

THE LIBRARY OF OREGON STATE
UNIVERSITY

ITS ORIGINS, MANAGEMENT, AND GROWTH

A Centennial History

by

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FOREWORD

This history is, as will be evident throughout, a labor of love. While the treatment is obviously sympathetic, I believe and hope that it is nevertheless objective.

It has been a calculated decision not to use footnotes since these, while perhaps giving the history an aura of scholarly accuracy, would also have cluttered it up substantially. The sources used have been primarily correspondence and reports over the years supplemented by student publications and, since 1923, the very helpful scrap book maintained by the Library. I assure anyone who might cavil at the lack of citations that all direct quotations used are soundly and accurately based. For the Kidder years each surviving letter or other document has been individually inspected.

I have been in the somewhat embarrassing position of having to record the history of my own time as Librarian. My first thought was to conclude the history with the Lewis years. It is at Mr. Waldron's suggestion that I have carried it to the present so that it could become a Centennial publication. I have tried, without leaning over backward, to treat my time in the Library, which covers one-fifth of its history, in the same manner as the earlier administrations. I sincerely hope I have been able to do this in a balanced way and with reasonable objectivity.

Since I have necessarily had to write extensively about myself I both conclude this Foreword and introduce the History with the following lines modeled on but something more than a paraphrasing of Emily Dickinson's Letter to the World:

This is a story I have come to know
With increasing intimacy
Told for these days and days to be
Of a Library on its way to growing old
For love of it dear Readers now
And You I cannot see
Judge tenderly of me.

--Wm. H. Carlson
November 7, 1966

THE LIBRARY OF OREGON STATE UNIVERSITY:

Its Origins, Management, and Growth

The beginnings of the Oregon State University Library are imprecise, unclear, and undistinguished. The most certain and obvious things in the first three decades of its existence are that there was not much of it, and that what there was was administratively neglected. Financial support during many, perhaps most, of the earliest years was at or near to zero.

There was, nevertheless, from the beginning, institutional awareness of the need for a Library. The "Third Annual Catalog of Corvallis College" for the year 1867-68, as far as is known the earliest one to have survived, welcomed "donations to the Library and Cabinet of Natural Curiosities...from friends throughout the State". This hopeful invitation did not result in any conspicuous early day generosity. Now, one hundred years later, the desired "Library" has grown chiefly through institutional funding to a collection of over a half million books, handsomely housed. How it all came about this History will portray.

To the extent that the Library of the earliest years of the College existed at all it was impoverished in the extreme. This was possibly due more to the financial realities and exigencies of time and circumstance than to lack of official institutional concern. Even though the hoped for

gifts have not played a large part in the long-range development of the Library, it was through a gift that it began, or at least assumed some significance. It took a long time, though, before the struggling College could somehow begin to find at least some money to support and nurture it.

The earliest records and documents of the College reveal little about the Library, probably because there was little if anything to reveal. By 1872 the annual catalogs had ceased to carry solicitary notes about book donations. For the next decade and more, official records about the Library, or a Library, are a void. There was, however, library activity and development of relevance going on in the community, if not in the College.

On December 28, 1872, the Corvallis Library Association filed articles of incorporation with the Benton County Clerk, stating, rather curiously, that the Association "shall endure fifty years" and that the purpose and object "is to purchase and possess a library of miscellaneous character for general reading on all subjects of a literary, scientific, and entertaining description, to have and possess a room suitable for the same." The amount of Capital Stock, stipulated the articles, "shall be five thousand dollars gold coin...each share fifty dollars gold coin." Signers of these articles were O.R. Bagley, Emery Allen, J.H. Babcock, John Burnett, W.F. Johnson, J.S. Palmer, B.W. Wilson, M. Jacobs, and D.K. Nesbit. It is likely, although there is no documentation on this, that the Association Library served the infant College, at least to some extent.

The Era of the Adelpian Library

Unfortunately for the village of Corvallis, but fortunately perhaps for the College, the Library Association was not to "endure" for fifty years. It lasted in fact only eight years, disbanding in 1880. In so

doing it turned its collection over to a College student organization, the Adelpian Literary Society. In a sense this is the "official" beginning of the Oregon State University Library because the Society placed the collection in the College for use of students and faculty. It was, at least from the viewpoint of these present days, not much of a collection, containing only 605 volumes. It had, however, been carefully selected. In this, it was to set the pattern for the next hundred years.

The Corvallis Library Association collection had obviously suffered heavy attrition. The transfer list records only thirty-three volumes with Association accession numbers in the range below one hundred. Of these the earliest, numbers 17, 18, and 19; Ure's Dictionary and Supplements; and numbers 20 and 21, a Webster's Dictionary and a French-English Dictionary, are now long gone. The earliest surviving accession numbers are 27, 28, 29 and 33, 34. These were assigned to volumes 1-5 of "Rebellion Record; a Diary of American Events...", published by Putnam in 1861-63 in eleven volumes. Of these the Corvallis Library Association acquired the first five, purchasing them from "Allen and Woodward, Booksellers, Stationers, Dealers in Drugs, Medicines, Corvallis, Ogn". These books received accession numbers 527, 528, 529, 533, and 534 and a classification number 973.7-R24 in the recataloging of the Library in 1908 by the Dewey Decimal System. Sometime in the 1930's they were reclassified into the Library of Congress Classification System. Their class number now became E468-R4. Both the Oregon Agricultural and the Corvallis Library Association plates are alternately visible under the OSC plates applied in the reclassifying of the 1930's. This establishes these volumes, in terms of ownership by both the Corvallis Library Association and Oregon State University, as probably the oldest surviving books in the Library.

Signing for the receipt of the Association Library, on May 26, 1880 was L. S. Stock, "Librarian," presumably a member of the Adelpian Society. The entire collection, the nucleus of what was to become the Oregon State University Library, required a room only five feet square in the College Building standing approximately between the present Moose building on Fifth Street and the area where the Southern Pacific Railway Passenger Depot was later to be erected to face Sixth Street. This Depot building now houses the Corvallis Police Department.

There was no financial support of the transferred Library by the College. In spite of this it grew. This it could do because the Adelpian Society assessed its members monthly dues of 50¢, a goodly sum for those days. This money was devoted to the purchase of books. That the transferred books were considered to be at least a quasi-College Library is indicated by the fact that the "Librarian" submitted an annual report and inventory of the books on hand to the President of the College. The books were, however, officially the property of the Adelpian Society.

The College Catalog of 1885-86 contains for the first time since 1872 a reference to a Library. Its statement that "The Adelpian Library contains some thousand volumes of choice and assorted literature" was an apparent acknowledgement that the Library which served the College belonged to the Student Society. It was an indication, too, that the Library had grown modestly but significantly since the Corvallis Library Association transfer of 1880 to the Adelpians. No further reference to a Library, Adelpian or other, appears in the College Catalogs until 1898-99.

Sometime in either 1887 or 1888 the Library was moved from its little five foot square room to the new campus going to Room 36 on the third floor of the New Administration Building, the now mellowed and venerable structure known as Benton Hall. This move, through a misunderstanding, said student John Fulton, was carried out very wastefully. Fulton, who was later to devote his entire life in service of the College as a Professor of Chemistry, has been quoted as saying that for many months boxes of books lay in the hallway accessible to anyone who cared to take them. He believed that some were simply picked up and consigned to the furnace room on the first floor of Benton. He also reported that at one time a whole wagon load of books of all descriptions was hauled off to make room for new books.

Whatever the reasons, misunderstandings, indifference, ignorance, or failure to assign responsibility, the struggling little Library was destined now to go through about a decade of neglect and haphazard care. The pattern of this obviously low period in the history of the Library, was to entrust management of it entirely to a student librarian who apparently was assigned this responsibility without any indoctrination or instructions whatsoever.

The Time of the Student Librarians

In 1890 the Adelphians officially transferred the Library to the ownership of the College. For the next eight years it was, however, to continue to be entirely student operated. Even though now the property of and under the care of the College, the pattern of haphazard management persisted. A student Librarian was simply handed the keys and told

he was in charge. Sometimes there was not even contact with or instructions from the previous Librarian. The selected student Librarians, usually young people who needed work to finance themselves, seemed to be universally well meaning and conscientious. Some of them were outstanding but without indoctrination or leadership it was obvious that the Library would suffer.

The first College-paid student of record was Miss May Warren, '90, later to be Mrs. Don Woodward of San Diego, California. Her successor was Miss Lois Stewart, '92, later to become Mrs. John Osborn, and to reside in Manilla, P. I. where her husband was a Professor of Education. These young women served only during the school year and were entirely on their own. In one respect, they set a high standard for all future student assistants. They were mighty easy to look at.

The next student assistant, Willard Wallace Smith, '95, who was to be Librarian for three academic years, was an outstanding and unusual individual. Upon invitation of Miss Lucy Lewis, Librarian 1920-45, who in 1927 undertook to gather historical data on the early Library, he submitted a lively and uninhibited account of his life and times as the "first" Librarian. He was, at the time of this report, practicing medicine in Phoenix, Arizona.

Dr. Smith's account shows that he attacked his responsibilities with more vigor and imagination than might have been expected of a student. What he did justifies his claim to be the first "Librarian." He reported that Professor French, Chairman of the Library Committee, told him, in his first year, that the faculty had been considering his case. He asked him if he would like an indoor job. The reply was that

he was ready for anything that would pay his board. Dr. Smith's statements make it obvious that the chief thought of the faculty was not so much concern about the management of the Library as supplying a worthy young student with work.

The Smith reminiscences are so revealing of the sad status of the Library in 1893 that they are here reproduced in detail:

"Professor French led me up to that dusty cobwebby room (on the third floor of Benton) where there were two book-cases, a lot of boxes, unopened mail sacks full of government publications, and various other junk which had been thrown in, and said to me, 'See if you can't get some cleanliness and order in here, but don't work over three hours a day, six days in the week. Of course, you will get the usual 15 cents per hour.'

"If there were any other librarians around, or if that constituted me as librarian, I am not sure, but I did not see any others and I did not feel like a librarian. The first few weeks I labored in overalls. Far down in a dusty corner I found a printed card catalog of government publications, which gave me the idea of cataloging the other books. As there did not seem to be a boss to tell me what to do or how to do it, I evolved a system of my own. Whether my original card catalog is still in existence is doubtful. I had to have some sort of a case to put in in, so I went over to the workshop and made one at 15 cents an hour. Maybe Professor Horner has that in his collection of archaics.

"Along about Christmas time somebody asked me what I was doing and I told them I was arranging the library. I think it was one of the faculty who asked me and his reply was, 'Thunder, I didn't know we had any library.' I took him up and showed him.

"One day when I was working in this alleged library, some student strolled in and picked up a book and pretended to get interested. Largely on my own responsibility, I let the student take the book to his room, but told him he had to bring it back in two weeks. And thus started a system of book loaning. That made another set of records and a little additional duty for me. Every morning before chapel, I had a list of delinquent borrowers whom I dunned. I put all my youthful enthusiasm into trying to make our meager

store of books look enticing and before the three years during which I held this position had come to a close I had worked up quite a trade in book loaning.

"In the interim more books arrived and were duly cataloged, more cases were made and put in the room above the chapel, until one morning in chapel some plaster fell and barely missed Professor Bloss. An investigation was made and it was found that the weight was too much for the floor to hold. So I had another job. The Library was moved down to the northeast first (now the second) floor room. That enabled me to get some bigger and better book shelves and arrange things more to my notion. When I graduated in 1895 I left a fairly well-arranged small Library, with a loaning system established and a crossed index card catalog which enabled me, at least, to find what I wanted."

Young Smith was succeeded in the Library by Esther Simmons, '95, of Fresno. The following year, 1896-97, the Librarian was Robert Golden, '96, of Walla Walla, Washington. In 1897 Lionel Johnson, '98, who was also serving as the third Editor-in-Chief of the Barometer became the last of the student Librarians. Mr. Johnson, who was later to become a feature writer for the Los Angeles Examiner, sent Miss Lewis in response to her 1927 request, the following graphic and revealing report of his year as Librarian:

"It was at the beginning of my senior year, in the fall of 1897, nearly 30 years ago, that I was appointed Librarian. Fanny Getty was made my assistant. There has always been a suspicion in my mind that my appointment was inspired more by the desire of the faculty to help a student working his way through college than because of any natural qualification I possessed.

"When I was given the keys to the Library and told to take charge of it, there was no one there of previous experience to give me any instructions. Professor Horner, however, had a good understanding of the Library and was able to give me some kind of an idea of my duties.

"One of the difficulties Miss Getty and I had with our work was to arrange our hours of recitation so that one

of us would be in the Library during each period. President Gatch took an interest in us and arrangement was made so that Library and class duties did not clash.

"Many students made a habit of coming to the Library to study when not at recitation, while others came there to look up information necessary to their school work. The room was very crowded and much of the time every available chair was in use.

"It seems that in rainy weather, the Library was the only convenient place for lovers to meet, though they were not allowed to talk above a whisper. It was very common to find cooing couples hidden away behind racks of books, and my policy was not to interfere with them unnecessarily.

"Although the Library took much of my time, the work there proved both instructive and enjoyable. It was interesting to note the varied literary tastes of students, as indicated by the books they read. As I recall it, there were considerably more fiction books withdrawn than all others combined.

"Since those days I have had opportunity to see the operation of big Libraries and to note the systematic work involved in them. It has proved very interesting to me in the light of my own amateur work. Several years ago the city of Los Angeles sent to New York for a trained Librarian to take charge of its Library, including its many branches, for which millions of dollars have been spent. When the new Librarian, Everett V. Perry, arrived here I was assigned to write for the newspaper on which I was employed various articles explanatory of his methods of work. In this way I learned to appreciate the training and ability a good Librarian must have in order to be successful."

The termination of Lionel Johnson's "Librarianship" marked the end of some three decades of Library management solely by students. While these young people, apparently entirely without direction, did well, and some of them did outstandingly well, these beginning decades are not, as far as the Library is concerned, a time in which the College can take pride. From the vantage point of these present days it must, of course, be recognized that instruction was, before the 1900's, almost entirely text-book rather than Library oriented. It must also be recognized, as some of the

catalogs of the period frankly did, that the College was then "really an industrial school."

In spite of these things there was one thing surprisingly and sadly lacking in the early history of the Library. This was a notable lack of a vital administrative and faculty concern similar to faculty library interest and action found in many other pioneer and emerging Colleges and Universities of those years. This does not mean that there was a total lack of faculty concern. There was, as Student-Librarian Smith's comments above make clear, a Library Committee with a Chairman. Mr. Smith's recollections also make it clear, however, that the approach of this Committee to its library responsibilities was casual in the extreme.

