a feature article in the October 1 issue of *Library Journal*.

On April 5 Gorton discovered an alleged obscenity in the *Paris Review* and seized the magazine from the shelf of the South Farmingdale branch of the library. The *Paris Review* became one of Gorton's many anti-budget weapons. In a further effort to block the library budget, Gorton tried to discredit a new reading program conducted at the South Farmingdale branch. On August 11 he interrupted a children's program by attempting a taped interview with reading consultant John Rothman. Mrs. Stoyan, the children's librarian, asked Gorton to turn off the tape recorder; when he refused, she tried to switch it off — at which point, Mrs. Stoyan said, Gorton twisted her wrist and shoved her against a nearby table.

The situation in Farmingdale, a highly typical American community, has significance beyond local concerns. As *Library Journal* states, "The two elements that make this plight possible could be duplicated anywhere: a substantial, but not really very large group of lower middle-class voters susceptible to anti-intellectual appeals, and one determined agitator who is apparently immune to both embarrassment and reason."

At stake in the Gorton case are not only the issues of censorship and the boundary lines of librarian-trustee relationships, but also the question of a library trustee's right to examine li-

brary records. Earlier in the year Gorton petitioned the New York Supreme Court to seek direct access to library records "at all hours of the day." The petition was dismissed; however, *Library Journal* Editor Eric Moon observes in his October 1 editorial, "the ruling still leaves open the question of what kinds of records must be made available to library trustees." As a case in point, Moon points out, "In a library with a computerized circulation system it is perfectly possible to construct a complete profile of the reading or borrowing done by any or all of the library's patrons. To whom should this kind of information be available? In the hands of the wrong person (and Gorton seems an eminently wrong person) such information could be used (or misused) to crucify publicly a library patron on the grounds of what he read."

In conclusion, Moon asks, "Where does ALTA (the American Library Trustees Association) stand on such matters? It has issued no statement on the outrageous behavior of Gorton . . . ALTA seems not to have exhibited much interest in the problem of trustee ethics."

Rhode Island Projects:

R. I. LIBRARY FILM COOPERATIVE

By Janice B. Mages
Assistant Librarian
Warwick Public Library

Films in the library? What next!
First phonograph records and now

films . . . what's wrong with books? Nothing's wrong with books, but films are also a flexible medium that can meet the cultural, educational, informational and entertainment needs of any community.

This is the philosophy of several libraries in the state and, therefore, through the efforts of the Barrington Public Library, the Champlin Memorial Library in West Warwick, the Newport Public Library, the Pawtucket Public Library, the Providence Public Library, the Warwick Public Library, the William Hall Library, in Cranston, and the Department of State Library Services, the R. I. Library Film Cooperative came into being July 1, 1967.

With part of the grant the Cooperative received from DSLS, we purchased a Harwald "Inspect-o-Film" machine which is used to inspect and clean each film when it is returned from a borrower. Minor repairs are noted or made on the spot and such information is added to the history that is kept on each film. Another part of the grant was used to purchase two projectors and two screens which will be loaned to libraries. About \$3000 was spent on a very basic film collection, and . . . most important, perhaps . . . a clerk was hired to handle the inspecting, cataloging, reserving and mailing of films.

At this writing, we have eighty-three titles ranging from nature and biographical films, to film as an art form, to film for pure entertainment. We've tried to exclude text films or classroom oriented films from our

holdings, wanting to stress public library needs rather than those of the schools. We did have a request for psychedelic films which we weren't able to fill too satisfactorily . . . but give us a while! We seem to have met other requests with more success, however, because since July 1st, our 83 films have been shown 280 times to a total of 9,729 people.

The participating libraries had an organizational meeting September 7th, at which time we discussed several points that should be considered when forming such a venture. It must be admitted that we put off final decision on some of these points until we have been in operation for a while and can see how smoothly it runs . . . or otherwise! We did decide that rather than buy from film reviews, we would preview each film we were considering for purchase. Our needs might be different from the West Coast jury that gave the film an "excellent" rating. We hope to hold monthly preview sessions thinking that this way we will be able to see more films and yet not be subjected to another 5½ hour viewing day! Our first preview session (Wednesday, September 13th) will forever remain in our memories as we were completely bleary-eyed by the end of the day. Ordering films for preview can be a gamble and we received a much better return than had been anticipated. After we settle to a regular schedule of preview sessions, each one will probably be devoted to only one subject area. While we still have a small collection, we feel, however, a miscellaneous group of films will

give us a wider range to choose from for our first purchases. We hope to have buying sessions twice a year when each member will present lists of films to be considered for purchase.

