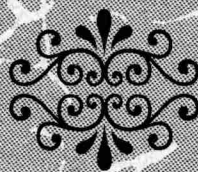


**THE D. H. HILL LIBRARY**

*An Informal History*

1887-1987



BY ISAAC T. LITTLETON

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***An Informal History***

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*Best wishes to you and the  
ncsu libraries  
I. I. Littleton*



**FRIENDS OF THE LIBRARY  
NORTH CAROLINA STATE UNIVERSITY**



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**Friends of the Library of North Carolina State University  
Raleigh, North Carolina**

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## INTRODUCTION

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**T**he North Carolina State University (NCSU) Libraries commemorated the one-hundredth year of its founding with a year-long centennial celebration in 1989. Under the leadership of Director of Libraries Susan K. Nutter, a Centennial Celebration Committee planned numerous events during the year, involving students, faculty, library staff, and the Friends of the Library. Beginning in early January with a gala birthday and New Year's party replete with a birthday cake, the year's activities included lectures by Kaye Gibbons, the first Friends of the Library Author of the Year, and a series of evenings with four North Carolina authors. Celebrating the one-hundredth anniversary of the first appropriation of funds for the library on December 5, 1989, the Libraries held a gala day-long festival in the D. H. Hill Library complex. Highlights included lectures, programs, and book autographing by eight NCSU authors, and a photograph of the entire staff taken on the steps of the new addition to the D. H. Hill Library. The high point of the day came with the planting of three Yoshino cherry trees in front of the East Wing of the D. H. Hill Library, a gift to the University from the library's staff.

Acting upon a proposal from the NCSU Libraries, the Senior Class of 1989 helped the Libraries celebrate its centennial by pledging its senior class gift of more than \$125,000 for the furnishing of the reading

room and lounge area in the new building addition. This gift was one of the happiest events of the centennial year.

The centennial celebration won for the NCSU Libraries the prestigious international John Cotton Dana Library Public Relations Award for 1990. The award is presented annually by the American Library Association's Library Administration and Management Association and the H. W. Wilson Company, a New York publisher, for "outstanding achievement in the promotion of library services." The award commended the NCSU Libraries "for the year-long celebration of the Centennial of the founding of the Library, innovatively integrating all fund-raising and publicity activities."

In addition to increased visibility for the library, the centennial celebration served two other purposes. It afforded a time for the Libraries to look at its past and to plan for an exciting and brighter future. The present publication, commissioned by the Friends of the Library of NCSU, attempts to address the former purpose by providing a chronological account of the events and forces that have shaped the Libraries and a recognition of the individuals who have guided and supported the library's growth.

The collections and services of the NCSU Libraries are an integral part of the educational mission of the University, but, at the same time, the Libraries is a child of the institution and depends upon its parent for

nourishment and support. Consequently, the forces that have shaped NCSU are central to the history of the library; the author has tried to relate library history to relevant developments within the University and the larger society.

Alice Reagan and David Lockmiller have described the tremendous growth of NCSU's teaching and research programs and have documented the change from a small agriculture and mechanic arts college to a major land-grant research university. Five topics dominate the library's first century of struggle to keep pace with the rapid growth of the University: space and building expansion; the adequacy of financial resources; collections; leadership and support; and information technology. These topics are interwoven in six chapters to provide a factual account of the major events during each period of the NCSU library's centennial history. It is hoped that this history might answer the question: Why is NCSU so far behind other major universities in size and funding?

Many sources were used in writing this history—library directors' annual reports, letters, and documents in the University Archives; alumni publications; University catalogs; library newsletters and bulletins; and survey reports of the University and the Libraries. For background information about the history of the University, the author relied upon two printed histories of NCSU: David A. Lockmiller's *History of the North Carolina State College of Agriculture and Engineering of the University of North Carolina, 1889-1939* (Raleigh: [printed by Edwards & Broughton], 1939) and Alice E. Reagan's *North Carolina State University: A Narrative*

*History* (Raleigh: NCSU Foundation and NCSU Alumni Association, 1987).

The author owes a special debt of gratitude to Susan Nutter, who felt the need for a history of the NCSU Libraries and gave me the opportunity to write it. The author gives special thanks to the many people who have assisted in the preparation of the history. Special thanks go to Caroline Carlton and Margaret Ann Link, co-chairs of the Centennial Celebration Committee, who have read each chapter and provided many suggestions for improvement of the text. The author is greatly indebted to Assistant Director for Planning and Research Jinnie Y. Davis and Communications and Information Coordinator Terrell Armistead Crow, who have given untold hours in final editing and preparation of the text for publication. The NCSU Archives has been the key source of information, and the author appreciates the courteous and efficient assistance given by University Archivist Maurice Toler and his staff in locating materials in the archival collections. Many library staff members have taken time to talk to me and have provided invaluable information, as well.

Finally, this history is dedicated to the past, current, and future staffs of the NCSU Libraries. It has been written primarily for the many staff members who have worked and will continue to work diligently to provide excellent services and collections for teaching and research. It is hoped that the history of the NCSU Libraries will provide staff, faculty, and University administrators with a better understanding of the forces and events that have shaped the Libraries, as well as information about collections and people important in the Libraries' history.