In 1896 Professor Horner was Chairman of the Library Committee. He visited the Libraries of the University of California and of Stanford University and came home enthusiastic about the library facilities there. This enthusiasm, and what he saw, was not, unfortunately, reflected in the management of the Library. It continued to be entrusted to students who were given a minimum of indoctrination and instruction. This Horner visit to other West Coast libraries may, nevertheless, have had some part in the long overdue improvement and upgrading which was slowly beginning to come.

In 1893 the College published a 36-page "Catalog of the College and Station Libraries." This was in W. W. Smith's time as Student Librarian. His account of his Library activity, however, makes no mention of preparing such a catalog. Possibly this could have been done by his predecessor, Lois Stewart. At any rate, this Catalog shows the Library well on its way to being highly departmentalized with 1,001 volumes in the

College Library and 900 volumes in six station Libraries as follows: Horticulture 116, Agriculture 166, Botany 98, Chemistry 149, and Zoology 156 plus 215 Encyclopedic and Government Publications. Affairs at this stage could easily have taken a turn which would have created a separate Agricultural Library, (as in some of the other early separate land-grant colleges) plus a College Library. Fortunately such a fragmentation of Library resources was, somehow, avoided.

A Decade of Full-time Non-professional Librarians

The College was now growing steadily. Times were changing and the need of creating and nurturing a better Library was becoming more and more inescapable by both faculty and administration. The Library, consequently, entered a second phase in its history. This was its period of management by full-time, non-professional Librarians. The first of these was handsome young Arthur Stimpson, OSAC '98, fresh from the Spanish-American War. He had been a popular student, playing on the football team and contributing to the Barometer. He responded in 1927 to Miss Lewis's gathering of historical information with the following lively account:

"During my undergraduate years at O. A. C. and until the summer of 1899 the College Library was housed in a classroom in the northeast corner of the first floor of the Administration building, but during that summer the space in the basement that had been a furnace room and janitor's headquarters was rebuilt, the steps on the town side of the building removed and a large well-lighted library so created.

"This room was directly under and covered the same amount of floor space as the chapel... It was on about the ground level and steps lead down into it from the halls on the north and south. A counter, topped with a picket fence, extended across

the room from entrance to entrance dividing the book shelves and Librarian's desk on the west from the reading and study room on the east. The study room was provided not only for the benefit of those consulting reference works or wishing to read but was a general study and waiting place for all students not in classes, so the Librarian was also a monitor and had to keep order on both sides of the picket fence. During intervals between classes there was a regular parade passing through the Library from classroom to classroom and even after the five minute interval ended it took several minutes for all to settle down.

"When they moved the Library into these quarters the board of regents decided to employ a regular Librarian to serve full time at full pay. I was at the Presidio of San Francisco with the Second Oregon volunteer infantry preparing to muster out of service after a year's campaign in the Philippines when word came to me that I had been chosen as the first full-time Librarian at O. A. C. with the munificent pay of \$40 monthly, nine months of each year.

"As my Library training had consisted mostly in trying to keep a bookstack between myself and the Librarian, President Gatch's recommendation came as a surprise. To live up to Tommy's expectations I spent all the time my army work permitted visiting libraries in San Francisco and Berkeley and pestering the poor fellows there getting information on 'How to Run a Library.'

"Arriving in Corvallis about 10 days before the opening of the fall term in 1899, I found books scattered helter-skelter all over the newly established Library quarters. Books to the right, books to the left, magazines to the front, papers behind, bulletins everywhere, unclassified, unindexed, uncataloged, nothing that well-ordered books should be. But by the time school opened the books were on the shelves, arranged so the Librarian could find them even if no one else could. Later on I adopted the Dewey, or Decimal System of classification and improvised a method for keeping a record of books issued.

"In 1900, \$1000 was allowed for the purchase of new books and with this amount about 600 volumes were obtained.

"Something happened every day and the life of the Librarian was not a dull one. Many an old grad back to Reunions this year can remember the tap-tap of the pencil on the table restoring order and quiet sometimes--or for serious offenses, banishment from the Library."

Mr. Stimpson resigned in November of 1901 to accept a position in the Railway Service. He was succeeded by Lewis W. Oren, OSAC '95. Lewis was not, however, quite a full-time Librarian as he was also required to teach algebra and arithmetic. His report to Miss Lewis' quest for information was in part as follows:

"A very important part of the duty of the Librarian was to maintain order and quiet so that those so inclined could actually study; this was really the hard part of the work. At the beginning a report was made to the President of those who needed disciplining and he administered it, but after a short time it became my duty to apply the disciplinary measures, usually suspension or expulsion from use of the Library."

Among Mr. Lewis' recollections was the day some Pharmacy students released some H_2S in the little one-room Library. The supply was well hidden so the gas continued to generate for a long time. There was, remembered Mr. Lewis, quiet in the Library for the rest of that day.

Following Mr. Lewis' resignation in 1902 the Library came under the management of the third and last of the full-time non-professional Librarians. This was R. J. Nichols, a native Oregonian. As a graduate of Willamette University he was the first non-O. A. C. Librarian. His was to be the longest tenure, 1902-1908, for a Librarian up to that time. His staff, he said, consisted of the Librarian and himself.

While the Library was far from flourishing during the Nichols regime the College was taking some steps, however belated and laggard, to improve things. The increasing College awareness of the importance of the Library had become evident during both the Stimpson and Lewis administrations. The College Catalog of 1898-99 contained, as the precursor of Catalog Library statements which have continued ever since, the first statement

about Library facilities to appear since a brief sentence in the 1885-86 issue. An even longer "Library" section in the Catalog of 1899-1900 claimed 3,000 Library volumes, plus 5,000 pamphlets and bulletins. These were said to be cataloged and classified by the Dewey Decimal System. The Library was now open daily from 8 to 5. Books other than reference could be withdrawn for home use. In the 1904-5 College catalog, 4,000 volumes in the Library and 10,000 pamphlets were claimed.

A definite factor in growing institutional awareness of the Library and its needs was that the students, in their new publication, the "Barometer", begun in 1895, had found a voice which was to continue to be influential in Library affairs in all the succeeding years up to the present. In November of 1897, the Barometer noted with obvious satisfaction that the Board of Regents had set aside "about \$600" for Library purposes. It also observed,

"The Library is coming to be one of the most important factors of the institution. According to a decision by President Gatch the various Professors of the College will have some say in selection of books to be purchased hereafter."

It is highly probable that these statements were written by Barometer-Editor-in-Chief Lionel Johnson who was at that same time serving also as Librarian-in-Chief.

In January of 1897, the Barometer extolled the educational value of reading. It also said, realistically: "Though our College Library is not by any means what it should be, neither is the use of it what it should be." The Barometer advised care in the selection of Library books for reading saying there were, "Too many valuable books to be read to spend time on trash."

In October of 1899 the Barometer, noting the advent of the first full-time Librarian said, "Arthur J. Stimpson, '98, (who as a student had been a Barometer contributor) is serving behind the bars--of the College Library. Mr. Stimpson's genial countenance has not been changed by his services in the Philippines." That Mr. Stimpson was improving things was evident in a statement in the Barometer (then a monthly) of November 1899, expressing appreciation for "the new library and reading rooms."

In December of 1899 the Barometer commented on a move, launched by the "Astorian" to establish a Memorial Library at OSAC for Edward Young who, "spent three of the best years of his life there and was the only student who gave his life in the Spanish American War. It (the Memorial) would be far better and more lasting than anything that could be chisled out of marble." Nothing was to come from this laudable proposal.

Notices and commentary about the Library continued to appear in the Barometer in a pattern which has persisted ever since. In March of 1900, it was reported "A new addition to our already large Library is daily expected. About 400 books will soon be here to gladden the hearts of those who love to read." In a kind of reverse notice about the Library, reflecting extreme shortage of institutional space, the Barometer, in October of 1904, proposed, "that the (Home) Economics class recite in the new room which has been added to the Library, as they are too crowded in Miss Snell's room. Squeaking chairs are also very annoying."

In the Barometer of January 26, 1907 it was reported that the President's Message, delivered in the Chapel, dealt principally with the abuse of magazines in the Library:

"If students had a little more respect for such things, it would not be necessary to draw a code of rigid laws, thus shutting everyone out from privileges which, but for the destructive few, might still be maintained in the Library."

The students of 1907, grandparents and great grandparents of the present generations, were obviously much the same as their offspring.

The Barometer continued to be appreciative of the Library. In its issue of March 2, 1907 it celebrated, editorially, the addition of a beautiful new reading room Table to the Library. This was said to be, "a great improvement when one thinks of the two old stands used heretofore."

R. J. Nichols was the full-time Librarian for most of the years covered by these appreciative notices of small improvements. He gave the Library more sustained direction than it had had up to that time. At the request of President Gatch he prepared a Catalog of the Library which the College published in 1905 in its Bulletin series as a 32-page pamphlet. This was a title listing of books owned, simple in the extreme. As an historical document it is less satisfactory than the earlier catalog of 1893, since it did not show numbers or locations of volumes owned. By count it recorded 2,735 titles, equivalent to perhaps 3,000 volumes as compared with the 1,901 volumes of 1893.

Nichols became known to the students as "Two-Week" Nichols. This was so because punishment for talking or otherwise disturbing the Library was banishment from it for two weeks. Nichols, if students transcended his bounds of approved decorum would sing out to the offender, "Two weeks for you!" And two weeks it was, say some of the students of the period.

This disciplining of the early century adolescents was apparently required. The "Orange" Yearbook of 1909, in commenting on the value of making serious use of the Library had this to say:

"But there are those who are wont to twaddle behind the bookshelves, talk aloud, fight a duel with books, or jerk the chair out from under some awkward rook. Their appetite for literature is easily satisfied. Puck, Life, and the daily paper constitute their environment. For these, 'Two weeks.'"

Nichols resigned from the Library in 1908, to take up farming at nearby Monroe. He subsequently served for several terms as a member of the Legislature. The Library as he left it was far from flourishing but it was definitely better than he found it. Even so the College was still, after four decades of existence, making do with a Library which was, in the language of the Barometer, "by no means what it should be." Better times were, fortunately, immediately ahead.

THE COMING AND THE CONTRIBUTIONS OF IDA ANGELINE KIDDER

There came in the summer of 1908 to direct the Library, as its first professional Librarian, Ida Angeline Kidder. This was the turning point, a major milepost. From then on things would be different, very different.

Mrs. Kidder was, at the time of her appointment, 53 years old and only two years out of the University of Illinois Library School. In the twelve years it would be permitted to her to serve she was to upgrade and improve the Library markedly in every aspect, placing it on firm and enduring foundations. Far transcending these notable achievements, she was to enter into the lives, interests, and affections of the Oregon State students to an extent unparalleled in American library history.

Mrs. Kidder's first professional position was with the Washington State Library in Olympia. After a few months there she became, for two years, a Library Organizer for the Oregon State Library in Salem. It was from this position that the new President W. J. Kerr of Oregon State Agricultural College, who had an instinct for attracting strong people, brought her to organize and develop the College Library then containing 4,284 somewhat neglected and poorly organized volumes housed in a single room of the Administration building.

Immediately there was a new spirit and a new vigor in the little one-room library. Mrs. Kidder fully realized that she had much to learn about agricultural college libraries. What she lacked in knowledge, she made up for in ambition. It was her purpose to make the library "one of the best agricultural libraries of the country." So off went a letter to Claribel Barnett, Librarian of the U. S. Department of Agriculture asking for help. She opened her heart, she said, "very freely to her... I told her that I knew very little but that I had a great ambition to learn...I threw myself on her mercy to teach me..." On July 21, 1908, back came a six page single spaced letter, which is a key document in the history of the Oregon State University Library. On August 25, 1908, there followed a two page letter. These letters and ensuing correspondence, reflecting the complete dedication of each of these two outstanding Librarians, were the beginning of a life-long friendship.

Immediately, too, there began a series of notes, letters, verbal requests, and recommendations in biennial reports to the President's office for more help, more books, more money, more space in a refrain which goes on even unto this day. While the results of these requests

were not startling in terms of today's multi-millioned libraries, they were, for that time and that emerging College, in comparative terms, remarkably successful. During her twelve years, Mrs. Kidder increased the Library some eight-fold in volume content. She brought the staff from the one single position she accepted to nine. She achieved, as what she considered her crowning glory, a new and well planned library building of some 57,000 square feet. Notable as these things were, all part and parcel of her philosophy and ambition, they were not the most significant aspect of her Librarianship. Capable librarians elsewhere in comparable situations have achieved as much.

The uniquely outstanding things Ida Kidder brought to the little College, eventually to become a University, were of the spirit. While she was a doer in concrete, physical terms, and the results of her doing were and still are available for all to see and use and profit by, she considered it important to be as well as to do. It was through her outgoing living of this philosophy that she gained the love and respect of the students, and of the faculty too, to an extent rarely if ever equalled in American Librarianship. Hers, however, was no lofty, impractical, idealism. It was grounded in the realities of time and circumstance as her substantial measurable achievements in developing books, staff, and building clearly showed. It was, in one sense, from her spirit and her enthusiasm and her energy in giving both free play that these material things flowed.

With sure instinct Mrs. Kidder turned first, in developing the Library, to organization. With the help of a professional cataloger brought in for summer assistance in her very first year, she undertook to start the books

already on hand toward their first professional classification and cataloging. She also placed the acquisitional and business aspects of operating the library on sound foundations.

As early as her second year Mrs. Kidder was offering a "Library Practice" course required of all freshmen, then some 200. It was only because she had felt that she needed to know the College and the Library better that she had waited a year to introduce this instruction. Within another year, she was also offering lectures on the library in the winter short courses for farmers. These resulted, for a period of years, in voluntary contributions of about \$100 annually to the Library. In those days, and for this impoverished library, this was important money. Later she lectured on the library in courses for the advanced training of secretaries. She also found time somehow to make trips out into the State to talk to farm groups. Letters and commentary from her students, as well as from farmers, make it clear that her talks were truly inspiring. It was through them that she began to enter so completely into the affections of the students and the College community. Her lectures, said one colleague, were as apt to be concerned with life and literature as much as with the use of the Library.

Mrs. Kidder was keenly interested in building up inspiring ideals among the students, says a letter about her by her friend, Cornelia Marvin, Oregon State Librarian. She had a broad appreciation of literature, especially of poetry. She was continually concerned that the Oregon State students, many of whom came from farm homes with limited cultural advantages, should be exposed to these things. She shared with her students the inspiring literature she enjoyed herself. She felt,

and frequently said to her superiors, that the College, in its emphasis on technical education, was neglecting cultural and humanitarian instruction.