We're having a tremendous response from the schools throughout the state, although our films aren't teaching films. Teachers with their training-in-program planning have already requested films for 1968 . . . so watch out you public librarians: the word is "Plan Ahead!"

P.S. Have just had a call from the Westerly Public Library and we'll soon have one more library to add to the list of contributing members.

GET IN LINE FOR
PUBLIC LIBRARY
CONSTRUCTION AID

*By Jewel Drickamer
Deputy Director*

Department of State Library Services

Public Library Construction in Rhode Island has been on the upswing since 1964, and much of this has been the direct result of matching money provided by both state and federal appropriations.

Close to two and a half million dollars of construction has been accounted for by projects handled by the Department of State Library Services under the Library Services and Construction Act and our own state library law, since the first project was approved by the Department in February of 1965.

This does not take into account the fine new Warwick Public Library which was completed in this period, but with no funds from these sources.

It also does not take into account individual projects done with only local funds such as the charming wing added to the Ashaway Free Library or the revamping of a lower level area in the Arlington Public Library for the use of children. No complete survey of these many special efforts at building improvement has been made and thus no comprehensive listing is possible. However, it is clear to those who have visited even a limited number of public libraries in the state that a new look, by way of paint, lighting, added shelving, and a rearrangement for more functional use is evident.

The Library Services and Construction Act Amendments of 1966 authorize funds for Title II — Public Library Construction through June 30, 1971. It was originally thought that this part of the act might not be continued, on the basis that the major library building needs would be met in a limited program. Whether or not funds will be forthcoming after 1971 remains to be seen. However, it behooves trustees and city officials alike to move with earnest speed toward prompt application for funds.

Projects completed are in Westerly, Smithfield (Greenville), Scituate (Hope), Cranston (Oaklawn), Portsmouth, East Greenwich, Bristol, West Warwick (Champlin Memorial), and Pawtucket. In the process of completion are projects at Foster (Tyler), Middletown, Newport, and three in

the City of Providence.

Looking to the future, the following cities or towns have informed the Department of some sort of building plans: Cranston, Cumberland, East Providence, Lincoln, and Woonsocket.

Construction projects may include whole new buildings, additions, or renovations, with initial equipment. The opportunity to get assistance up to half the cost of a project is one which presents a great advantage to any city or town in Rhode Island. The time may be limited. If each project waits until the last possible hour to move into the program, priorities will have to be invoked, and not all will be funded. The Department urges planners to move speedily ahead.

FIRST CONSULTANT WORKSHOP

Six New England State

Extension Agencies Cooperate

On In-Service Training

By Ruth H. Hamilton

General Chairman

The library consultants from the State Extension Services of the six New England States met at a three-day workshop on the Kingston campus of the University of Rhode Island, September 7, 8, and 9. The Workshop was sponsored by the Graduate Library School, URI, and the N.E. Library agencies. This Workshop was a "first" for the Graduate Library School and for the 50 invited participants. They went home with a feeling of accomplishment and the satisfaction of

time well spent. Their evaluation was constructive and they asked for more. Samuel Molod, Assistant Librarian of the State of Connecticut, and chairman of the last session evaluating the Workshop reports: "The first Consultant Workshop held in New England was a great success. We have every reason to feel proud of this first venture."

The Graduate Library School feels that such an experience is mutually very rewarding. The School gains in knowledge of the professional community, its personnel and needs. In turn, it is able to provide the machinery for interested professional people to come together to concentrate on common problems. From such experience come guide lines for the future, both for service agencies working together, and for the Library School planning continued professional education.

The success of the current Workshop rests on the principle of good cooperation of a number of agencies and many individuals. The six state agencies and The Library School contributed to advance planning. Every person in attendance was involved in active participation in the four work sessions. In the formal part of the program, the American Library Association contributed the key-note speaker, Miss Eleanor Ferguson, Executive Secretary of the Association of American State Libraries. She set forth the serious professional demands that the consultant must learn to meet if progress is to be made.

At the first dinner meeting Professor John Stitely, Director of the Bureau of Government Research, URI, spoke on the necessity of Librarians recognizing their place in general public administration.