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# CHAPTER ONE

## *The Reading Room Years, 1889-1925*

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### BEGINNINGS

Students will be required to buy as few books as possible, and these will be furnished at cost price to the college.

The library of the institution will contain such expensive books as will be needed for purposes of reference, which can be consulted freely by the student.

*From the "Announcement of the North Carolina College of Agriculture and Mechanic Arts—Fall term begins on Thursday, October 3, 1889," Raleigh, N.C. [spring, 1889], page 13.*



Thus the library of the North Carolina A & M College began in the minds of its founders. When the college opened its doors on October 3, 1889, one room on the first floor of Main Building (now Holladay Hall) had been set aside as the library. The reading room contained a few gift books and others on loan from the college's faculty members. President Alexander Quarles Holladay (who taught courses in American and European history) and English professor Daniel Harvey Hill, Jr., required students to read classic literary and historical works, which could be borrowed from the library. A brochure published in the spring of 1889, announcing the opening of the college, assured prospective students (who were from farms and towns of the state and

not from the most affluent families) that they would not have to buy many books; the more expensive books could be borrowed from the library. In fact, funds remained scarce and the college operated for two months before the Board of Trustees allocated \$650 to purchase library books and newspapers.

This meager beginning is a century and a world away from the North Carolina State University (NCSU) Libraries' current automated environment and its collection of more than 1.5 million volumes. On October 1, 1990 (101 years after the institution opened its doors to students), an 83,000-square-foot addition to the University's main D. H. Hill Library opened with a new entrance from the University Plaza ("the Brickyard") at a gala ribbon-cutting ceremony. This third library addition increased the square footage of the main library to 344,240, brought the total book capacity of the building to more than 1.5 million volumes, and accommodated seating for almost 3,000 users. The library complex now consists of the East Wing, which houses the administrative offices, reference and research facilities, and collections; the Erdahl-Cloyd Wing, containing the reserve reading room and a media center with the latest audio and video technology; and the bookstack tower, where the library's main

collection is housed. The automated circulation system came online in 1990, and computer terminals are available throughout the library complex for online access to the NCSU Libraries' catalog as well as the library catalogs of the University of North Carolina at Chapel Hill (UNC-Chapel Hill) and Duke University. Numerous CD-ROM workstations furnish students and other users with access to databases in many fields of knowledge; the staff also provides database searching in a wide variety of subject areas.

In addition to the main D. H. Hill Library, the NCSU Libraries consists of four branch libraries: the Harry B. Lyons Design Library in Brooks Hall, the Burlington Textiles Library, the Natural Resources Library in the Natural Resources Research Center, and the Veterinary Medical Library. The Learning Resources Library of the College of Education and Psychology in Poe Hall is also closely affiliated with the NCSU library system. Currently the Libraries subscribes to 18,400 serials, the staff has grown to 220 (full-time equivalent) positions, and the annual budget totals almost \$9 million. Open 5,000 hours each year, the Libraries serves approximately 40,000 library users in a typical week and circulates 350,000 items annually. A member of the Association of Research Libraries since 1983, the NCSU Libraries is now a major scientific and technological information resource for the state and the nation, with remote access to its computerized catalog available to industries and other libraries. The growth of the Libraries is an integral and important part of the history of NCSU.

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### North Carolina A & M College

The establishment of what is now NCSU grew out of two important but initially separate societal forces that eventually converged after the Civil War. Strengthening political advocacy by farmers in the state

during the late-nineteenth century fueled their desire for improved agricultural knowledge and skills, which culminated in the creation of the North Carolina Farmers' Association in 1887 and vocal demands for a state agricultural college that taught improved agricultural techniques to working-class men. A second group of young professional men also recognized the need for improved industrial—or mechanic arts—education in the state to propel North Carolina into a prosperous future by using science and technology to improve the state's foundering economy. Led by members of Raleigh's Watauga Club, composed of young white males who wanted to recapture the pioneering spirit symbolized by settlers of the Watauga region of western North Carolina, this group promoted the idea of a new college that would provide industrial education to the working class. The classical higher education of the time taught by the University of North Carolina (UNC) did not provide the type of education needed for a state with a growing agricultural and manufacturing economy.

Leonidas Polk, North Carolina's first commissioner of agriculture, editor of the *Progressive Farmer*, and a leader in the North Carolina Farmers' Alliance, saw that the state needed both agricultural and industrial college-level education and proved instrumental in forcing this issue before the state's General Assembly. His supporters found ready ammunition for their argument in the land-grant college system established during the Civil War under the federal Land-Grant Act (Morrill Act) of 1862. The Morrill Act mandated that land-grant colleges provide education related not only to agriculture and the mechanic arts but also to other scientific and classical studies "to promote liberal and practical education for the industrial classes" (Reagan, *NCSU: A Narrative History*, 6). Sometimes called "people's" colleges, the land-grant institutions delivered teaching,

research, and public service—an extension of education—to the agricultural and industrial community.