Her faculty colleagues have recorded that in her short talks on practical ethics to students, she generated a wonderful influence for good. She regarded the opportunity to meet students as the greatest privilege granted a Librarian whose aim is service. In exercising this privilege she had readings for groups of students in her rooms at Waldo Hall. She also studied with them individually, her favorite Emerson, the Bible, Shakespeare and other authors. She felt that students of the Bible should read it, not read about it.

Great as was Mrs. Kidder's appreciation of literature and poetry, her appreciation of people was even greater. She managed always to single out the best and finest characteristics of students. She helped them bring these things out in themselves. She was particularly helpful to foreign students. One young Hindu student, asked later if he had known Mrs. Kidder, said, "She was wonderful. She opened the world to me. She showed me all the world akin."

The chief characteristics which brought Mrs. Kidder so quickly into the affections of the College were her appreciation of the fine things of life, her interest in people and her energy and good will. In her later years, when failing health required her to use an electric cart (a great novelty in those days) in her trips around the campus she scattered cheery greetings along the way. There was, someone said, a kind of "Schuman Heinkness" about her.

It just came naturally, apparently, for the students to begin to call her "Mother" Kidder, a designation with which she was greatly pleased.

Perhaps this term began to come into general use after a verse entitled "To Kidder Mater", which appeared in the "Orange" student yearbook of 1912. It begins:

"Mother and Mentor, counsellor and friend
Into whose bosom broad we all have poured
Our hopes, fears, joys and sorrows without end,
Certain to strike a sympathetic chord
We know you love us all alike (perhaps a shade
more lenience toward the naughty chaps)."

No instance of reference to Mrs. Kidder as "Mother" previous to the publication of this poem has been noted. From that time on the term was increasingly used. Soon she was being referred to in no other way. She was continuing good copy in the student yearbooks, the "Orange," later to become the "Beaver," and the student newspaper, the Barometer. The Orange of 1918 has a picture of her in her electric cart surrounded by young women. It is entitled "Mother and her Rookesses." In that year a Co-ed Edition of the Barometer was dedicated to her. In the Beaver of 1919 the Woman's section is dedicated in this way:

"We dedicate our section to the most universally loved woman on the campus, 'Mother' Kidder. An inspiring teacher and the best of friends."

Perhaps Mrs. Kidder's crowning student recognition within her lifetime came in 1918 when Homer Maris, writer of the then new Alma Mater song which has endured ever since, dedicated it, "to 'Mother' Kidder in recognition of her enobling influence and great love felt for her on the part of all who have met under the old 'Trysting Tree'."

Not all was sentiment and idealism with Mrs. Kidder. While she was endearing herself so completely to the students, she was also developing

and operating the Library with a firm hand. Her relations with the faculty were friendly and congenial, but it was her rules that prevailed, and well they knew it. They were held to a strict accounting of their allocated funds, meagre indeed. If they underspent, they were reminded. If they overspent, as one or two were chronically wont to do in the way of professors the world around, they were taken to task in no uncertain terms.

Mrs. Kidder was no provincialite in her all-out efforts to bring her Library into the very forefront of Agricultural College Libraries. To further improve herself she made a trip in 1911 to visit libraries in the midwest. She went to the Libraries of the Universities of Illinois, Minnesota, and Wisconsin. She also visited the Iowa State, John Crerar and Purdue Libraries, all "in order to get into close touch with the work as it is carried out in other institutions." Her progressiveness was reflected in opening the Library for evening service when the staff consisted only of herself and student help, in establishing Sunday open hours when this was practically unheard of and in issuing to the faculty a monthly list of new books in the Library when this was far from a common procedure.

Promotion of a Library Building

Along with operating the Library in all its routine aspects and maintaining contacts with students, Mrs. Kidder constantly kept the College Administration aware of the increasingly acute housing problems of the Library and the need for a new building. In the Autumn of 1909, evening Library hours were instituted for the first time for the faculty. By December these hours were extended to students, with attendant publicity about relieving pressures and congestion.

In 1910 a reading room in another building was opened again with well directed publicity. In 1911 there were a series of complaints in the Barometer about the Library closing for the Library Practice courses. All of these things were background for a statement in the Biennial Report of the College President in 1911 that there was, "great need for a library building to cost about \$125,000." In 1912 the rapid growth of the Library to occupy the entire second floor of the Administration building was emphasized. In the autumn of that year the Barometer complained that a chair in the Library reading room deserted only momentarily would be found, "filled by a life-size student of the green cap crowd. Let us offer a bunch of prayers for a library building in which this nuisance may be remedied." At that time Mrs. Kidder assured the students that, "every effort is being made to render conditions as tolerable as possible until we can have larger library quarters."

Pressures and needs such as this culminated in a request of the Board of Regents to the 1917 Legislature for an appropriation of \$158,000 for a Library building. Everything must have been in readiness because with late spring approval of the requested funds, the construction contract was let, in June, to an unlucky firm which got caught squarely in the middle of the World War I shortages and inflation. To the credit of the firm the building was not shorted. It was ready for occupancy, lacking only steel stacks, by World War Armistice time in November of 1918.

This building did not have quite the attention and rejoicing it might have had, although it had plenty, because the national and College energies and interests were being directed so exclusively toward the War. The young men students were going off to the armed services

and the girls, including some Library staff members, were going, or wanting to go, into Red Cross or other war work. So off went Mrs. Kidder too, by then universally known as "Mother," to Camp Lewis, near Tacoma, Washington to serve as Hospital Librarian for the summer of 1918. This was to be one of the greatest experiences of her life.

Army Service and Occupancy of Building

It was entirely in character that Mrs. Kidder should quickly become a friend of the young soldier patients and that she should soon be known to them, too, as "Mother." Some of them arranged a wager among themselves that she was so well known that a letter addressed to her only, "Mother Kidder, Oregon", would reach her. On her departure they sent her a letter so addressed. When she reached Corvallis, it was there waiting for her.

Mrs. Kidder was so enthused about her work with the soldiers that in writing to her Assistant Librarian, Lucy Lewis, at mid-summer, and mindful, too, of duties and obligations at home and the new building under construction, she said, "I wish there were a hundred of me and each one had the strength of a lion and the days were one hundred days long." Her remarkable effectiveness in helping the soldiers and in entering into their affections is epitomized by a letter she received from a soldier in France:

"Dear Mother," began this young soldier. "That is how I must address you because I could not honor the one who sent me that most interesting letter of March 24th by any other name...don't you again dare to call yourself 'old'. That applies only to people who have ceased to be interesting, who have outlived their usefulness and are social liabilities, not to such dynamos of kindness, sympathy, and understanding as you. Mother, you will never get old for the companionship of your incorruptible boys and girls and the immortals who live on your bookshelves have endowed you with a personality that defies the march of time."

September of 1918 found Mrs. Kidder back in Corvallis. From there she welcomed, with alacrity, invitations to talk about her Camp Lewis experiences, some from as far afield as Everett, Washington. There were not, however, one hundred of her, and the days were not one hundred days long, so early November and the eagerly awaited time for the moving of the Library to its new home found her flat on her back with a heart attack. Writing to a colleague when she was recovering, she said, "I had to endure the cruel discipline of letting someone else superintend the move."

She comforted herself in that the plans were well laid, that her staff was competent, and that the move had gone smoothly. This could be so in part because in the wartime shortage of labor the faculty had stepped into the breach on a volunteer basis. From Deans on down they wheeled and carried the books over an improvised trestle from the second floor of Benton Hall to the second floor of the new building. Momentous and welcome events were shaping up on the war fronts as the last book truck made the trip to the new building on November 6, 1918.

Commenting to the Barometer on this faculty assistance with the moving, Mrs. Kidder said, "One of the beautiful things to cherish in our memory and tradition is the fact that our faculty helped to move our Library, and that the new home was built in this tremendous time in the world's history."

The Kidder Regime Draws to a Close

After World War I, with her beloved library safely housed in an attractive and commodious new home about which she easily could and did go into rhapsodies, Mrs. Kidder became more and more of a legend in her

own time. Even though now in failing health, she never lost her interest in or warm contacts with the students. Her electric cart which helped her get about the campus and community as she became increasingly lame only added to her fame as someone different. Her active and wide ranging mind continued as sharp and stimulating as ever. Her concern about broadening the cultural backgrounds of technically educated students in no way diminished.

Letters from former students came to Mrs. Kidder frequently in her later years. They wrote to ask her to help select books for their children, to congratulate her on the new building, to let her know of their doings, and sometimes just to wish her well. Always these letters were in warm and intimate terms. One man working in the Bureau of Markets in the U. S. Department of Agriculture, asking for advice in selecting books for his three-year old daughter said, "I know of no one who is as well qualified to give it as you."

In an interview with the Barometer in June 1919, Mrs. Kidder said that the foundation of good manners is kindness and a true sense of values. In complimenting the students on their good manners in the Library, she said:

"Nobody has to teach or admonish them. They know I love the Library and love them so much that I would be very hurt if the quiet of the Library should be disturbed...kind consideration for me then is one of the things that restrains the impulse to talk in the Library."

It was fitting that one of the very last letters Mrs. Kidder received at Oregon State should come from Claribel Barnett, of the U. S. Department of Agriculture Library, as had also that first basic and influential letter of July 21, 1908 to the ambitious and eager novice

seeking help. In the ensuing years these two women had become fast friends. Advice was no longer needed by the exceptionally successful Librarian Miss Barnett had helped so much. Her letter of January 29, 1920 told instead, and with obvious pleasure, of what a young Oregon State graduate who had been using the U.S.D.A. Library had said about the Librarian who had helped to set him in good paths.

"He spoke so beautifully of you. I am sure it would have done your heart good to hear him. Everyone who comes from Oregon speaks the same way. You have certainly endeared yourself to all who have been there."

With her health more and more precarious, Mrs. Kidder wrote President Kerr in mid-January of 1920 telling him of her continuing illness with heart trouble and asking him for a leave of absence without pay. She received a friendly and solicitous response sympathizing with her illness and granting her request, but telling her that her leave would, of course, be on full pay. Whatever additions this would require to the budget would be authorized. He would, the President said, come to see her in a day or two. He expressed hope that her recovery was merely a matter of time.

Time was, however, for Ida Angeline Kidder, running out. Within a week of this exchange of letters with the President, which she must have found both comforting and reassuring, she suffered a massive brain hemorrhage. She died on February 29, 1920, without ever regaining consciousness. In recording her passing the Portland Oregonian spoke of her as the "grand old lady of the College Library known familiarly and lovingly to three generations of College Students."

The reaction of students, past and present, was as intensive as it was unusual. The Barometer of March 2, 1920 said this:

"The life and influence of Mrs. Kidder has been an inspiration to all who knew her. She held a greater place than probably any other person and this endearment gave her the name of 'Mother' Kidder. Her greatest thought after building up the Library was inspiring ideals among students. One of the groups that knew her indeed as Mother was the Cosmopolitan Club composed of students from all over the world."

"Mother" Kidder's final hours among her students and on the campus, placing an exclamation point to the universal esteem and affection in which she was held, were unique in all American library history. At the request of the students her body lay in state on March 2, 1920, the day of her funeral, in the Library building of her planning. Classes were cancelled from 10 to 2 and honor guards were at the casket. The funeral services were held on the steps of the Library. It is true that an influenza epidemic had placed a ban on all large public gatherings but one must believe that the students would have wanted it that way anyhow. A Student Body resolution of appreciation was read at the services. Floral tributes were so numerous that they could not all be accommodated at or near the casket.

"Mother" Kidder left her Library and the Campus not in a hearse but on the shoulders of young friends among the students. She was followed by a faculty honor guard and the College Band playing Chopin's Funeral March. Her body went by train to a crematorium in Portland. Even there her students, mostly alumni, were with her. There was music but no services. So ended one of the most colorful and productive librarianships in American Library History. Through her doings and her being Ida Angeline Kidder had added an enduring lustre not only to her Library but to the entire profession of Librarianship.

LUCY LEWIS TAKES OVER

It was natural and appropriate that Mrs. Kidder's successor should be Lucy Lewis who had been a member of the staff since 1911, first as Head Cataloger and later as Reference Librarian. In the next twenty five years Miss Lewis was to prove and establish herself, as the following account to her regime will show, as one of the most effective and far-seeing academic library administrators in the country.

Born in Traer, Iowa on February 5, 1879, Miss Lewis received her early education in the Public Schools of Pomona, California and later at Pomona College where she majored in Liberal Arts. This was followed by two years at the University of Illinois from which she received a degree of Bachelor of Library Science in 1906. It was at Illinois that she and Mrs. Kidder first met as fellow students; Mrs. Kidder, the middle-aged woman seeking out a new way of life for herself after the death of her husband and Miss Lewis, a young woman half her age preparing herself for what was to be an exceptionally fruitful and constructive Library career. The disparity in age was no barrier between these two able women. The Library school friendship endured and flowered, in the course of events, into a close and harmonious collaboration for some nine years as Librarian and Assistant Librarian at Oregon State Agricultural College.

Miss Lewis went directly from the Library School to become Librarian of the New Mexico Territory College of Agriculture and Mechanic Arts. From there she let it be known to Mrs. Kidder, early in 1911, that if

there were suitable openings on her staff or in the Northwest that she would be interested even though she had become attached to her New Mexico Library. Mrs. Kidder welcomed the news of her availability with enthusiasm. When she was successful in securing authorization of a new position of Cataloger, she immediately recommended Miss Lewis to President Kerr as her "sole candidate." The ensuing correspondence and negotiations brought Miss Lewis to the Library in August of 1911 at a salary of \$1,200 per year, not much less than Mrs. Kidder was being paid. Arranging a salary at this level took a bit of doing by Mrs. Kidder. Much good was to come from President Kerr's reluctant approval.

Miss Lewis adjusted to her new position and responsibilities with more ease than might have been expected from one who had been a Superior in her own right. All indications are that the professional as well as personal relations between these two remarkable women were continuously close and harmonious. Reports and correspondence of their years together reveal that as the years went by, Mrs. Kidder leaned more and more on Miss Lewis, whom she sometimes referred to as "my right-hand woman."

Upon Mrs. Kidder's death, Miss Lewis was made Acting Librarian. On July 1, 1920 she became Librarian at a salary of \$2,800. The Library over which she assumed command contained 41,428 cataloged volumes, many of which she had personally processed, plus some 7,944 documents, in comparison with the 4,284 volumes in a single room in Benton Hall when Mrs. Kidder arrived. The Library was now housed in a beautiful new building commodious enough to provide quarters, at that time, for the Horner Museum, a General College Assembly Hall, and offices for the Speech Department, the Dean of Women, and the Dean of Basic Sciences. Steel stacks

not originally installed because of war-time steel shortages were on order for early erection.