At the last luncheon meeting, Miss Arlene Hope, Library Services Program Officer from the U. S. Office of Education, discussed how the consultant as a professional person and as an individual must keep "One Jump Ahead."

The main body of the Workshop was composed of four work sessions built around four areas: recognizing common problems, knowledge of materials, methods of advance planning, and actual performance in a consulting situation. A number of techniques for participation were used, as group discussions, panels, case studies, demonstrations and role playing. Personnel from all states were involved in the planning of these sessions. Miss Jewel Drickamer, Deputy Director of the Department of State Library Services, Rhode Island, planned the first work session around the use of six excellent case studies, which got the conference off to a fine start. In addition to Miss Drickamer, Rhode Island sent 8 other staff members for full attendance: Miss Dorothy Budlong, Supervisor of Adult Services; Miss Deirdre Donohue, Institutional Librarian; Mrs. Miriam Haas, Chief, Division Interrelated Library Services; Mr. James S. Healey, Chief, Division Library Extension Services, Mrs. Carolyn B. Hearn, Librarian for the Handicapped; Mrs. Elizabeth Holmes,

Supervisor, Technical Services; Miss Elizabeth Myer, Director, Department State Library Services; Miss Mary Whalen, Supervisor, Young Readers Services. From 5 to 8 similar staff personnel members came from each of the other five states.

Under the direction of Mrs. Janet Hampton, Librarian of the Graduate Library School, a comprehensive book exhibit and accompanying bibliography was made available throughout the conference. Mrs. Hampton was on full-time attendance as a resource person.

In the environment of a campus atmosphere, relaxation and informal so-

cializing became an important part of the experience. A feeling of friendly give-and-take prevailed. It was interesting to watch the "group" take over at times, and when there was a need for comic relief, some "hamming up" of role playing struck a hilarious note.

Rhode Island residents took great satisfaction in having librarians from the north see this attractive corner of New England and enjoy the excellent and beautiful facilities of the Kingston campus. In the delightful weather after such a miserable New England summer, the campus lawn and trees, attractive new buildings and meeting rooms took on a special glow.

WHY RHODE ISLAND LIBRARY ASSOCIATION?

By Sylvia Moubayed

Fine Arts Librarian

Pawtucket Public Library

What are state library associations doing throughout the U.S.A.? A glance through *State Library Associations: Notes on Activities 1965-1966* shows they are forever drawing up constitutions, preparing standards, and 'improving library services.' But let's get down to it. What are they doing? What are they accomplishing? Standards are commendable but surely national and regional ones can be easily adapted to local needs. Furthermore, state library agencies would draw up standards even if state associations were nonexistent. Certainly this would be true in Rhode Island. But this is not a vote to disband the Association.



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This merely expresses a hope for greater vision and better representation on the part of the Association.

Associations have become a way of life. They mushroom everywhere and subdivide so rapidly into more and more specialized committees that it is hard to keep up with them. The only justification for this (remember, there is a loss of individuality and originality in group life) is that a group can often succeed where the individual fails. In short, the group is more powerful, therefore more productive — but also less creative. Associations are often unimaginative, unproductive, and as such unnecessary. They are too often concerned with details rather than goals. They are concerned with immediate problems. They should probe, search and relate to social issues with analogous goals.

Libraries were instituted to ensure equal opportunity to all. They were a product of a democratic philosophy whose ideals — equality and freedom — made universal education possible. State associations should be concerned not only with books and service but with the principles and beliefs for which libraries were created. They should support not only the freedom to read and the freedom of expression, but the issues which involve freedom itself. (What has the Rhode Island Library Association done to support Civil Rights laws?) Support involves publicly taking a stand in favor of — by contacting state officials, by writing to newspapers, and if we really want to be progressive (!!!) by demonstrating 'en masse' in favor or . . . picket-