Funding for the land-grant colleges came from the sale of public lands by the federal government. Based on the number of its congressional delegation, each state received the proceeds, called land scrip, from the sale of 30,000 acres of public land per congressional member. As a former Confederate state, North Carolina could not join the program until 1866, at which time the state procured land scrip for the sale of 270,000 acres. This land scrip was supposed to be sold to set up an endowment for establishing a land-grant college in the state. However, a significant portion of the eventual proceeds from the land scrip instead went to support UNC's operating budget, and the few classes in its curriculum related to agriculture stressed "theory" over practical applications. This was not what the Congress intended when advancing the land scrip to the state, and it was not what Polk and members of the Farmers' Alliance wanted or would accept as practical agricultural and industrial training. To make matters worse, financial difficulties within the state affected UNC as well, and it lost its original land scrip endowment through poor financial investments in 1871. The General Assembly reinstated the endowment in 1875, but once again that institution did not target the money for course work in agriculture or the mechanic arts.

The growing efforts to create a separate land-grant college in North Carolina met resistance from private colleges and especially from UNC, which felt it needed the \$7,500 received from the land scrip endowment to continue smooth operations. Many legislators did not believe higher education should be devoted to agricultural or industrial pursuits but should instead be used to train professionals such as lawyers, ministers, and politicians. Nevertheless, the farmers' movement under Polk's direction carried

enough political weight to persuade the 1887 North Carolina General Assembly to establish a separate land-grant college and to require UNC to relinquish the \$7,500. The act that established the North Carolina College of Agriculture and Mechanic Arts finally passed on March 7, 1887, after decades of controversy and political campaigning.

Richard Stanhope Pullen agreed to donate sixty acres of farmland situated three quarters of a mile west of Raleigh for the college's use. On this site construction of Main Building (now called Holladay Hall) began in 1887 and ended in time for the first class of students in October 1889. The new college concentrated on practical education in agriculture and mechanics for farmers and engineers but also included courses in history and literature. From the beginning the college library served the broader purposes of education as stated in the Morrill Act, by building collections and services in the humanities and social sciences as well as in agriculture, engineering, and science. Twenty-one young men from farms and towns across North Carolina enrolled at the college on opening day. This number grew to seventy-two before the year ended. Other than a barn, the campus consisted only of Main Building, which housed all college functions during the school year of 1889–1890. The basement contained the workshop, kitchen, dining hall, and storeroom. Offices, classrooms, and the library occupied the first floor. Students lived in dormitories on the second and third floors.

Despite this promising beginning, the college's early years proved lean and difficult, as recounted in the histories of the college written by Alice Reagan and David Lockmiller. The state's economy was still suffering from the ravages of the Civil War and the changes of Reconstruction. Reagan states that "[e]ven before the college opened its doors to students, the institution experienced financial difficulty. The



college received no direct financial support other than the \$7,500 interest on the land scrip fund and a \$10,000 appropriation from the state."

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### The First Reading Rooms

"The first library of the college was quartered in the room just in the rear of the room which is at your right as you enter [Holladay Hall]," wrote Edwin Bentley Owen, class of 1898, one of the library's first student assistants and a future librarian. The collection consisted mainly of required reading material for D. H. Hill's English courses and Alexander Holladay's American and European history courses. Outgrowing this space after eight years, the library next occupied three rooms on the third floor of Main Building in the fall of 1897. The library later moved to more spacious quarters on Pullen Hall's first floor after that building opened in the fall of 1903. Owen says that these were the first adequate library quarters. [Arson destroyed Pullen Hall in 1965.]

Contributors to the library's fledgling collection included Alexander Quarles Holladay (president of the college), Daniel Harvey Hill, Jr. (professor of English and bookkeeping), Joseph R. Chamberlain (professor of agriculture), Wilbur Fisk Massey (professor of horticulture, arboriculture, and botany), William Alphonso Withers (professor of pure and agricultural chemistry), and John H. Kinealy (professor of mathematics and practical mechanics). It is difficult to identify exactly the first books received, because the staff did not compile accession records until 1899. The first books listed were *The Anglo-Saxon Poems of Beowulf* (compiled by Benjamin Thorpe and published in London in 1889), A. J. Church's *Stories of the Old World* (1884), and Eugene Sue's *The Wandering Jew* (three volumes, 1845). The latter piece of fiction,

popular during the nineteenth and early-twentieth centuries, was described by Caroline Sherman, reading room librarian from 1903 to 1906, as being heavily used by A & M students during the first two decades of the college's history.

Long lists of books given to the library appeared in some of the early college catalogs. Donors included Hill and Withers and Mrs. George T. Winston, wife of the college's second president. The 1901-1902 catalog reported a gift of about fifty books on "missionary work and the life and customs in foreign lands" from John S. Pierson of New York City. During the same year Stuart W. Cramer of Charlotte gave a collection of books on mining, metallurgy, and minerals. Owen's essay "Random Sketches of College History," published in the *Alumni News* in 1925, states that the Cramer Collection and a small collection on chemistry given by the late faculty member and alumnus W. A. Syme were the most valuable collections given to the library up to that time.