Miss Lewis' first biennial report, 1918-1920, was in effect a report for Mrs. Kidder's last two years. It celebrated, as would be expected, the new building occupied early in the biennium. It emphasized, as had all of Mrs. Kidder's reports, the need for greatly increased book funds, recommending an annual expenditure of "no less than \$18,000"-- a very large sum for those days. It recognized the quality and contributions of the Library staff. In a graceful and felicitous paragraph, it paid tribute to Mrs. Kidder saying, "she bequeathed to all whose lives she touched the inspiration of her great vision and her splendid life of service."

In the succeeding Biennial Report, 1920-22, Miss Lewis was entirely on her own. In it, and indeed in all her following reports, she pulled out all stops in urging improvement and upgrading of the Library in all aspects, particularly in providing more generous funds for books. Ironically these continuous book appeals, which took many forms beyond formal reporting, were never as successful as accompanying requests for more staff. Possibly this reflected, somewhat, the non-book oriented nature of the earlier separate land-grant colleges in combination with the service-oriented administrative philosophy of both Mrs. Kidder and Miss Lewis.

In spite of a chronically anemic book budget, the Library managed to grow healthily, if not spectacularly. Probably no Library in the country achieved as much sound growth with so little money. Certainly none more. This was due to a very close collaboration between faculty members and the Librarians. Miss Lewis, as had Mrs. Kidder, enjoyed the complete

confidence of her faculty colleagues, and of the College administrators too, even though, in a long established pattern, they never supplied her with as much money as she asked for and as the Library needed. There were, of course, extenuating circumstances such as parsimonious legislative appropriations and economic depressions minor and major. Within available funds growth emphasis was definitely and soundly placed on acquiring as much as possible of the serial literature so pertinent and essential to technical and scientific higher education and research.

Miss Lewis' sound administrative sense was reflected in the internal organization of the Library. She definitely operated on a Department Head basis with clearly assigned responsibilities and accompanying authority. Although her staff was small, she maintained the following full-fledged departments: Reference; Continuations; Technical Periodicals; Circulation; and Cataloging. Within a few years the Technical Periodicals Department and the Continuations Department were merged into a Serials Department and an Order Department was added.

Miss Lewis managed to continue to offer, as had Mrs. Kidder before her, a one-hour required Freshman course in use of the Library. This was essentially a staff conducted course as was also a three credit summer course in Library Management for Teacher Librarians offered for a considerable period of years, apparently without any staff reimbursements for the Library.

Two decisions made in Miss Lewis' earlier years demonstrated her far-seeing vision and her progressiveness. The first of these, taken in 1924, was to participate in a nation-wide cooperative preparation of a National Union List of Serials which required some years for fruition

and much extra work on the part of the cooperating Libraries. It is significant that in the entire country only one other separate land-grant college participated in this monumental effort, one of the great bibliographical achievements of the century.

There was much bibliographical trauma for the libraries cooperating in this project. They were, in the end, richly rewarded because each of them was, through participating, required to face up to a stern discipline of placing its serial holdings in first-class order. Having done this, the task of rounding out and completing sets of journals as well as placing weaknesses and lacks in focus was tremendously simplified. Quite certainly the substantial strength in scientific serial literature which the Oregon State University Library has been able to develop over the years was given impetus and direction by participation in the Union List of Serials project. Over and beyond this, all the cooperating Libraries had the satisfaction of helping immeasurably to strengthen the research apparatus and capabilities of the country.

The second basic, far-reaching, and courageous decision taken by Miss Lewis over the protest of some of her key personnel was to launch a "long anticipated program of reclassification of the Library" from the Dewey System to the Library of Congress classification. This decision, not lightly arrived at, was taken in March of 1930 in the depth of the great depression when the Library was struggling with staff retrenchments. At that time the collections contained 92,000 Dewey classified volumes, each of which, with the exception of some 20,000 volumes in literature which were to be left in Dewey classification, would require reclassifying, re-marking, possibly new cards, and shifting to new L.C. shelves. This represented several man years of work.

Significantly again, Oregon State was among a relatively small number of academic libraries making this major change at that time. The most obvious benefits were that the Dewey System was not easily expandable to encompass an exploding and widely ramifying subject literature, and that by changing to L.C., libraries could better utilize the Library of Congress Cataloging as available on its printed cards.

Now in 1966, as this is written, numerous academic Libraries in all parts of the country, some with millions of Dewey classified volumes on their shelves, are changing to the L.C. System at tremendous costs. These latter-day changes are being made, in addition to the greater adaptability of L.C., in part because it seems likely that in any nation-wide automation of libraries and their holdings the L.C. Classification will be dominant. While this could not be foreseen in the 1930's, all who now manage libraries that made the change early have cause to be grateful for the vision and courage of administrators before them who did not flinch before a hard decision. It was the good fortune of Oregon State College that in Lucy Lewis it had such an administrator.

Miss Lewis was definitely a professional in her approach to librarianship and its problems. She participated in the work of the professional associations. She obviously read widely. She contributed to the literature and she took full advantage of sabbatical privileges. The first such leave was in 1927-28 when she toured Europe and the near-East with particular emphasis on libraries and book dealers. While she did not have much book money to spend, she was able to make some basic purchases of sets of scientific journals and to establish strategic arrangements with book dealers.

Miss Lewis was also historically minded as far as the Library was concerned. Much of the history of the early Library, as recorded above, is based on information gathered by her. This is particularly true for the time of the student librarians and the non-professional librarians. A program of collecting all Library publicity in scrapbooks begun by her in 1923 has been invaluable in the preparation of this present history.

As the twenties moved toward the thirties, the Library building which had seemed so adequate in 1918 was, under pressures of the growing collections and increasing enrollments, rapidly filling up. Plans for its expansion were submitted to the Administration by Miss Lewis in late 1929 or early 1930. As an alternate she suggested removal of the non-library agencies and offices which the building had housed from its beginning. This, she urged, should be accompanied by an extensive remodeling. No one, one must assume, would have believed in 1918 that more space would be so quickly needed.

Miss Lewis' first twelve years as Librarian were solid, imaginative, and professionally sound. Events were transpiring at the turn of the decade which were to have such great implications and consequences for the Library and for Miss Lewis personally that these twelve years constitute a definite phase in the history and development of the Library. During this time the Library grew from 41,248 volumes, a total budget of \$23,409 and a staff of eight to 111,196 volumes, a total depression shrunken budget of \$48,486, a staff of seventeen, and a salary of \$3,800 for the Librarian. In the years ahead growth was to continue modestly but soundly. In addition to this, Miss Lewis' administrative abilities and good common sense were to be tested in ways and to an extent which she no doubt had never contemplated or even dreamed.

The Unification of the System Libraries

Triggered perhaps somewhat by the great depression, decisions were being made in Oregon in the late twenties and the early thirties that were to shake its tax supported higher educational institutions to their foundations. Under mounting pressures and rivalries among its educational institutions the state of Oregon asked the U.S. Office of Education to make a major survey of its higher education needs and agencies. Out of this came the well-known state System of Higher Education with a single Chancellor. A basic part of the proposed plan was the unification of the libraries of the then six state campuses into a "great common pool of books" under a System Director of Libraries.

The plan for the centralization of all the Library facilities and resources of the new State System of Higher Education was the brain child of Cornelia Marvin Pierce, former State Librarian of Oregon, who was a member of the first State System Board of Higher Education. Mrs. Pierce, wife of United States Representative Walter Pierce and early friend and confidante of Mrs. Kidder, envisaged a unified family of System Libraries, with a single budget and a Director of Libraries who would be in over-all administrative control of all the Libraries. All book ordering and cataloging would be done in a Central Office.

In February of 1932, Mrs. Pierce directed a statement and questionnaire about the proposed unification of the libraries to Miss Lewis and to Mathew Hale Douglas, Librarian of the University of Oregon. Mr. Douglas, who had been a student under Mrs. Pierce at the University of Wisconsin Library School, responded with a six-page closely reasoned letter pointing out the great difficulties inherent in, as well as, in

effect, the undesirability of such a plan. Miss Lewis' response was much briefer. It recognized the realities and difficulties the proposed unification would face but expressed some hope that it might, with proper support, be successful.

The upshot of these two responses was that Miss Lewis was, at the May, 1932 meeting of the State Board of Higher Education, appointed Director of the System Libraries at a salary of \$4,682, twelve per cent of which was to be paid by the Chancellor's office. It followed that the Central Library Office would be located in the Oregon State Library. It was, perhaps, typical of the way things were happening in those hectic days that the first Miss Lewis knew of her appointment was when she read about it in the newspapers. It was typical of her too, that she did not flinch before the great challenge, even though she must have been taken aback.

The launching, administration, and evolution of unification of the Libraries is a story apart from the history of the Oregon State College Library. It is, nevertheless, closely and inescapably intertwined with it. For one thing, it meant that Miss Lewis could not now continue to give her sole and undivided attention to the College Library. This obviously placed increased responsibilities on her supporting personnel in the College Library. For another thing, quarters had to be found for the Central Library Office in a building already growing too small for the College Library by itself.

The unification of the Libraries and the centralizing of many of their functions in the Central Library Office had great implications for and required extensive adjustments and adaptations by each of the System Libraries and particularly by the University of Oregon Library then, as

now, the largest Library in the System. For no Library, though, were the changes in the way of life, outlook, and philosophy as great as for the Oregon State College Library. All at once it and its Librarian, and to a considerable extent others on its staff, became Central in all System Library affairs. It became, in addition, a place drawing profession-wide interest and attention from academic Librarians in all parts of the country. This was so because the centralization of the tax-supported academic libraries of a state was then an entirely new thing. Even now such unification is by no means common and nowhere has it been carried out to the extent that it has in Oregon.

Even though what Miss Lewis did and achieved as Director of Libraries for the State System is not primarily a part of the Oregon State College Library story, it needs to be said that she responded to the larger challenge brilliantly. She had the good sense and the administrative instinct to realize that not all aspects of the unification of the Libraries as spelled out in the State Board's Administrative Code were workable and realizable.

The first years of the System were a time of great bitterness and strife among the two major institutions, the University at Eugene and the State College in Corvallis. Suddenly required to adjust curriculums personnel, goals and ambitions to a Central Authority, these two institutions found themselves unwilling and mutually suspicious partners. Scars and wounds engendered by this situation among those most immediately involved are now, a good thirty years later, receding into the background. Some of hardy vintage still endure.

The climate was definitely not favorable for launching the unification of the libraries. It was Miss Lewis' administrative genius to play

the situation pretty much by ear and to recognize and concentrate on the attainable. Had she tried to implement the Board's code rigidly, in its entirety, the entire effort might well have broken on the rocks of institutional pride, traditions, and ambitions. As it was, the establishment of centralized book ordering, book keeping, and the creation of a Union catalog proceeded among the major libraries, if not in a spirit of joyous harmony and good will, still with mutual respect. Of all the academic aspects of the centralization of the institutions it was the unification of the Libraries that was and has continued to be most successful. It is to the everlasting credit of all of the Librarians and particularly of Miss Lewis that this should be so.

The Library Under Unification

The biennial reports of Miss Lewis from 1932 on clearly reflect the impact of the unification on the Library as well as the success and high calibre of her reaction to the responsibilities which had so suddenly and unexpectedly been thrust upon her. Although she was now faced with dual responsibilities that might have overwhelmed a less able person, the College aspects of her responsibilities were fully and imaginatively met, as were also those of the System. Immediately her reports for the Library became more detailed and full-bodied even though she was simultaneously required, as Director of all the Libraries, to also make biennial accountings of the progress and problems attendant to the unification as well as the responses, reactions, and growth of the various Libraries in the new situation.

While the reports for the OSAC Library gave only minimal attention to the unification as such, less really than might have been justified, it was nevertheless obvious that the unification was having far-reaching consequences for the Library. There was first of all the problem of the physical housing of the Central Library Office and its limited personnel in a building which had already, as Miss Lewis had repeatedly made clear long before the unification, grown too small. In addition, the Central Office shared personnel with the Library. The College Order Librarian also served as the Order Librarian for the System on a divided salary basis. Similarly the College Cataloger was eventually given responsibility for supervising the System Union Catalog, again on a divided salary. In addition, Miss Lewis' Secretary, although entirely a College Library employee, served also as Secretary for the numerous System aspects of Miss Lewis' activities. This, in the formative pioneer years, required more time than the specifically College Library activities. Even more important the Assistant Librarian for the College, although also entirely on the College Budget, frequently was required, particularly during vacations and leaves of absence of Miss Lewis, to serve in effect as Assistant Director for the System Libraries.

It would seem that under these circumstances, the Library should have suffered from these added responsibilities newly imposed on an already hard pressed staff. Actually, the reverse was true. The enlarged activities established a new outlook and a sense of achievement among all the participants. Thinking about solutions of the problems of the Library now proceeded more and more in a System-wide orientation. Perhaps it was only natural growth and evolution, but the entire Library staff was now also more professionally active regionally and nationally.

As had already been demonstrated in the pre-System days, Miss Lewis had proven herself to be a far-seeing and progressive administrator. These qualities and capabilities now came into full flower, undoubtedly substantially stimulated by centralization of the libraries. More staff, more space, more book money; the pressure for these continued. Over and beyond this, Miss Lewis initiated and supervised many library programs and activities which an over-taxed administrator and an already busy staff might well have left in limbo.

The staff regularly prepared book reviews for a column in the Barometer at one time entitled "Book Parade" and later "Look'n 'Em Over." There were also frequent staff radio book reviews on the System Radio Station, KOAC. A browsing room containing the more attractive books was established. A student personal library contest was organized with prizes donated by the Bookstore to the students entering the personal libraries judged to be the best. A "Friends of the Library" organization was established and promoted. A Memorial book plan, which has been a substantial factor in enriching the Library, was introduced. Suggestions for suitable Home Libraries were also developed in collaboration with the Department of Household Administration of the School of Home Economics. All this was in direct line with a long time Library concern, beginning with Mrs. Kidder, for broadening the cultural education and outlook of the students of a predominantly scientific and technological College.

The progressive, forward-looking administration which Miss Lewis was giving the Library was further reflected in her arranging to make the Library a depository for a basic set of the Library of Congress

printed catalog cards. This too, with its attendant problems could easily have been left in abeyance by a less conscientious administrator.