ing in protest. As an association, we should aggressively lobby for laws not merely directed at lowering postal rates (One of R.I.L.A.'s recent political stands) but at raising human standards. For what would be the right of freedom of expression in a conformist society that does not avail itself of this right? What would be the use or meaning of freedom to read in a society where all men are not truly free? What would be the meaning of freedom of choice of viewpoints offered, when people choose only what confirms their own set ideas and reject all else? Librarianship involves not only offering controversial viewpoints but also working towards making people meet them with an open mind. The power to think, to weigh and to be swayed after having weighed, this alone justifies the existence of books and libraries. We must look beyond standards, and policies, and committees, and meetings, and luncheons, and dinners (and even champagne parties!) and we must face the stark reality of what goes on in the day-to-day life of our society. When we see factors at work gnawing at our individuality, our freedom, our ideals, the Association should take a public stand and in so doing, represent us well. Countless and varied examples, in the past and present, can be cited. I will cite only a few. Looking back to McCarthy days, did not the procedures of the Committee on Un-American Activities create a climate of fear, thus hampering the freedom of expression? What stand did R.I.L.A. or for that matter, any state association

take to protect these procedures, which were 'unAmerican' themselves. More recently what stand did the Association take in support of school integration plans in Providence (does 'universal education' ring a bell?). How vocal has the Association been in the controversy regarding film censorship in Rhode Island? When in May 1967, the Providence Journal (which incidentally holds a virtual press monopoly in Providence) silenced the voice of James P. Brown by suspending his controversial and often stimulating column, the Journal in fact (in spite of its protests in the negative) silenced the voice of dissent. R.I.L.A. was also silent.

Unfortunately, we librarians are in the habit of being silent. We walk up and down carpeted, noiseless halls in a permanent hush-hush atmosphere. We silence any personal viewpoint or preference when we select books, and in so doing we give our patrons the great advantage of a free range of ideas. But to the public, we gradually emerge as colorless human beings with little stamina and few opinions. The Association can be a channel of communication with the outside world for what librarians really think and what issues they support. A new, more clearly delineated librarian's personality will emerge. Through the Association, we need no longer be silent.

For the Association to be truly involved in the world of libraries, which is a world, not of buildings or books but of people and ideas, it must broaden its outlook. It must have the courage to strongly voice its opinions

on great issues at stake. It must lobby for laws favoring libraries and . . . people. It must truly represent librarians by giving them a public character. The profession, under the leadership of its Association, and its new vision, will emerge as an aggressive force in our society. Perhaps then, we could write, 'Why not, Rhode Island Library Association?'

NEW SPECIAL COLLECTIONS RECEIVED AT THE BROWN UNIVERSITY LIBRARY

A John Buchan Collection

Good fortune comes to libraries as it may occasionally to librarians. A happy turn has recently brought to the Brown University Library a collection which will make Brown, along with Yale, one of the centers of research on John Buchan. It would seem that New England is fast acquiring Buchan material, for Clark University has a small but important collection of British imprints of Buchan's works.

John Buchan, in his later years Lord Tweedsmuir, was a distinguished Briton: at various times, barrister, journalist, historian, publisher, member of Parliament, soldier and finally Governor General of Canada. He is best known, perhaps, for his stories of adventure and the character he created, Richard Hannay, who appeared in so many of them.

Lyman G. Bloomingdale, Brown '35 has given to the Brown Library a distinguished and scholarly collection of works by and about John Buchan.

The collection was the fruit of some twenty-five years of collecting. It contains, besides, books, both letters, and manuscripts of Buchan, (the latter rarely now find their way into the market).

Included in the collection of more than 1200 items are dedication copies of some of his books; one especially has been called a "collector's gem" — the dedication copy of *John McNab*.

Brown is indeed fortunate to have acquired this noteworthy collection of an important 20th century writer.

P.R.L.

Anne S. K. Brown

Military Collection

The Anne S. K. Brown Military Collection has been formed over the past twenty-five years by Mrs. John Nicholas Brown of Providence and now contains approximately 30,000 volumes and 40,000 prints, drawings and water-colours as well as a number of oil paintings. At its beginning (and still today) the emphasis or focus of this collection has been upon the history of — and the accurate contemporary illustration of — military uniforms of all nations from the early XVII Century to the present. In the course of time, however, the collection has come to include also a vast and related amount of material on military and naval history, military and naval arts and tactics, campaigns, ceremonies, biography, portraits and caricatures of this and earlier periods. It has been probably the largest private collection of such a nature in the

world, and it contains much manuscript and graphic documentation which is unique. It has been useful to numerous scholars and historians, editors and publishers for research and for illustrative material. This collection, with a complete card-catalogue, is being presented by Mrs. Brown to the University Library, with provision for its continued growth. A large part of the collection, and its staff, are to remain at her residence until space becomes available upon renovation of the John Hay Library building.