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### The First Appropriation for Books

On December 5, 1889, the Board of Trustees appropriated \$500 for "library purposes" and \$150 for subscriptions to magazines, newspapers, and periodicals, annually—a total of \$650 for library materials. The board gave Holladay the authority to subscribe to all the weekly and several of the daily newspapers of the state. At its meeting on December 9, 1889, the faculty voted that, of the \$500 appropriated for "library purposes," the departments of Mechanics and Agriculture would each receive \$100, and \$300 would go to the general library. Holladay then appointed the first Library Committee—composed of himself, Hill, and Kinealy—to select books for the general library. Holladay appointed himself and Hill to select newspapers and periodical subscriptions.

## Growth during the First Decade

The library grew slowly. The first annual college catalog, published in 1890, states that "The library, like the college itself, is in its infancy, containing 1,500 volumes." This number must be an estimate because the same figure appeared in the 1895 college catalog. Holladay, in his annual report of December 21, 1892, stated, "The college has practically no library, and the want of books of all sorts is so serious that an expenditure of one thousand dollars, for which we ask, will not supply our needs." Instead, the library received an appropriation of \$100 in 1892, raised to \$400 in 1895. The following year the 1896 college catalog reported 2,300 books and magazines. At the end of Holladay's presidency in 1899, the collection totalled 3,000. During the first decade, neither a card catalog nor a subject classification system existed; the books were arranged alphabetically by author on wooden shelves.

---

## Professor-Librarian Hill and Student Assistants

At many colleges during the nineteenth century, members of the faculty known as professor-librarians administered college libraries. For the first ten years Hill served in this capacity, ordering all the books and supervising student assistants who staffed the library. The name of the first student assistant is unknown, but Joseph Charles Dey, class of 1894, was the second and E. B. Owen, the third, beginning in his sophomore year in 1895 and continuing until his graduation in 1898. Andrew Thomas Smith, class of 1899, served with Owen in 1897-1898. Mark Squires replaced Owen and served with Smith during 1898-1899. (Mark Squires became a North Carolina state senator in the 1920s. He was an active member of the Alumni Association and of the

college's Board of Trustees.) As compensation for their work, students received free board at the college cafeteria.

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## Holladay, Hill, and the Library

Both Holladay and Hill had been trained in the classical educational tradition of the nineteenth century. Holladay specialized in Latin, Greek, modern languages, moral philosophy, and law at the University of Virginia and at the University of Berlin. He served in the Civil War in the Nineteenth Virginia Regiment and rose in rank from second lieutenant to colonel. After the war, he spent several years farming and practicing law and served in the Virginia senate for four years. Before his appointment as president of North Carolina A & M, he was president of the Stonewall Jackson Institute and later the Florida Agricultural College. Holladay taught United States and European history. Daniel Harvey Hill, Jr., received a Bachelor of Arts and Master of Arts degree from Davidson College, where his maternal grandfather served as president. He had been professor of English for nine years at the Georgia Military and Agricultural College in Milledgeville, where his father, Confederate general Daniel Harvey Hill, Sr., served as president following the Civil War.

Holladay and Hill required students to do assigned readings in the main reading room. The first annual catalog of the college states that in the sophomore year, selections from Irving, Prescott, Poe, and some American poets were required reading; in the junior year students read Ruskin's *Modern Painters*, Bacon's essays, and poetry by Gray and Dryden; and in the senior year the required readings focused on Marlowe's *Faustus*, Otway's *Venice Preserved*, and three plays by Shakespeare. The selections indicate the literary quality of the collection. E. B. Owen noted that "the character" of the books was more commendable than the

number of books in the library. Hill, the determined English professor, had selected books during most of the first twenty years of the library's history. Owen observed that the collection was so "literary in character that occasionally one hears this mentioned in its connection with a school of this kind (i.e., a technical and agricultural college)." Most of the books in the main reading room represented the fields of humanities and history (intended mainly to support Hill's and Holladay's courses in English and history), as well as some books, magazines, and newspapers for general reading.

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### Departmental Reference Collections

A centralized library system for all fields of study originally was not planned or even conceptualized. Most of the scientific and technical departments maintained separate reference collections purchased with departmental funds. The 1891-1892 college catalog stated that the chemistry library contained a carefully selected collection of standard texts, reference books, and current issues of domestic and foreign chemistry journals. Among the journals available to students were: *American Chemical Journal*, *Journal of Analytical and Applied Chemistry*, *Journal of the Society of Chemical Industry*, *Journal of the Chemical Society* (London), *Journal fuer Analytische Chemie*, and *Berichte der Deutsche Chemischen Gesellschaft*. The chemistry library occupied a room adjacent to the laboratory. Chemistry reference books that students used were: *Fresenius*, Sutton's *Volumetric Analysis*, Caldwell's *Agricultural Chemical Analysis*, and *Methods of the Association of Official Agricultural Chemists*. By 1893 reference libraries had been placed in the departments of agriculture, horticulture, mechanics, physics, and mechanical and civil engineering. These reference collections were not included in the figures for library volumes and expenditures until after 1925.