Evolving Needs are Imaginatively Met

The maturing and expansion of the Library under its able leadership is reflected in the development of an internal series of reference tools and aids. Indexing of the Oregon Historical Quarterly and the Oregon Voter was undertaken. A bibliography of faculty publications which has been continued ever since, and which has since grown to System-wide proportions under the several Libraries, was commenced as early as 1930. Numerous bibliographies were prepared upon faculty request. The Federal NYA and F.E.R.A. depression funds available were used as extensively as the legislation permitted in expanding services and activities.

The problem of creating a Union author catalog of all the books in the System libraries, one of the first to be faced by Miss Lewis as Director of Libraries, was attacked with characteristic imagination and vigor. Some way would have to be found to reproduce the author cards of all the Libraries. Miss Lewis thought the quoted reproduction costs of commercial businesses far too high. The Oregon State Physics Department was consequently asked to develop copiers and mechanisms designed specifically for reproducing catalog cards. The designed equipment worked beautifully. It was immediately put into operation on a twenty-four hour per day basis. As a result some 200,000 cards, making a heavy drain on the then limited available national stock of photostat paper, were reproduced in a two-week period at costs far below those which had been commercially quoted.

One of the most significant activities of the late thirties and the early forties was development of a better organized program for building up the collections. A major survey of Library resources and needs was undertaken in 1939 by Miss Lucia Haley, Assistant Librarian, to be followed in 1940 by a second one by Miss Lewis personally. These were in connection with a program of strengthening all the System Libraries initiated jointly by Chancellor Frederick M. Hunter and Miss Lewis.

The several annual library "book grants" to the institutions flowing from this program were the major library aspects of Dr. Hunter's Chancellorship. They demonstrated clearly the duality of Miss Lewis' position. She was required not only to work with the Chancellor in organizing the program and in allocating funds to the various Libraries but also to administer that portion of them allotted to the OSC Library. This was done in close collaboration with the faculty. While the grants were not large, in the neighborhood of five to ten thousand dollars to each of the major libraries in a repetitive series, they did for the first time, as far as the OSC Library was concerned, permit substantial retroactive buying, particularly of scientific serial sets.

The book grants program could have offered Miss Lewis an opportunity to favor her own Library. The grants as made, however, happily indicate impartiality and fairness to all Libraries. This grant money was particularly important at Oregon State, and indeed in all the Libraries. This was so because with the state's economy only slowly emerging from the deep depression of the early thirties and with World War II ominously on the horizon, considerable retrenchment of all institutional budgets, including, of course, the Libraries, had taken place.

During her high-tide days of constructive activity, Miss Lewis also found time to be professionally active. She continued to contribute to the work of the Agricultural Libraries Section of the American Library Association. In 1936 she was elected President of the Pacific Northwest Library Association. It was under her leadership that a Carnegie Grant for the establishment of the Bibliographic Center for the Pacific Northwest at the University of Washington was secured. Into the Union Catalog of this Center went an author card of every book in the major libraries of the Northwest including those from the Oregon State System. This regional catalog, now approaching five million cards, is still being maintained.

Another major regional cooperative Library project of this period in which the Library participated fully was a Survey of the Library Resources of the Pacific Northwest carried out by the Pacific Northwest Bibliographic Center which Miss Lewis had helped to establish. This project resulted in a large volume authored by John Van Male, first Director of the Center, published in 1942. This book has become a milestone in the history of Librarianship in the Northwest. An immediate dividend was that through it each participating Library placed its holdings in sharper focus. A long term benefit was promotion of a regional sense of cohesion resulting in a considerable elimination of duplication of resources among the major Libraries of the region.

Miss Lewis' thoroughly professional instincts were evident in her personal utilization of sabbatical privileges. During the winter of 1937-38, she used a second sabbatical leave to study library organization and buildings in the United States. A third sabbatical leave to visit library schools and libraries was taken in the winter of 1941-42.

A New Wing is Planned and Erected

Miss Lewis' 1937 leave was in direct preparation for the planning of a new wing to the Library and for an accompanying reorganization of staff and service facilities. As early as 1928, before there was any thought on her part or knowledge of the centralization to come, Miss Lewis had urged expansion of the 1918 building. Now with federal funding of a wing in prospect through the Works Progress Administration, she was getting ready for specific planning. She visited and studied thirty-seven Libraries while on this leave. She came home from these visitations with expanded and concrete ideas about the expansion of the building, a major and difficult problem.

The crowding of the 1918 building had reached a stage, in the late thirties, where there was no longer room for more books on the shelves in spite of large quantities of materials having been moved to storage in the basement of nearby Shepard Hall, originally built for Y.M.C.A. purposes. There was more and more student complaint too about the crowded reading rooms. It was obvious that the times when students would be orderly in the Library because they would not want to hurt Mother Kidder's feelings were long, long gone--so much that it was now proving necessary to have a Monitor in the large Reading Room during the evening hours. This situation was definitely a result of overcrowding. It was great good news, therefore, when in March of 1940 the State Board of Higher Education authorized construction of a west wing for the Library. This they could do because of the availability of depression spawned federal funds.

With money assured for the wing, Miss Lewis was able to transmit quickly to Architect John Bennes well-developed plans for its construction. This projection included an eventual matching east wing and a substantial remodeling of the original building. In the early summer of 1940 work was under way. By the next summer it was nearly completed. The building was occupied and ready for use for the opening of the 1941-42 year, just ahead of the entry of the United State into World War II. At that it was more fortunate than the parent building of 1918 which got caught right in the middle of World War I.

The west wing did not have the impact on the college community which the building of 1918 did. At least it did not receive as much publicity. Nevertheless it improved and upgraded Library facilities and service in every direction. It permitted the bringing together of all the technical processing activities of the Library including the Central Library Office personnel and functions all on the top floor. It added a handsome "open-stack" Science Reading room, on the second floor and an attractive Reserve Book Reading Room on the first floor. It brought total seating capacity up to approximately 900. In the old building it permitted substantial remodeling including removal of the noises of circulating books from the Main Reading Room. It also made possible a doubling of capacity of the public card catalog room. It added a Microfilm Room, an improvised kind of faculty and graduate student study room, an "open-stack" Engineering Room. More space for the Map Room was also now possible. Improved staff room quarters were provided and the recreational reading (browsing) room which now received the name of Beaver Book Room was given more and better space. The "open-stack" aspects of this reorganization and the grouping of books by subject divisions, among the first arrangements of this kind

to be made in this country, were a harbinger of the complete "open access" academic Libraries which were to arrive almost universally in the fifties.

Progressive Leadership Continues

The far-seeing progressiveness which was evident in Miss Lewis' approach to Library problems is shown by her realization of the great importance which micro-reduction of materials was to play in Libraries of the future. She not only realized this, she tried to do something about it. In collaboration with Xenophon P. Smith, Assistant Reference Librarian, and the Physics Department of the College, partner in the successful photostatic card copying of the System Union Author Catalog in 1932, she made application in 1939 to the Carnegie Corporation for money to conduct research in this important area. Early in 1940 a grant of \$1,500 was received.

The resulting experiment, for which quarters were somehow found in an already overcrowded building, added its grain of sand to the evolving micro-reduction technology. Far greater funds than those supplied would have been required for any important breakthroughs. Millions have since then been spent by industry and Foundations on this problem. The Library and Oregon State College can definitely take satisfaction in the knowledge that its modest little effort foresaw the shape of things to come and was in the right direction.

One outstanding development after the centralization of the Libraries but in no way connected with it was the major benefaction which had so far come to the Library. This was the gift of the Mary L. McDonald

collection and Room. Mrs. McDonald, whose husband had had substantial Oregon timber holdings, first began giving the Library books in 1932 as a Christmas present. This generosity quickly expanded into the gift of an outstanding collection of some 3,000 volumes of fine bindings and rare editions including the furnishing of the room to house it.

Miss Lewis and Miss Chamberlin, an Instructor in Interior design, planned, in 1934, with Mrs. McDonald's approval, a room for the collection in Tudor and Jacobean design. This was to fit space in the Library occupied by the Speech Department, which was moved across the hall. The resulting tastefully appointed and attractive room and its books at once became, as it has since remained, one of the outstanding features of the Library. Altogether the cost of this collection and room was approximately \$16,000, significant money in those days. In addition to this gift was a far larger one from Mrs. McDonald to the College. This was the five thousand acre McDonald Forest immediately north and west of Corvallis.

Unfinished Business

Of all the enterprises and projects undertaken by Miss Lewis, only two were not carried to conclusion. One of these was the reclassification of the Library to the Library of Congress System. In her biennial reports, Miss Lewis had continuously decried lack of progress in this important effort. In budget request after budget request she had asked for the added personnel required to get on with it in major tempo. Depression, retrenchments, growing enrollments and expanding research by the College, all these evolving things kept getting in the way of this major project.

It was less vital, in an immediate sense, to the ongoing work of the College than numerous other things so, repeatedly, it was required to give way to more urgent needs. Although Miss Lewis never ceased to press for completion, only some 36,000 volumes out of 92,000 were reclassified under her direction.

A second major thing which Miss Lewis could not bring to satisfactory solution revolved around the transfer, in 1932, of 2,432 science journal volumes from the University of Oregon Library to Oregon State College. This transfer, made in accordance with directives of the State Board of Higher Education, was one phase of the efforts to unify the System institutions and to eliminate duplication among them. Oregon State had been designated as the Science and Technology Institution of the System. It followed, therefore, that it should, in the concept of one "great common pool of books," have in its Library the major science journals owned by the System.

The transfer of science journals, all prime basic sets, from the University to the College was accompanied by the Transfer of a lesser and relatively insignificant group of materials in the field of commerce and the social sciences to the University. Both transfers were carried out under procedural regulations jointly developed by the major Libraries. In spite of this, the understanding of the two Libraries as to the ownership of the transferred materials was not the same. The University considered its transferred journals as temporarily deposited at the College. The College, on the other hand, considered them transferred on a long-term, indefinite basis. It consequently processed and treated them, including assigning Library of Congress classification numbers to them,

in exactly the same way as its other journals. Both Libraries included these 2,432 volumes in their annual reports of volumes owned.

The original transfers took place more smoothly and with more good will than might have been expected. It was not long, however, before the Science faculty at the University was asking to have these valuable prime journals returned. As curricular restrictions on Science teaching at the University were relaxed, requests for return became more and more insistent. By the early forties a fat folder of correspondence and memoranda, mostly generated by the University, relative to return of these journals had accumulated, but no solutions had been arrived at. This is where the matter rested in 1944.

The Last Lewis Years

Miss Lewis had never been in robust health even though she had enjoyed and participated in such rugged outdoor activities as mountain climbing. In the early forties she was less and less well. This is, however, in no way shown in her last Biennial report for 1942-44 which was as full bodied a record of constructive achievement as the preceding accountings had been. Many of the things noted above such as the organization of the Friends of the Library Group, initiation of the Memorial Book Plan, and a continuing development of major concisely organized retroactive book acquisition programs took place during this period.

Nevertheless, as the biennium closed and the succeeding one began, Miss Lewis was more and more aware of failing physical and mental powers. It became increasingly clear to her that she should not continue to direct the Library and System Library affairs. The time came, on November 1, 1944,

when she submitted her resignation to President Strand, effective January 1, 1945. With characteristic candor, she said, "I am not well enough to continue the work as it should be done." Concerned for the future, she requested, "that you make recommendation to the Chancellor and the Board for someone to fill this position, important to Oregon State College and to the System."

Miss Lewis had, at the time of her resignation, been continuously associated with the Library for thirty-four years--all but nine of them as Librarian. When she joined the staff in 1911, there were some 20,000 Library volumes housed in three rooms in Benton Hall. When she assumed the Librarianship in 1920, the collection had grown to 41,428 volumes, the staff numbered eight, and a handsome new building had been achieved. At the time of her ascendancy to Director of the System Libraries, the Library owned 111,196 volumes administered by sixteen full-time Librarians. When she relinquished the reins in 1944, she left as the good legacy of her twenty-four years as Librarian, an expanded building and a carefully selected and soundly organized collection of 201,025 volumes serviced by a high calibre staff of twenty-eight full-time staff members plus student assistants numbering approximately one hundred during the academic year.

The rich fruits of Miss Lewis' labors and her administrative instincts were, when she retired, all about for all to see. While on the surface they may have seemed taken for granted, they were deeply appreciated by all who knew. This was evident in letters which came to her, from within the System and throughout the profession. A warm resolution of tribute expressing "our appreciation of her leadership over the years" was sent to her early in 1945 by the State System Council of Chief

Librarians which she had organized and over whose meetings she had presided.

Miss Lewis was honored by her immediate Library staff, joined by faculty colleagues, at a dinner on February 4, 1945. She was elected as an honorary member of the Pacific Northwest Library Association for which she had served as President. Her crowning honor came in June of 1945 when a grateful and appreciative Oregon State College conferred upon her an Honorary Degree of Doctor of Library Science. In doing this the College did not recognize, as it well might have, her brilliantly constructive contributions in bringing its own Library to maturity. It chose rather to emphasize her work in, "leading and coordinating a program of inter-library service that has had influence on library cooperation and development throughout the country."

It is clear from the records of constructive achievement which they left behind them, some of it in substantial bricks and mortar, that Oregon State College was doubly blessed in its first two professional Librarians, Ida Angeline Kidder and Lucy Mae Lewis, who during the years from 1908 through 1944 brought its Library from insignificance to regional and national stature. Mrs. Kidder's contributions, while practical and concrete in a truly pioneering sense, were characterized by her outgoing enthusiasm, her joy and frequent expression of pride in her work, and her remarkable ability to win the esteem and affection of all, and particularly of young people. Her legacy was as much of the spirit as of the tangibles.

Miss Lewis was very different. She was more reserved, less given to articulate enthusiasms, less well known among the students. She was,

nevertheless, highly respected by all on campus, within the State System of Higher Education, and throughout the library profession of the nation. The outstanding characteristics of her work were practicality, common sense, and a progressiveness that in retrospect seems almost prophetic, plus high professional ideals and a very real administrative genius. Hers was not the flair for the dramatic and emotional so predominant in Mrs. Kidder. She was nonetheless a person who felt and thought deeply.