R.B.H.

Thoreau

A very fine collection of almost a thousand items by, about, or associated with Henry D. Thoreau has been given to Brown by Albert E. Lowmes, Class of 1920. The collection ranges from a manuscript college exercise entitled "On What Grounds May the Forms, Ceremonies, and Restraints of Polite Society Be Objected To?" through first editions of *A Week on the Concord and Merrimac Rivers* in variant bindings and with manuscript additions to two issues of the Little Blue Book edition of "Thoughts on Nature" and such a recent beautiful association item as Eliot Porter's *In Wildness is the Preservation of the World*. (Incidentally, the Library of Congress catalogs Porter's magnificent album as a book by Thoreau but classifies it as a collection of photographs!)

Among the manuscripts are twenty-six pages from his journal, two fragments from *The Maine Woods*, two

poems, and letters to or from Thoreau. Also included are volumes owned by Thoreau, with some annotation.

Miscellaneous items include photographs, clippings, and a bundle of pencils manufactured by the Thoreaus, with original ties and label.

Although Mr. Lownes did not collect editions intended primarily as text-books, he has obtained every work in its first edition, plus most of the non-text later editions and reprints and hundreds of biographical, critical, and historical works to round out a superb scholar's working collection.

H.A.B.

MARYLAND UNIVERSITY'S LIBRARY ADMINISTRATOR'S DEVELOPMENT PROGRAM

A Two Week Conference

July 17-27, 1967

By Charles C. Waddington

The overall emphasis of the entire conference was on the need for good administration in libraries, how to develop it, and the ability of a good administrator to work effectively outside his specific field of subject specialization. For the purpose of this article I will paraphrase interesting ideas presented at the conference and follow them with some discussion of my own.

1. The Librarian as an administrator in complex organizations:

"Librarians, as well as other administrators, progressing up the ladder fail to break with their technological

background and to become true managers. Issues must be seen in terms of politics, money and people. An administrator must, further be able to judge presentations made by subject specialists on the basis of their clarity and intelligence."

The above ideas, as presented at the seminar, contain two points that need further discussion and consideration. First, a clearer understanding of the difference between an administrator and a bureaucrat. We are thinking of the "ideal" administrator, the man who gets things done and done right. Second, supervision of subject specialists by an administrator who is a non-specialist seems reasonable if there are a number of different subject specialties involved. However, libraries are still staffed for the most part by librarians with addition of information retrieval specialists, computer programs, audio-visual experts, etc., only being a rather gradual process.

No light was shed on the problem of identifying potential administrators or on how to keep them flexible to new ideas over a long time period. Perhaps, that person who can identify goals for a given organization, relate the total picture involved to each specific problem, and can remain flexible enough to regard new situations as a challenge rather than as problems has the right potential for administration.

"Libraries will become obsolete and irrelevant if they do not package and disseminate information to the users as they need it."

This is something which will first

be called for and useful for users of science libraries. It is basically a special libraries approach and it would seem difficult to finance salaries for qualified personnel needed for their approach in public and university libraries now.

"At present there seems to exist among libraries a over-concern with technology, a lack of concern with ecology, and a lack of a scholarly coterie among librarians."

We definitely are over-concerned with technology. Yet there still is a large gap in the understanding, on the one hand, what the new technology can specifically accomplish for libraries and their problems; and, on the other hand, the magnitude and complexity of these problems are often under-rated by experts in the computer field. The problems involving the ecology of libraries are critical, but often they are more or less predetermined by existing circumstances. Better reporting and coordination of all research in librarianship certainly would be a start towards developing a class of librarians interested in research and scholarship in the profession.

The above problems might yield in part if better understanding of real users' needs could be established, not only what they think they need but what new library materials and services would be used if available; and if librarians did more research — that is, became library users — it might be a first step in understanding other users' problems.

II. The Factors of Management:

"Your management style must be plausible for you! Important factors in management are goal setting and implementation. A model of a closed system is as follows: information, decision, people, feedback. It is imperative today that a manager develop a new attitude vis-a-vis change, its speed and continuity. Your attitude must become dynamic rather than static. How is your environment changing? Use this as guidelines for your goal setting. Your internal system must be up-dated at the same time you respond (not react) to a new environment."

The emphasis here is on change and how we respond to it. This is perhaps additional justification for automation of routines. Once a part of the system or all of it is in machine readable form, responding to a continuously changing environment would be simplified.