### President Winston

In 1899 a new president, George Tayloe Winston, succeeded Holladay and brought important changes for the library. [Winston, a native North Carolinian, received his education at the Horner School in Oxford, North Carolina; at UNC, which he entered at age thirteen; at the United States Naval Academy, where he was first in his class; and at Cornell University, where he received the Latin Scholarship Medal.] In 1878, at the age of twenty-three, he was appointed assistant professor at UNC and the following year was promoted to full professor of Latin. Beginning in 1884 Winston had served as professor-librarian at UNC, merging two student literary society libraries (the Dialectic and the Philanthropic societies) with the main library collection to form a single library on the Chapel Hill campus by 1886. He became president of UNC in 1891 and, in 1896, Winston accepted the position of president at the University of Texas. He stayed at Texas only three years before he was elected to succeed Holladay at North Carolina A & M College.

---

### E. B. Owen, Part-Time Librarian

Winston appointed Edwin Bentley Owen as librarian-instructor of English, to replace part-time student assistants, but Hill continued to select books for the library. Owen served as part-time librarian for three years before he became a full-time instructor of English. Until his death in 1930, Owen served the college as teacher, registrar, alumni secretary, and editor and founder of *Alumni News*. His "Random Sketches of College History" appeared monthly in *Alumni News* from October 1922 through December 1925, and they provide an excellent source of information on the early history of the college. The article on the library is number XXI, November 1925. In 1933 the student publications building was



named Owen Hall, and today Owen Dormitory memorializes his many contributions to the college.

---

### **Cataloging and Classification**

Winston also hired Benjamin Wyche, librarian of the University of Texas, to catalog the collections in the main library and the departmental libraries. Previously, Wyche worked as the first full-time librarian at UNC, where he had served under Winston from 1894 until lured to the University of Texas by Winston in 1897. Using the Dewey Decimal system of classification, Wyche labeled and classified all books in the main reading room and the departmental and laboratory libraries. He also created a card catalog and a card lending system. Previously each item had been listed in a book according to its accession number, and loans and returns also were recorded in a book. Jennie Coffin, on the staff of the Olivia Raney Public Library in Raleigh, assisted Wyche in the cataloging project. Several others helped with the cataloging effort, including Owen himself. Owen explained that after the books in the main reading room and the departments were cataloged, "it was easy then to know what books the college owned in departments, to locate them, and to borrow them from the people in these departments."

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### **Marshall De Lancey Haywood, the First Full-time Librarian**

In 1902 Winston appointed Marshall De Lancey Haywood to the post of librarian. Owen believed that Haywood's annual salary of \$500 was low to begin with, but when Winston cut it even more, Haywood resigned after one year, remarking that "as long as the salary would pay car fare he was willing to continue the work, but could not afford to

pay car fare out of his own pocket to come to the job." Haywood, from an old and distinguished Raleigh family, became a prominent author and historian, serving as historian of the United States War and Navy departments, historian general of the Sons of the Revolution, historiographer of the Protestant Episcopal Diocese of North Carolina, and historian of the Masonic Grand Lodge. He held the position of marshal and librarian of the North Carolina Supreme Court from 1918 until his death in 1933. He was the author of numerous articles and books relating to North Carolina history. Haywood wrote a large part of his first book, *William Tryon and His Administration in the Province of North Carolina, 1765-1771* (1903), while he administered the reading room in Main Building. When his successor Caroline Sherman reported to work in August 1903, she found the library reading rooms unbelievably dusty and in disarray, not only with the accumulations of the summer but because of the obvious long period of "poor housekeeping." She observed that the "learned gentleman [Mr. Haywood] who had been in charge was said to have been writing a book, and she had been told that the library had been a convenient place for that work."

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### **Caroline Sherman, the First Female Librarian**

Sherman, employed to staff the library in the new Pullen Hall quarters, arrived a few weeks before the move took place in 1903. In her reminiscences Sherman says: "During the several weeks before Pullen Hall was ready for occupancy the young librarian mounted to the old rooms (on the third floor of Main Building) eyes straight ahead as the way led past some doors that opened into rooms used as boys' dormitory space." Her nearest toilet facilities were in the nurses' quarters in the infirmary that stood next to Main Building. No one anticipated during the construc-

tion of Main Building that women would ever occupy the building. Most of the information about the library during Sherman's tenure comes from a seven-page sketch entitled "Random Recollections" that she wrote and sent to Harlan Brown, director of the library, in 1958.

A native of Washington, D.C., Sherman had recently graduated from the library school at George Washington University and was the sister of Franklin Sherman, an entomology instructor at A & M. She reported to D. H. Hill, who was, apparently, the permanent chairman of the Library Committee. So far as she knew he was the "whole of the committee." Hill selected books for purchase throughout her tenure with only an occasional suggestion from her. Sherman expressed surprise at the high literary quality of the collection, noting full sets of a variorum edition of Shakespeare, the works of major authors, such as Mark Twain and Charles Dickens, and a set of the *Early English Dramatists*. Many students could see little reason for the compulsory study of English and history or for assigned reading in a vocational and technical study program. Sherman recalled that one student, when invited into the library, said, "Thanks, but I came down here for learnin'—not for readin'."