Lucy Lewis loved the outdoors and particularly the Oregon Coast where, with her sister Sarah, she maintained a lovely home on the cliffs of Depoe Bay overlooking the sea. It was to these cliffs and this home that she fled when things got too thick at the Office. It was here she retired after relinquishing her library duties. It was from there, perhaps in the Christmas of her first retirement year that she sent her staff a sensitive and graceful poem that comes as a surprise to one accustomed to meeting her in practical library reports, correspondence, and professional papers. This poem revealing poetic and literary traits unsuspected by many, makes a graceful and fitting conclusion to this chronicle of the professional life and doings of Lucy Mae Lewis:

"Today I found tranquility while sitting by the sea,
Whose whipping waves are waging war
With rocks eternally
Minute the change that they have wrought
on rugged rocks stern face,
But to the battle they have brought
Such beauty, power and grace
And courage without cease.
The waves have fought the fight for me
And given Christmas peace."

Miss Lewis continued to make her home in Oregon after her retirement. When failing health no longer permitted her to live in the Depoe

Bay home beside her beloved sea, she and her sister moved to an apartment in the Benton Hotel in Corvallis. It was there that she died on December 5, 1951 at the age of seventy-two. Many letters of appreciation for the rich and constructive life she had lived, written at that time, repose in her personal file in the Oregon State Library. One of these came from Frederick M. Hunter, then Honorary Chancellor of the Oregon State System of Higher Education, under whom she gave the best of her many good years. Miss Lewis was, he wrote:

"...a marvelously fine Librarian, an excellent diplomat and administrator, and a far-seeing leader in the field of library science. She rendered a great contribution to the Library organizational structure of the State System... The present status of the Libraries of the System is in great measure due to the fine foundations laid by her..."

THE THIRD ADMINISTRATION

The search for a successor to Miss Lewis was, as she had hoped, initiated promptly. The choice rested finally on Wm. H. Carlson, Associate Librarian at the University of Washington. On March 1, 1945, Mr. Carlson assumed the dual duties of Librarian of Oregon State College and Director of Libraries for the State System of Higher Education. He was at that time forty-six years old.

A native of Nebraska, Mr. Carlson entered the Library profession through the accident of having been employed as a student Assistant in the Legislative Reference Bureau of the University of Nebraska. Although he had majored in Journalism, he was from this congenial experience drawn into the New York State Library School at Albany, New York.

Upon graduation from Albany in June of 1926, Mr. Carlson was first employed as Supervisor of Departmental Libraries at the University of Iowa. He served next as Librarian at the University of North Dakota and then, for a year, as Visiting Librarian at Vanderbilt University in Nashville, Tennessee. After Vanderbilt came advanced study, on a Carnegie Fellowship, at the School of Librarianship of the University of California, Berkeley, where he qualified for a Masters Degree in May, 1937. From Berkeley he went to the Librarianship of the University of Arizona. He left Arizona in 1942 to become Associate Librarian of the University of Washington.

Like Mrs. Kidder, Mr. Carlson came to the Oregon State College Librarianship fresh from the outside. Unlike her, he found a well-organized,

competently staffed, and reasonably well-housed Library. At one point, some similarity remained. The Library was still financially undernourished in relation to its rapidly growing and evolving College, soon to become a University.

The problems that faced Mr. Carlson were to keep a well-organized and smoothly functioning Library running well and, if possible, to add impetus, direction, and in accordance with the changing times, new horizons and goals to its operation. This applied quite as much to his dual duties and responsibilities as Director of Libraries for the System as to the College Librarianship. He very definitely took over a house, or more accurately, houses in order. The College Library, when he assumed command, contained 201,025 volumes and had an operating budget of \$92,762. Twelve per cent of Mr. Carlson's beginning salary of \$5,000 was, as had also been true of Miss Lewis' salary, paid by the State System of Higher Education. Only \$17,352 was available annually for acquisition of materials.

Mr. Carlson began his Librarianship by setting down, as follows, five objectives or goals toward which he would strive:

1. A strong, well-equipped, intelligent and carefully selected Library staff vitally interested in supporting the work of the College with the necessary book resources.
2. Careful attention to faculty-library relationships and development of an active faculty interest in the Library.
3. Efficient, courteous Library service to the student body, graduate and undergraduate.
4. Development of a strong, vital book collection directly geared to the work of the College and the Library resources in the State System, the Northwest, and the Nation.
5. Improvement of the housing of the Library.

These objectives, as Mr. Carlson was increasingly to realize, were only a formalization of the principles which had guided Mrs. Kidder and Miss Lewis over the previous thirty-seven years. As the effort to endow them with richer blood and stronger sinews went on one thing continued unabated. Possibly it proceeded at an even higher tempo. Requests for more of everything, money, staff, space, continued to reach College and System Administrative Officers in the same uninterrupted refrain which had gone on continuously since 1908.

Mr. Carlson early addressed himself to the unfinished business of the Lewis regime. Indeed one facet of this could not be escaped. Within weeks of his arrival he had before him, in his capacity as Director of Libraries for the System, an official request from Acting President Hollis of the University of Oregon and President Strand of the College, to adjudicate the controversy over the Science Journals which had been transferred from the University to the College in 1932.

On May 14, 1945, Mr. Carlson placed a twenty-four page detailed, documented analysis of the entire transaction, accompanied by five appendices, before the Chancellor and the two Presidents. This analysis recommended a compromise solution of returning approximately one half of the Journals to the University and retaining the other half as the permanent property of the College. Corollary to this it was recommended that the State Board undertake a carefully developed and closely coordinated program of strengthening science holdings at both institutions.

These recommendations, including the proposal to strengthen the Science holdings of both Libraries, was accepted by the two institutions. It was also accepted by the State Board of Higher Education,

including a commitment to increase science book funds for each Library. On November 10, 1946 President Strand for the College, and President Newburn for the University, signed a formal agreement accompanied by carefully prepared lists of the journals to be returned to the University and retained by the College. This brought to an amicable conclusion a controversy which had endured and flourished for fourteen years.

The other remaining major item of unfinished business from earlier years, completion of the reclassification of the Library to the Library of Congress System, was not so quickly disposed of. Firm plans were, however, made to carry this major project forward at increased tempo. Between them, Mr. Carlson and Mrs. Marie Jackson, recently appointed Head Cataloger, to succeed Miss Elizabeth Ritchie, under whom the reclassification had been begun, agreed that, barring acute and major emergency, reclassification would not be set aside for other matters. One person on Mrs. Jackson's staff was, in accordance with the agreement, assigned as a full-time reclassifier. Despite many temptations this agreement was tenaciously adhered to with the exception of one emergency year. Even so it took a full decade for the reclassifying to be concluded. The end of the weary trail came finally in the late summer of 1955.

One reason this project had taken so long was that it had been considerably more than a simple reclassifying of the books. It had in effect been also a recataloging, under high standards, accompanied by extensive withdrawal of obsolete volumes, of all the Library resources acquired before 1932. The end result was that the Library came out of the reclassifying with its resources better cataloged and organized than most comparable Libraries.

Personnel Problems and Trends

A development which was in the making at the time Mr. Carlson arrived to assume the Librarianship was the passage of a law by the 1945 Legislature placing all non-academic employees of the State of Oregon under State Civil Service. This act had only limited impact on the Library in the beginning because at that time nearly all the full-time employees of the Library were professional Librarians. The Act, nevertheless, had great implications for the future. This was so because in an effort to segregate professional work from non-professional duties, Mr. Carlson placed heavy emphasis on employing supporting non-professional personnel to carry the work of the Library forward. These full time non-professional workers, numbering in the beginning only the Librarian's Secretary, would now come under Civil Service salaries and regulations. This meant that the Library was no longer entirely a free agent in selecting such personnel.

From the standpoint of the non-professional staff, the Civil Service Act was beneficial because it brought a substantial upgrading of salaries. The evolving and continuing impact on the Library is evident in the fact that, in the course of a few biennia, the non-professional Library workers equalled and soon exceeded the professional workers in number.

While the Act, as administered, was a source of irritation and inconvenience to the Library administration, an impartial analysis would no doubt reveal that, for the total personnel situation it brought more benefits than disadvantages to the Library. It could, however, have been different, disastrously different. This was so because there was a disposition in the Civil Service Commission to consider the professional

Librarians of the State System of Higher Education as non-academic personnel and, therefore, subject to Civil Service regulations. This would have meant loss of faculty status, lower salaries, and tremendous handicaps in both recruiting and retaining professional personnel.

Escape from these grave threats is essentially a story of the State System Libraries as a group. Mr. Carlson, as Director of Libraries for the System, was early involved in the interpretations and defense of the academic status of professional Librarians. For this present history it needs only be said that the defense of the status of the Librarians was successful on two different occasions; first when the Act was placed in operation in 1946, and second when a serious effort to re-interpret it was made by the Civil Service Commission in 1952. This latter episode occupied some months of Mr. Carlson's time. Had the battle then been lost, the ensuing history of the Library would have been less pleasant. Without question the record of achievement would have been less full-bodied and constructive.

Beginning almost immediately in the post-war period, the distressingly low professional salaries of the Library began to be improved. Gradually they came closer to the salaries of teaching personnel in equivalent ranks. After some biennia, a long existing gap was very nearly closed. This could be so because the Library happily shared fully in all funds available for upgrading academic salaries of the College generally. To some degree these improvements were only running to stand still. The Library salary scale did, nevertheless, improve substantially in relation to purchasing power.

The evolving and improving salary scale placed the Library in good competitive recruiting status nationally. As a result, it was possible

to bring some of the most promising young people entering the profession onto the staff. It was recognized by Mr. Carlson that these young people could not be held unless they could be given major promotions and that many of them would be lost to other Libraries.

The success of this calculated policy of providing strong young people with excellent beginning experience is shown by the fact that a substantial number of important Library posts throughout the country are now, in 1966, held by people, both men and women, who had their first positions at Oregon State College and/or University. Further proof is that as opportunities for promotion developed within the staff competent persons were available in the lower echelons. It is fair to assume that impartial analysis would show that Mr. Carlson's objective, stated at the beginning of his Librarianship, of developing a strong staff was realized reasonably well.

An important personnel event of 1952 was the retirement of Miss Lucia Haley, Assistant Librarian, who had been a member of the staff since 1921. Miss Haley was a quiet, unassuming worker of high personal and professional standards. She served first as Continuations Librarian. It was because of her careful and conscientious work that the Serial Holdings of the Library could be incorporated into the National Union list of serials with less trauma than this project generated in many other Libraries.

Miss Haley became Assistant Librarian in 1925. When Miss Lewis was elevated to the Directorship of the System Libraries in 1932, greatly increased responsibility immediately fell on her Assistant Librarian. These Miss Haley met with a quiet efficiency that substantially eased

Miss Lewis' suddenly multiplied responsibilities. Just as Miss Lewis had been under Mrs. Kidder, Miss Haley, too, was a "right-hand" woman in all the affairs of the Library. It seems incredible now, in 1966, but the highest annual salary she attained in forty years of professional Library service, most of it in high level positions, was \$2,760. She retired on July 1, 1952 with well deserved honors and the deep respect of all who knew her. Since that time she has continued to make her home in the Willamette Manor in Portland.

The 1950's were marked by the retirements of three other staff members who had been key persons under Miss Lewis in the pre-System days and/or throughout her tenure as Director of Libraries. Mrs. Elzie V. Herbert, Head Order Librarian for both the Library and the Central Library Office, was the first of the three to retire relinquishing her duties in January, 1953. Miss Carrie Thory, long-time Secretary and the most knowledgeable person on the staff on the procedural complexities of both the Central Library Office and of the Library, retired effective January 1, 1954.

The other retiree was Miss Bertha Herse, Chief Reference Librarian, who began her services in 1911 at the age of twenty as a clerical employee. She had had various leaves for health reasons and also a two-year period, 1922-24, during which she attended the New York State Library School in Albany, New York. Miss Herse had seen the Library through most of the Kidder regime, all of the Lewis years and well into the Carlson administration. When she retired on July 1, 1957, her service record of more than forty years was one of the longest in the history of the College.

All three of the professional retirees, Miss Haley, Mrs. Herbert, and Miss Herse were honored by being placed on Emeritus Status. Mrs. Herbert continues to make her home in Corvallis, as did Miss Herse until her death on November 5, 1966. Miss Thory, after spending her early retirement years in Corvallis, moved to Chicago to be with her family.

There were, with the older Librarians reaching the retirement years, a number of key appointments made by Mr. Carlson. Two of these, the appointment of Rodney Waldron as Administrative Assistant on October 1, 1954, and of Donald Hunt as Assistant Reference Librarian on December 15, 1955 would, as it turned out, loom large in the future progress and administration of the Library.

Strengthening of the Book Resources

Under Mr. Carlson's leadership the Library continued to grow soundly and healthily, if not spectacularly. At no time were funds available to the extent so urgently requested and needed nor in amounts being spent in other comparable Libraries. Mr. Carlson, in relation to the times and needs, was not much more successful than his predecessors had been in convincing the College/University officials that the development of an academic library requires money in large amounts. The book budget did, of course, move upward. Occasionally there were leaps forward in amounts which were considered great by University administrators. This was, however, again in relation to need and to the rapidly expanding University curricular, graduate, and research program, not much more than running to standstill.

Funds over and above the regular book budget did accrue to the Library from various sources. In accordance with the so-called Anderson report, the result of a survey commissioned by the State Board of Higher Education for the upgrading of System educational offerings, an extra \$13,000 for the purchase of books was made available to the Library spread over the three-year period, 1952-55.

More important than the Anderson money, the Chancellor's Office in 1954, began regularly allocating a portion of the rising amount of Science Research Contract overhead funds to the Library for book purchases. To the credit of System and College Administrative officials, the Library of Oregon State College (as indeed were the other major System Libraries) was among the first in the country to be assigned a portion of Science Research overhead contract funds. The importance of this system-wide policy to the OSU Library is shown by the fact that beginning with a transfer of \$6,346 in 1953-54, the annual sponsored research contracts yielded sharply increasing amounts annually. By 1963-64 the annual transfer had reached \$37,546, more than twice the total annual book budget, from all sources, twenty years earlier.

An indication that the University administration was continuously mindful of the need to upgrade Library resources is that frequently, at fiscal year ends, sums of money in addition to the regular budget, sometimes large sums, were made available to the Library. While this procedure was somewhat unsettling to the Order Department, the degree of need was such that the Department nearly always had on hand desiderata lists which, sponge like, quickly absorbed all extra monies. These lists-in-waiting resulted from a close collaboration between the Library and

faculty which had been maintained and cultivated from the time of Mrs. Kidder onward. Samplings of newly acquired serial sets and monographs basic to the evolving program of the University were regularly carried in Mr. Carlson's biennial reports.