III. Interorganizational

Relationships Characteristic of Large Organizations:

The central question here was how to increase innovativeness within a bureaucratic structure. No attempt is made to answer the question as to whether innovation is desirable or not. Five points are stressed which will make for a climate in which innovativeness is possible: Increase in professionalism, commitment of new resources, involvement of larger parts of the organization, abolishing annual performance ratings, decentralization

of administrative activities.

"The extrinsic reward system, administered by the hierarchy of authority, stimulates conformity rather than innovation . . . Hierarchical competition is highly individualistic and malevolent. It does not contribute to cooperation and group problem solving . . . Innovation is not likely under these conditions. To gain the independence, freedom, and security required for creativity, the normal individual has to reject this concept of success . . . opportunity for growth is under the control of the organization, and especially the work they are asked to perform."

Regardless of the present need for innovation the above points out the importance of the library's human resources. If growth is not possible creative individuals are forced to grow by becoming mobile. They move on to other institutions. Even the best salaries and tenure system will not keep them. An individual must build self assurance and security in his own right through greater involvement in librarianship as a professional. The organizational structure of a library can and should help this process. This point has been well put by Mary Lee Bundy.¹

"When a new problem appears, an organization is likely to find that the resources of authority, skill, and material needed to cope with it have already been fully specified and committed. Therefore, the first need is for uncommitted money, time, skill and good will — resources for innovation."

It seems that these resources must be available to all units of an organization. The establishment of a research unit is not enough, its resources and potential must be *actively committed* in all units of the organization with the corresponding cooperation of the total staff.

"The innovative organization will allow that diversity of inputs needed for the creative generation of ideas. Long periods of pre-entry, professional training, and a wide diffusion of problems and suggested solutions, will provide the variety and richness of experience required. Included should be a wide diffusion of uncertainty so that the whole organization is stimulated to search, rather than just a few professional researchers. Involving larger parts of the organization in the search process also increases changes of acceptance and implementation. This wide diffusion, in turn, will depend upon ease and freedom of communication and a low level of parochialism. A relationship between personal and organizational goals, where individuals perceive the organization as an avenue for professional growth."

It appears to me that we tend to hide our problems on the administrative level and to stress parochial problems to the exclusion of anything else on the departmental level. The above approach would tend to force concentration of all efforts in problem solving on the total system and stressing the need for an awareness of viable alternative solutions.

"The present common practice of

annual performance ratings by superiors would probably have to be dropped. Many believe that this practice is hostile even to production interests. It is clearly inconsistent with increasing professionalism, since professional standing is not determined by a hierarchial superior. Rather than a single system of ranks, with corresponding salaries, there will be a multiple ranking system and multiple salary scales."

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Perhaps these concepts point up a weakness in the profession. These do not seem to be strong professional standards of excellence for individual librarians to follow. For example, surely a professional cataloger should have standards of production to fight for regardless of classification system used in a given library. Why do we see a kind of reverse Stakhanow-effect among at least some of the younger staff members? Why don't they bring more pressure to bear on the administration for clerical assistants if they are needed?

"Administrative activities should be dispersed and decentralized down to the level of the innovation area, allowing administrative personnel to become part of integrative problem-solving groups rather than resentful on-lookers sharpshooting from the outside."

All the above does not necessarily solve the problem of motivation. How do we motivate an individual? We need to get individual staff members more involved and more committed. Some mechanisms for possible accomplishment of this aim are as follows: better communication, setting of immediate as well as long range goals, improved working conditions, maximize energy and enthusiasm available, and personnel selection. The first three concepts are more or less self-evident. However, the last two concepts need some further explanation. Personnel selection can be used in two ways. First, fill all new vacancies

as often as possible with people who are already motivated. Second, select new personnel who will fit well into the existing groups. Reduced friction should leave more potential energy available for motivation. Finally, individual administrators are also limited in the amount of time, energy and enthusiasm they can produce to motivate others. Working with one individual in a given area, then his team, and his group will take advantage of the fact that individual enthusiasm and motivation can be contagious. Then concentrate efforts to generate motivation in one area until successful.

1) Bundy, Mary Lee, "Conflict in Libraries." COLLEGE AND RESEARCH LIBRARIES, V. 27, pp. 253-62 (July 1966).

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