When the library moved to Pullen Hall, Hill and Sherman tried to make the new quarters as attractive and as easy to use as possible. Books were arranged on open shelves and made readily visible, reducing the need to use the card catalog. Sherman adopted an easy-to-use, one-card loan system. Hill realized the importance of attracting students to the library for casual reading at first, hoping that this would lead gradually to a greater use of books. He used the ploy of subscribing, free in most cases, to at least one newspaper from each county in the state "as these constituted the most potent magnet for inducing wary freshmen to enter the library in the first place." Hill also had the library subscribe to *American*

*Boy*, a popular magazine for adolescent males. New books were posted on "necessarily handwritten sheets."

Sherman represented the college at the organizational meeting of the North Carolina Library Association in Charlotte in 1906. She applied to Winston for permission to go to the meeting and he responded with a notation: "Miss Sherman—You may go to Charlotte." It was a "banner meeting with a good attendance and enthusiasm." She met Louis Round Wilson, the librarian at UNC, who was one of the six founders of the North Carolina Library Association. He invited her to visit the library at his university, which she did later that fall in connection with a football game. She also met other founders of the association, including Annie F. Petty, head of the State Library Commission.

Sherman resigned in 1906 to accept a position in the library of the United States Department of Agriculture in her home city. Eventually she was appointed an editor and writer for the department and continued in various aspects of that type of work until her retirement.

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### A Gradual Evolution, 1906 to 1923

Elsie Stockard succeeded Sherman in 1906 as librarian, serving for four years until June 1910. She later married A. J. Wilson, a long-time faculty member in the Chemistry Department. During this period Hill served as vice president of the college under Winston and then as acting president for a brief time in 1907. After Winston resigned in 1908, Hill was elected the third president of the college. It then became necessary for him to relinquish the chairmanship of the library committee, and he appointed Thomas P. Harrison and George Summey of the English Department to serve in that capacity. In the faculty meeting minutes of September 28, 1908, Harrison asked heads of departments for recommendations of books to buy for the library,

certainly a new departure in book selection for the college. In 1910 Hill appointed Harrison to the position of dean of the college, a position he held with distinction until 1923. The library continued to grow slowly. In 1911 the college catalog reported 7,500 volumes and 150 magazines and journals. Library hours during this period were from 9:00 A.M. to 6:00 P.M., Monday through Saturday, and from 2:30 P.M. to 6:00 P.M. on Sundays.

Charlotte M. Williamson, a former Raleigh high school teacher and principal of Murphey School, became the librarian in 1910. She served in that capacity until September 1923, when James R. Gullledge was appointed librarian. Williamson remained on the staff until she retired in 1937 after twenty-seven years of service.

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### D. H. Hill, the Third President

During Hill's tenure as president, enrollment grew to 800 and the courses of study expanded, improved, and became more specialized and scientific. For example, agronomy, soils, drainage, animal husbandry, and poultry husbandry augmented the agricultural program; in engineering, instruction and equipment improved and expanded in civil, mechanical, electrical, and chemical fields. Such courses as economics, agricultural economics, educational psychology, technical English, and public speaking were introduced to the curriculum. In 1914 the college celebrated its twenty-fifth anniversary. Speeches from distinguished alumni, music, and class reunions were on the program. At the closing ceremony on October 3, Hill rededicated the college to "unselfish, unremitting service" to the people of North Carolina.

The total annual budget of the college during Hill's tenure as president was approximately \$150,000, with between \$80,000 to \$85,000 from state appropriations. The library's annual budget during the Hill years

was approximately \$500. At the end of Hill's term the library's collection had reached approximately 8,000 volumes, not including materials in departmental libraries. As the history of the library unfolds, statistics on library appropriations and growth of the collection substantiate that college administrators, state budget authorities, and many faculty members did not visualize the necessity for strengthening the library adequately to meet the growing educational and research needs of the college, even into the 1960s.

Hill retired in 1916 after twenty-six years of service. In his letter of resignation he said: "I came to the institution in my youth when the plastering was not yet dried on its first building, and as Secretary of the Faculty registered its first student. I have rejoiced to see it grow, in a quarter of a century, from an educational experiment into an industrial power." Hill, already a prominent author and historian, was asked by the State Confederate Veterans Association to write the history of North Carolina troops in the Civil War, a task he successfully completed but did not live to see published. Hill also participated in the affairs of the State Literary and Historical Association and in the North Carolina Historical Commission, serving as its executive secretary. He continued to live in Raleigh at his home on Hillsborough Street across from the college. Following his resignation as president, Hill's health declined. He died unexpectedly in Blowing Rock on July 31, 1924. In 1926 his two-volume scholarly work *Bethel to Sharpsburg: North Carolina in the War Between the States* was published by Edwards and Broughton in Raleigh.