One significant aspect of book selection policies and practices of the fifties was the formulation, in 1950, in accordance with a project of the System Council of Chief Librarians, of a carefully thought out statement, "A Policy for Acquiring and Selecting Materials." This document, formalizing and further developing existing selection policies, helped to give disciplined direction and growth to the Library resources, with a particular view to not duplicating expensive and little-used materials owned or falling more specifically in the curricular and research areas and interests of the other System Libraries. The cumulative results of these statements by all the Libraries helped the System to acquire richer Library book resources and strength, individually and as a System, than would have been possible without such a coordination of acquisition policies.

The growth of the Library during the Carlson years was characterized by a very rapid increase in the number of journals and other serial publications subscribed for. From 916 journals subscribed for in 1945-46, Mr. Carlson's first year, these subscriptions rose to 2,911 in 1965. This rapid increase resulted more from the publication explosion in research and educational fields than from calculated policy. It took place under a clear realization that it was incumbent on a predominantly technical and scientific university such as Oregon State, to acquire the rapidly multiplying leading journals in its curricular and research areas.

One aspect of the upgrading of journal holdings was a sustained program of retroactive binding of a large collection of unbound journal subscriptions, a heritage from the more meagerly budgeted years. By the early sixties this entire collection had been weeded and the essential volumes bound and cataloged. This project was given impetus and direction through the intention to make the entire Library open access in the new building.

Because of the rapid increase in the essential journal literature, the Library was, in the mid-fifties, spending about three-fourths of all its book money for journal subscriptions and their binding. From this time on, as greater emphasis was placed on acquiring materials in the humanities and social sciences, the percentage of funds devoted to serial acquisitions began to decline gradually.

Telling the Library Story

Mr. Carlson continued and accentuated the public relations policies of Mrs. Kidder and Miss Lewis. A conscious effort was made to furnish reporters from the Barometer, its Editors directly, and also the Department of Public Information newsworthy information about the Library. The scrap book begun by Miss Lewis was carefully maintained. In retrospect, it reveals a very good Library press both in news and in Editorials.

In his first year Mr. Carlson began a policy of prefacing the Monthly New Booklist, which had been distributed regularly to the faculty ever since the later Kidder years, with a variety of commentaries. These monthly essays proved to be an excellent means of stimulating faculty and

student interest in the Library. One of the earliest of the prefaces, in August of 1946, narrating how an Italian encyclopedia was shipped to the Library piece-meal from Europe during World War II via Siberia, was, through an Associated Press release, published all over the country. Other commentaries were from time to time picked up and used around the state and elsewhere both in news columns and for editorializing. Some were published in the Library press and elsewhere.

While this prefatory page was designed to promote the Library and tell its story, the comments ranged more and more over the entire gamut of Man's time on Earth. Always this was in some library connected context. During his tenure, Mr. Carlson wrote 218 of these essays not missing a single month. A considerable national mailing list gradually evolved extending in a few instances to libraries in foreign countries. Soon after Mr. Carlson's retirement, plans were firmed up for the Oregon State University Press to publish these commentaries in book form.

Friends of the Library and Gifts

The Friends of the Library group which was organized during Miss Lewis' last years continued to be emphasized throughout Mr. Carlson's Librarianship. Annual banquets of the Friends were held regularly. For these the Library was fortunate in being able to attract a distinguished series of speakers including the then-Secretary of State, Mark Hatfield. Other speakers were drawn from among historians, scientists, doctors, clergy, bankers, publishers, authors, and college Presidents.

The Friends group was essentially a low pressure organization, but it provided much good library copy and favorable publicity. Although it

cannot be demonstrated that any significant gifts have come to the Library solely through the Friends, members of the group were continuously active in seeking gifts. One such, promoted by a Friend, was the private Library of Wm. H. Galvani received by final bequest in 1947.

Mr. Galvani, a Portland Engineer, was a Russian emigre who fled the Czars of Russia at age sixteen. Throughout a long and active life he had been a discriminating collector of books with emphasis on comparative religions and the literature of ancient and modern Europe. His collection of 5,500 volumes, conservatively valued at approximately \$15,000, ranks second in the history of the Library only to the McDonald Collection gift of the mid-thirties.

Another outstanding gift of the 1948-51 years was the private library of Mrs. W. F. Burrell of Portland. Mrs. Burrell, over a period of years gave the Library, during her lifetime, approximately 1,000 volumes from her library of attractive current editions with emphasis on beautiful illustrations and bindings. This she did in memory of her deceased protege, Norval Craigie Carnie, OSC '17, who gave his life in World War I. When Mrs. Burrell died in 1951, the Library became her residuary legatee receiving the remainder of her Library, about 2,000 volumes, plus her Portland home valued at \$9,000. In dollar terms, this was the largest gift that had so far come to the Library.

Many lesser gifts came to the Library in connection with the Friends group. While the Library did not attract gifts to the extent of some comparable libraries, gifts did both in earlier and particularly in later years, continue to come to it in a variety and in amounts which added substantially to its resources and interest.

Particularly valued were books which continued to be received under the Memorial Book Plan initiated by Miss Lewis in 1943. These were for the most part small gifts, often only an individual book, given in memory of friends and colleagues. All such books were, as they continue to be, marked with a special Memorial Book Plate. From the time of its inception up through 1965, 3,552 Memorial volumes were received. These books were selected directly by the Library. They added substantial strength to the collections. Over and beyond this they brought the Library into friendly contact with thousands of citizens throughout the State and elsewhere.

Making the Utmost of the 1918 Building

As enrollments grew apace and as publications essential to the teaching and research of the College increased and proliferated, the building which had been so ample in 1918 came under ever greater pressures. Adding impetus to these increasing pressures was that the College, long a University in fact, was officially so designated in 1961. Expansion of storage facilities in nearby Shepard Hall to include the entire basement provided but scant relief. The continuing and unrelenting battle for space required further substantial emergency adaptations and changes.

The history of the mid and late fifties was one of a series of piecemeal expedients to house the collections and still leave some places for readers. One by one the pleasant reading alcoves in the Science Room in the west wing of 1941 gave way to books. Corners and walls of the stacks were lined with books. The little-used hand lift

in the main stacks was sacrificed and filled with books, providing a surprising amount of extra shelf space. Books intruded into the plenum fan room, a good many thousand of them. Even the toilet in the Science Room was offered up on the sacrificial altar providing its little bit of additional shelf space. In these varied processes about 200 reader stations were lost in the face of rising enrollments.

In 1956 a major reorganization which it was hoped would provide more than temporary breathing space was evolved for a regrouping of the Public Service facilities of the Library. This soundly conceived plan, a product of many minds, included the purchase of a substantial number of new stacks plus minor remodeling. Approval of a request for the necessary funds cleared the way for carrying it out in the summer of 1957.

A key element of the plan was establishing an open access Agriculture Reading Room equivalent to the Science and Engineering Rooms. This room was located east of the main entrance Foyer, in space which had originally served the College as an Assembly Hall. A stairway was cut from it to the basement below, thus providing stacks for some 50,000 volumes.

Another major feature of the change was bringing the Central Reference Department and the Public Catalog down to the first floor, opposite the new Agriculture Room, into the space which had for some years been occupied by the Beaver Book Room which was in turn moved to the Main Reading Room. The current periodicals were also moved onto the floor of the Main Reading Room. The Picture Collection, the Map Room, and the Microfilm Reading Room--all these were relocated. The entire reorganization, including purchase of the substantial new steel stack installation, was carried out at a cost of only about \$20,000.

From a service standpoint the reorganization was far more successful than anyone had thought possible. There were costs, however, other than in dollars. An additional 275 reader stations were lost. This plus 140 seats sacrificed in earlier intrusions of books into reader space brought available seating down from the 900 reached with the opening of the West Wing to 575. The Library, in proportion to enrollment, was now no better off for reading space, really less so, than it had been in Benton Hall when older students had complained about finding seats preempted by the "green-cap" crowd.

A New Library Building

With the remodeling and reorganization of 1957 the ultimate in space utilization in the old building had been reached if readers were not to be crowded out entirely. It had for some years been clear that the East Wing envisaged when the West Wing was erected would be only a stop-gap solution. Mr. Carlson who had at first pressed for this second Wing, which in 1948 had been assigned a tenth priority in the College building program, began urging as early as 1950 that these plans be abandoned in favor of an entirely new building. By 1952, the College had accepted this thinking.

The next few years were marked by strategic maneuvering for a high priority rating for the new structure as well as a site for it. The first proposed location east of Extension Hall was accepted with something less than enthusiasm by Mr. Carlson and his then Administrative Assistant, Stuart Forth, who was to go on to become Director of Libraries at the

University of Kentucky. They did, however, develop some plans for this area. More than anything their analysis showed the difficulties as well as the undesirability of placing the building there.

The rapidly growing University was faced with many needs. Practically all departments and agencies were clamoring for more space. Competition for building priorities was intense. This situation required more than the Librarian to plead the cause for the Library. Since the 1890's there had not been a Library Committee, possibly because of a close collaboration between faculty and Librarians in what might be termed a Committee of the Whole situation. After some reversals and losses in the battle for priorities, Mr. Carlson felt that more direct faculty support and help was now needed. He, consequently, suggested to President Strand that a Library Committee be established. This was done in the fall of 1959.

The new Committee, appointed as an agency of the Faculty Senate under the Chairmanship of Dr. Walter Kraft, took up the battle for a new Library building with vigor. In January of 1960 it presented to the Campus Facilities and Use Committee a major 17-page document, "The Case for a New Library Building at Oregon State College." Whether this document was the final determinant or not, the Library building was early in 1960 assigned a first College priority in the legislative askings for the 1961-63 session. More important than this, largely because of the document of need prepared by the Library Committee, the Chancellor's Office assigned the first priority for all System building construction to the OSU Library.

The Library Committee also met in early 1960 with the Campus Planning Committee. The happy outcome of this meeting was that plans for locating

the new building east of Snell Hall were abandoned. It was instead assigned a choice site south of the Band Stand and adjacent to Jefferson Street. This was an ideal location from the standpoint both of terrain and positioning in relation to other University facilities and activities.

Matters had now proceeded to the point where architects could be selected. This all important decision was left largely in the hands of Mr. Carlson and his staff. The choice rested finally, with the advice and help of Mr. Richard Adams, Superintendent of the Physical Plant, on Hamlin and Martin of Eugene. In July of 1960 their appointment was made official by Board Action.

In preparation for the planning Mr. Carlson had, in trips for other purposes, hopefully inspected about a dozen of the newer library buildings in all parts of the country. In those visitations he took numerous pictures growing into a slide collection of more than 700 items. He also accumulated a large collection of plans and programs for new academic library buildings. With a high building priority finally assured, Mr. Carlson proceeded to prepare a 19-page document, "A Program for the Erection of a New Library Building at Oregon State College." This projection, mimeographed in quantity under the date of April 18, 1960, delineated the spacial requirements as well as the spirit and nature of the building desired. It was sent to the various architects under consideration. It permitted the selected firm, when appointed, to proceed quickly with the planning.

As an early step in the planning process the architects were sent on inspection trips to buildings selected by Mr. Carlson. Mr. Martin visited four universities and a public library in the Southeast and Mr. Hamlin

two nearby buildings in the Northwest, one public and one university. By September the basic concept of the building had pretty well emerged. The preliminary plans were approved by the State Board's Building Committee on October 24, 1960. Detailed plans were accepted by the Board on January 18, 1961. This cleared the way for inclusion in the Board's Building program placed before the Legislature on March 1, 1961. The requested building was projected at 128,230 gross square feet and a budgeted cost of \$2,385,000 including equipment. Capacity was estimated at 590,000 volumes and 1,600 reader stations.

The ensuing weeks were a time of trauma and fretting in the Library as the political and fiscal winds out of Salem blew hot and cold. Mr. Carlson and Architect King Martin jointly presented the building before the Legislative Ways and Means Committee as the first unit of a proposed very large building. At that time the legislative reception seemed neither friendly nor unfriendly. Later, however, the first unit was challenged as being too large. A critical eye was also cast on the proposed air-cooling. There was also a serious legislative suggestion that only a wing to the existing building was required to meet the College Library needs. All these threats were met by publicity and defenses before the Ways and Means Committee and contacts with individual legislators. All the efforts and defenses were finally crowned with success when the Legislature, on April 21, 1961, approved the Board's Capital Construction Program with the Library appropriation intact.

The total concept projected a second unit of a fifth and sixth level adding 58,000 square feet and a third and final unit in an "L" addition to the Northeast. This was to be carried on vertical steel uprights with

the lower floor coinciding with the third floor of the first unit. The completed building was envisaged as containing approximately 258,000 square feet with seating capacity for 3,500 users. As a further expansion of Library space it was planned that the area north and west of the new structure would be reserved for an undergraduate Library utilizing the arcade walkway to the new building.

With funds assured Hamlin and Martin proceeded with finalizing the plans. It was, nevertheless, a full year before everything was readied for calling for bids. There was rejoicing at the bid opening of April 12, 1962 when the lowest composite bids came in \$125,000 under available funds. This meant that all the alternates, prepared as a hedge against possible overbidding, could be secured.

A happy day, marked by suitable informal ceremonies plus picture taking, was the ground breaking on May 1, 1962. The completion date for the building was scheduled by the prime contractor, W. H. Shields of Eugene, as August 1, 1963. After a promising beginning the building was brought to a complete halt by a strike of Iron Workers, which lasted for about a month. As it turned out, the building would, without this strike, have been ready, although in a somewhat unfinished fashion, for complete occupancy by mid-September. Actually it was not totally ready for occupancy until early November.

The Library was now faced with a major decision of whether to occupy the building floor by floor, with the University in full operation, or to wait and move in a crash operation during the Christmas holidays. Months of planning had been devoted to the moving. In the certainty that everything was well organized and that the Library could function even as it

moved, the decision was made for occupancy as fast as the building was available.

The moving was launched on September 5, 1963 with the entire staff participating symbolically. Entirely by coincidence this happened to be Mr. Carlson's sixty-fifth birthday. Some trucks of books from the Beaver Book Room, the first unit to move, were assembled at the Main Foyer entrance of the Old Building. Each staff member took a few books from these trucks in call number sequence. With Mr. Carlson leading the way, the staff marched single file in sequence across campus and into the new building, each depositing his or her books, in order, on the shelves allocated for the literature books. In this process, the Beaver Book Room which had been present in the 1918 building and beyond, in embryo, and since 1941 as a full-bodied entity, ceased to exist.