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### Wallace Carl Riddick and the Zook Report

Wallace Carl Riddick, who had served as vice president under Hill, became president in 1916. Riddick joined the faculty in

1893 and became the first professor of civil engineering two years later. The Riddick presidency (1916 to 1923) was a time of turbulence and growth never before experienced by the college. The institution's name was changed to the North Carolina State College of Agriculture and Engineering in 1917 to reflect its expanded educational program. New departments of architecture, education, highway engineering, and business administration were established. The School of Agriculture was formed in 1917, with Charles Burgess Williams serving as its first dean. In 1921 Edward L. Cloyd became the first dean of students. The early 1920s saw an extensive building program, and by 1923 enrollment had increased to 1,324. No longer were the pre-World War I administrative organization and facilities adequate for the increased student body or the expanded academic and research programs of the college.

Riddick, feeling the added pressures, requested permission of the Board of Trustees to employ an outside consultant to make recommendations on the restructuring of the college. George Zook, a specialist in higher education on the staff of the United States Bureau of Education, undertook the survey of the college's organization and programs. Zook began his study in March 1923 and presented his report to the board two months later. He recommended a major reorganization of the administrative structure of the college, including the creation of four schools; the integration of teaching, research, and extension within each school; additional faculty and increased salaries for faculty; and the creation of a council of deans. After presenting the Zook report to the Board of Trustees, Riddick tendered his resignation in order to let a new president implement the wide-ranging recommendations.

The library clearly had not kept pace with the expanded academic and research requirements of the college. Benjamin F. Brown, dean of the School of Science and

Business during the 1920s, stated in a 1955 letter to Harlan Brown: "I shall never forget the library as I first saw it 1923. It was located on the main floor of Pullen Hall and consisted of a half dozen half filled stacks. Nearly everything was hopelessly out of date." Charlotte Williamson, the only attendant of the reading room from 1910 to 1923, stated that the annual appropriation for the library never exceeded \$1,000 during the period. The collection did not reach 10,000 volumes until 1924. In discussing the library, Zook said that "the library arrangements are among the weakest features of the college." He called the room in Pullen Hall "pleasant" and the books "well selected" but "totally inadequate" to meet the needs of the institution and recommended that the library staff be equal in "training and number to the requirements of an enlarged library." One of his most important recommendations was that "great care should be exercised to avoid the development of departmental libraries," thus preventing duplication of materials. He went on to say that if a new library building were built in the center of the campus, departmental libraries would be unnecessary.

Even before the Zook report was completed, Riddick had recognized the inadequacy of the library. In his 1922-1923 biennial report he recommended as first priority an amount of \$225,000 for a separate library building. The General Alumni Association strongly endorsed the president's recommendation by passing unanimously a resolution that was presented to the Board of Trustees asking the board to place in its 1923 legislative program an item of \$250,000 to build and equip a library at State College. In 1923 the North Carolina General Assembly appropriated \$225,000 for a new library building after college officials and the Alumni Association insisted that the existing facilities were "literally a disgrace to an institution of our proportions."



## **Eugene C. Brooks and Reorganization**

The Board of Trustees chose Eugene Clyde Brooks, state superintendent of public instruction, on June 9, 1923, to succeed Riddick as the fifth president of State College. A politically astute educator and administrator, Brooks came well equipped to implement the recommendations of the Zook report, and he had the support of the board to do so. Born in Greene County, North Carolina, Brooks graduated from Trinity College (now Duke University) in 1894. After serving as a high school principal and city superintendent of schools, he was selected to lead an intensive campaign against illiteracy and the lack of educational advantage in North Carolina, a program sponsored by the Southern Education Board. A public school educator for more than twenty years, he served as superintendent of schools in Goldsboro and as professor of education at Trinity College before his appointment as state superintendent of public schools in 1919.

Brooks set out to make State College an outstanding technical and agricultural college to serve the research and educational needs of the state. He sought and received the support of the faculty in reorganizing the college. The reorganization included major changes for the institution: a graduate school and three undergraduate schools of agriculture, engineering, and science and business, each headed by a dean; as well as the unification of agricultural research and extension with college instruction, all under control of the college. In 1924 all textile departments were organized into a School of Textiles.

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### **James R. Gullledge, Full-Time Professional Librarian**

Guided by the recommendations of the Zook report, Brooks gave high priority to the centralization of the library. He in-

creased the staff to four persons: a trained and experienced librarian, three full-time assistants, and four pages. During the summer of 1923, he appointed James R. Gullledge as librarian. Gullledge previously had worked for two years in the Texas A & M College Library and one year at the University of Texas Library. At the faculty meeting on September 23, 1923, Brooks introduced Gullledge as the "new librarian," and Brooks announced to the faculty "that from now on all books will be ordered by the librarian and all department libraries will be cataloged." He was careful to point out, however, that this did not mean that the departments would be deprived of their books, "certainly not now," he added, but "that all departmental libraries would be cataloged as a part of the college library, and the departments having books out of the library would be held responsible for them." Brooks meant business!