For the ceremonial beginning of the move Mr. Carlson carried the earliest accessioned book in the Library, Francis Parkman's "The Jesuits of North America." He also carried, symbolically, as a companion volume, a copy of the Bible. Had the volumes, "Rebellion Record: a Diary of American Events", Putnam, 1861-63, noted above as the earliest surviving volumes given to the Adelpian Society by the Corvallis Library Association in 1880, been at that time identified as the oldest Library books in point of ownership, they most certainly would have had the place of honor in the symbolic beginning of the move. As it was, these earliest volumes came on a truck some days later, unknown and unsung.

Continuous moving and jostling was something these hardy veterans of the shelves were well used to. They had moved in order from the Corvallis Library Association to the Adelpian Library in the downtown College, from

there to the third floor of Benton Hall in 1888, next down from the third floor of Benton to the first and then back up to the second floor. Then in 1918 they travelled, propelled by some unknown faculty member, over the specially constructed moving trestle into the new Library building. There they had been moved and shifted perhaps literally hundreds of times. They had been classified and reclassified in the Dewey System and classified again into the L.C. System. Now they were on the move again to a still larger and more magnificent home. They might well have been justified in murmuring, in a kind of Omar Khayyam sense, "Gently brother, gently pray!" or more prosaically, "Would that these Librarians would make up their minds!" They might well have wondered too, "Would this new home endure longer than the others?" There may have been surprise when having at long last been identified, they were decorated with loving care and given a place of honor.

The moving days of September-October were busy and arduous in the extreme. All associated with the move, which went forward efficiently under the general supervision of Rodney Waldron, Associate Librarian, gave yeoman service. So carefully planned was everything that books were serviced to the public right off book trucks as the move progressed. Heroines of the move were a staff of co-ed workers outnumbering the boys. These young ladies proved that if there is a weaker sex, it is not the women. They pulled and pushed, lifted and tugged, shelved and unshelved, with continuing dexterity. It was clear, and so stated by some of these student workers, that they were enjoying helping with what they recognized as an historic occasion.

By November 9 all units of the Library had been moved and all resources reshelved. This included bringing things out of storage in Shepard Hall and elsewhere, most of them going to the Science Room in the Old Building which the Library had been permitted to retain, most fortunately as it turned out, for storage and archival purposes. There followed now a period of shaking down in the new home and indoctrinating users, students, and faculty in the use of a completely open access Library. Actually all who used the Library adapted to the new situation easily and naturally. It was early apparent that the new building would do everything, and more, that its planners had believed and hoped. It was clear, too, that in it the Library had taken on new vitality and stature.

Formalities and Ceremonies of the First Year

During the winter and spring of 1963-64, the building was, in various ways, formally introduced to the immediate academic community and to the larger Library community. On December 6, 1963, as its first public function, the Council of the Chief Librarians of the State System of Higher Education held its regular fall meeting in the building. On December 14, it made its first formal bow to the larger community in an Open House attended by 800 people. On February 15, 1964, an Open House for area Librarians, with an attendance of one hundred was held. On April 28, members of the State Board of Higher Education and accompanying staffs were toured through the various floors. On the following day, Governor's Day on Campus, Governor Mark O. Hatfield, always a good friend of the Library, was shown

its new home. On May 2, the University Librarians were luncheon hosts to the Librarians of the Portland area, with a tour of the building the main order of business.

The big and crowning event of the first exciting year of service for the building was its formal dedication. This happened on May 8, 1964, with President Jensen presiding and with Congresswoman Edith Green and Tom Buckman, Director of Libraries at the University of Kansas, who had his first position at Oregon State, as the principal speakers. Also participating in the program was Robert Kerr, son of former President Kerr, who in behalf of the family expressed, briefly and felicitously, appreciation for the naming of the building after his father.

Architects King Martin and Claire Hamlin were recognized for their signal contributions in creating what was now widely recognized as a graceful and highly functional library plant. Also recognized were the two University artists, Wayne Taysom and Nelson Sandgren, who had done so much to add grace and beauty to the new structure; Taysom through his distinctive bronze casts of alphabetic characters in ten systems of writing as well as the Plaza Fountain, and Sandgren through four interpretative mosaic murals of striking beauty.

In preparation for the dedication, a brochure of the building had been prepared. After the dedication, the proceedings were published in a distinctive booklet. Both these publications were widely distributed to Librarians and others throughout the country and, to a limited extent, abroad.

With so many pleasant functions and formalities of its first year behind it, the building settled down, and the Librarians along with it,

to active and efficient service to students, faculty, and researchers. It was by now clear that this new Library home was successful beyond expectation and that through it the University had gained additional effectiveness and stature.

An Archives Department is Added

As it grew and became more and more complex, the University became increasingly aware, both in an historical and operational sense, that the growing records of its changing nature and its management would require special care and organization. The Library had long accumulated and organized the more obvious items of institutional historical importance. These documents, limited in number, were for the most part kept in the Library vault.

By 1961, it was decided by University Administrative officers, at the urging of Mr. Carlson and Mr. Waldron, that something more comprehensive and sustained needed doing. In that year, Mrs. Harriet Moore, a non-professional Librarian who had for some years served as a Library Assistant, was assigned to full-time archival work. Mrs. Moore, who had long been active in the Benton County Historical Society and who was one of the most knowledgeable persons in the community about local history, was a natural for this work which she undertook with enthusiasm and devotion.

The Archival functions and operations were assigned quarters in the basement of the Coliseum. There Mrs. Moore began to work with the earlier business records of the University and to accumulate other records in almost overwhelming amount. This entire effort was

on a shoestring budget. Nevertheless much was accomplished. In February of 1964, with the new building occupied, it was possible to move Mrs. Moore and the Archives to the vacated Science Room in the old building. Most of the shelf space in this room was, unfortunately, pre-empted by storage of less used library materials, mostly things which had been kept in the basement of Shepard Hall. Nevertheless, in its new location, and with the continuing devotion of Mrs. Moore and a limited amount of student help, the archival program began to assume the outlines of a true and major division of the Library.

Teaching Use of the Library

The need to indoctrinate students in the use of the Library, which had been an abiding concern of the Library from the time of Mrs. Kidder on, was not lost sight of in the Carlson regime. The time was long gone, however, when all Freshmen students could be given formalized instruction in use of the library. The teaching of "Library Practice" on a selective basis, which had been carried on well into the Lewis years, this also no longer seemed practical.

A variety of what may be termed mass approaches to giving students a first-hand knowledge of the Library and how to use it were undertaken. These included a lecture, to all Freshmen English sections, using slides, some of which had been made under Miss Lewis. Various key members of the staff participated in this instruction. In addition, members of the Library staff went out to lecture to English classes and others, on a somewhat limited basis, as requested.

Much time and planning went into developing an instructional moving picture on the use of the Library. This did finally eventuate into the production of a Video tape on the Library under the direction of Mr. Waldron, who gave yeoman service to this essentially pioneering enterprise. In spite of all the planning and work, this proved to be a largely abortive effort, due in considerable part to deficiencies in the media used. The experience was, nevertheless, to prove profitable eventually.

Gradually the Library came to the view that instruction in the use of the Library could not be effectively offered en masse. It seemed increasingly evident that the time a student learns about using the Library is when he is motivated by specific need. In this belief, the Library concentrated on producing a carefully prepared Undergraduate Student Handbook. This guide to the Library and how to use it went through a variety of editions. It was and continues to be an effective agency in familiarizing students with the Library and its resources. It was used successfully in library lectures to individual classes which continued to be offered as requested by instructors.

Professional Activities and Contributions

At Oregon State Mr. Carlson continued an already well established pattern of professional activity and writing. His Masters dissertation for the School of Librarianship at the University of California in Berkeley was published by the University of California Press in 1938 under the title, "Development and Financial Support of Seven Western and Northwestern State University Libraries." While at the University of Arizona he served as President of the Arizona Library Association. He was

also active while there and at the University of Washington as a member of the Post War Planning Committee of the Association of College and Reference Libraries. During his Washington years he was appointed Chairman of this Committee.

Mr. Carlson brought with him to Oregon an almost completed manuscript report of his Post War Planning Committee. Much of this he had personally authored. This manuscript was published by the American Library Association in 1946 under the title "College and University Libraries and Librarianship: An Examination of Their Present Status and Some Proposals for Their Future Development."

Mr. Carlson's writing and publishing increased substantially during his time at Oregon State. He produced a number of reviews for the professional journals. A variety of major articles by him were also published. These dealt chiefly with cooperation and coordination in Libraries, the professional status of Librarians and some of the historical aspects of the developing and maturing Library profession. In this latter category was a history of the Association of College and Reference Libraries, prepared for an Organization Manual of the Association published in 1956. At the time of his retirement from the Librarianship Mr. Carlson's writings, professional and non-professional, numbered over eighty published items.

Mr. Carlson carried a number of major professional responsibilities and assignments while at Oregon State. These included Presidencies of the Association of College and Reference Libraries in 1947-48; of the Pacific Northwest Library Association in 1952-53; and in that same year, of the Library Education Division of the American Library Association. On the

local level he served as President, in 1955-56, of the Honor Society of Phi Kappa Phi. Following this Presidency he wrote a brief history, "Phi Kappa Phi at Oregon State University," which was published by the Society in pamphlet form for distribution to all new initiates. Mr. Carlson also served as President of the Corvallis Kiwanis Club in 1948.

Perhaps the most important Campus Committee Assignment Mr. Carlson had was to serve, during the 1951-62 years, as Chairman of a Committee on Committees. This Committee was concerned with the delicate and sensitive area, brought to the fore by the rapid growth of the University, of identifying those Committees concerned with administrative matters and therefore assignable to the Administrative Council and those concerned with University policy and thereby arms of the Faculty Senate. In this study process the Committee on Committees itself became an agency of the Faculty Senate. Its work and recommendations resulted in restructuring and placing in clearer focus the entire governmental organization and structuring of the University. The Organization Chart recommended by the Committee as adopted by the Senate, with some modifications, was published in the 1960-61 Faculty Handbook.

Another Carlson committee assignment of more than ordinary importance was service on the Presidential Selection Committee constituted to find a successor to retiring President A. L. Strand. A full winter's work resulted in the recommendation of the appointment of James H. Jensen, who assumed the presidency in 1961.

A significant regional assignment for Mr. Carlson was the Chairmanship in 1954-55 of a Library Development Committee of the Pacific Northwest Library Association. In this capacity he prepared, with Committee

assistance, a Library Development Project for the four states and the Province which he and Willard Ireland of the British Columbia Department of History and Archives, then President of the PNLA, placed before the Officers of the Ford Foundation. This grant request was accompanied by supporting letters from leading educators and the government officials in the four States and the Province. In March of 1955 the Foundation responded to the request with a grant of \$60,000. The ensuing Development studies, extending over a two-year period from July 1, 1956, were carried out under the direction of Dr. Morton Kroll. They resulted in a four volume publication, "Library Development Project Reports," published by the University of Washington Press in 1960-61.

A continuing dual professional and citizen responsibility of the 1955-63 years for Mr. Carlson was service as a Trustee of the Oregon State Library in Salem. During 1957-59 he was Chairman of the Board. This service coincided with a particularly significant period in the history of the Library marked by the retirement of Eleanor Stephens, the Librarian, and the appointment of Eloise Ebert as her successor. It was a time of rapid growth and expansion of the role of the Library under the stimulation of the Federal Library Services Act. There was additional interest in this assignment for Mr. Carlson because the State Library had been so closely related to the OSU Library. It was from it that Mrs. Kidder came to assume the Librarianship. It was in the mind of Cornelia Marvin Pierce, early State Librarian, that the Unification of the Libraries of the Oregon State System of Higher Education, so outstandingly important in the history of the OSU Library, was conceived.

Extra-curricular professional activities for Mr. Carlson were participation, with Robert Orr of Iowa State University, in 1949-50, in a major

survey of the Library of Texas A and M College and, in collaboration with Carl Hintz, in a survey of the Portland High School Libraries in 1959. In 1963-64 Mr. Carlson and Mr. Waldron served as Consultants for a new library building at Pacific Lutheran University in Tacoma.

As had Miss Lewis before him, Mr. Carlson availed himself of and profited from sabbatical privileges. In the autumn quarter of 1950 he was on leave to direct the expenditure of a special book grant to the Library of Dillard University of New Orleans. This institution had been created, largely with gift money, to provide higher education for colored people. In the summer of 1957 Mr. Carlson used a second sabbatical to visit and study the libraries of northern Europe with emphasis on the Scandinavian countries.

Another leave during the Carlson administration was by Mrs. Marie Jackson, Head Cataloger, without pay, during the summer of 1945, for further study at the Graduate Library School of the University of Chicago. During the first quarter of 1957 Miss Bess Tressler, Head Order Librarian, was on sabbatical leave to consult with university libraries and eastern book dealers about book buying policies and procedures.

The Carlson regime was a time of widespread professional activity for the Library staff generally. Among the more outstanding assignments, Miss Irene Craft, Serials Librarian, was a member of a select national team which in 1951 carried out a major evaluation of the U. S. Department of Agriculture Library. Stuart Forth, while Administrative Assistant, served as Secretary of the Pacific Northwest Library Association. Donald Hunt was active in the management of the Pacific Northwest Bibliographic Center. Rodney Waldron was increasingly involved in the affairs of the

Pacific Northwest Library Association, as Treasurer and in other capacities. These activities were to lead to his election as President for the year 1965-66.

Because the new Library building was just completed and occupied during Mr. Carlson's sixty-fifth year, President Jensen asked him to remain for an extra year of administration of the Library in its new home. This request, happily accepted by Mr. Carlson, brought the termination of his administrative duties up to July 1, 1965.

When Mr. Carlson surrendered the command the Library contained 487,327 volumes as compared with 201,025 when he assumed the controls. The budget had increased from \$93,589 of which \$17,960 was available for books to \$644,689 with \$214,602 allocated for the purchase of materials. Mr. Carlson's salary advanced during his years from a beginning \$5,000 to \$18,000. As was true of Miss Lewis 12 per cent of this salary was paid by the State System of Higher Education. The professional staff had decreased from 27.05 to 26.38. Offsetting this the non-professional staff had increased from 1 to 32.

Mr. Carlson's retirement from the Librarianship was marked by a "Recognition" dinner attended by approximately 250 people from the campus and throughout the Northwest. The chief speakers were President Emeritus A. L. Strand who had had the leading part in bringing Mr. Carlson to Oregon and Dr. Carl Hintz, Librarian of the University of Oregon, who had been designated to succeed Mr. Carlson as Director of Libraries for the State System of Higher Education. Generous gifts which would permit Mr. Carlson to follow better his hobby of photography were made.

Mr. Carlson retired only from his administrative duties. Arrangements were made by Chancellor Roy Lieuallen, President James Jensen,