Gullledge wrote an annual report for 1924-1925 in which he reported a substantial increase in the use of the library (still in Pullen Hall), with a 38 percent rise in book circulation, but he added that "it is still 50 percent short of what it should be" and recommended a tripled staff for the new building. The expenditure for books had risen to \$6,372 for the fiscal year, a 600 percent jump over previous years. The volume count was reported as 12,893 bound volumes, not including 3,000 uncataloged items and approximately 4,000 items in departmental libraries. He declared the collection still inadequate and recommended that the book budget be increased to not less than \$15,000. Brooks, in his annual report of the same year, called for a doubled book budget for the following year and stated that the volumes in departmental libraries would be moved to the library as soon as the new building was completed. "The library then will contain about 20,000 volumes," he noted.

Gullledge, originally from Illinois, received his undergraduate degree from Trinity Col-



lege in 1915 and studied library science at the University of Illinois. He remained at State College almost three years, from July 1923 until the spring of 1926, but during his short tenure he made lasting contributions. In 1924 he changed book classification from the Dewey Decimal to the Library of Congress System after a fire in Pullen Hall destroyed much of the card catalog; also in 1924 he arranged to have the library designated as a depository for United States government publications. Gullledge provided the first instruction on using the library for students. In his annual report of 1924–1925 he recorded that he met with three sections of freshman English and also gave individual instruction to students in the library. The new library building, with a capacity of 150,000 volumes and reading rooms to accommodate 300 students, was ready for use by the fall semester of 1925. Gullledge oversaw the move of the collection from Pullen Hall and, in January of 1926, he discussed the use of the library at the Freshman Assembly and distributed a library handbook to the new students. Much to the college's misfortune, Gullledge resigned in the spring of 1926 to accept a position at Louisiana State University.

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### A Long Way To Go

Before Gullledge departed he sent Brooks the statistics for 1923–1924, compiled by the American Library Association, showing that among the fifty land-grant colleges of the United States, North Carolina State College ranked thirty-third in enrollment, sixteenth in income, and fiftieth in volumes in the

library. In volumes-per-student the college ranked forty-seventh. The average circulation in the twenty reporting institutions was thirteen volumes-per-student. State College's circulation did not reach four volumes-per-student, less than one third the average. Other land-grant colleges in the Southeast—Clemson, Mississippi State, Alabama Polytechnic, Georgia, and Louisiana State—had moved ahead of State College in library development, and Cornell reported a library collection of 710,575 volumes. A front-page story on these statistics, with the headline "American Library Association Report Unfavorable to State," appeared in the March 20, 1926, issue of the *Technician*, the student newspaper. According to the article, the Library Committee met on March 8, 1926, and made the following statement: "It is apparent that this college is below all other colleges of equal type and standing. . . ." The committee requested that "each school faculty and the general college faculty consider these matters seriously, with a view of bringing this college up to a standing of at least a general average."

The college library had a long way to go to improve its standing among libraries of other land-grant colleges, but the outlook for library improvements appeared bright in 1925. For the first time in the history of the college there was a vision of a centralized library with better funding and a glimmer of understanding of the important role that the library should play in the programs of a major land-grant college. The library staff looked forward to improved services in the first separate campus library building to be dedicated on Alumni Day, Monday, June 7, 1926.

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## CHAPTER TWO

### *Centralization, Disorder, and Organization, 1925-1939*

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#### THE NEW LIBRARY BUILDING

The college's first separate library building opened at the beginning of the fall semester, 1925. Its cost totalled \$266,500—\$241,500 for construction and \$25,000 for equipment. The Building Committee of the Board of Trustees described it as "by far the handsomest building on the campus," and a writer for the *Alumni News* called it a "masterpiece of architecture." Located in the center of the campus at that time, the building (now Brooks Hall) is still considered by many as the most beautiful on campus. It served as the library for almost thirty years, from 1925 to 1954. New York architect Hobart Upjohn designed the structure in the post-colonial style to resemble Thomas Jefferson's Monticello and the buildings of the University of Virginia. The architect used five different marbles in the building: white Vermont marble graced the front facing and the portico columns; cream Kingstone lined the walls within the octagonal entrance hall; Italian marble decorated the balcony that circled the rotunda; and Belgian, Irish, Carrara, and Italian marbles formed the inlaid floor of the hall. The periodical room was to the right and the librarian's office and staff work space to the left of the entrance on the first floor. At the rear of the entrance hall, a large reading room extended all the way across the building. The reading room and the periodical room provided seat-

ing for 300 readers. Graduate and faculty seminar and research rooms occupied the second floor, and the basement floor housed the stack room with standard library shelving for 150,000 volumes.

On Alumni Day, June 7, 1926, the college dedicated and named the building in memory of the college's first English professor and librarian and its third president, Daniel Harvey Hill, Jr. The dedication ceremony, a major event in the life of the college and the state, drew a large crowd of faculty, alumni, state officials, students, and friends of the college. Edwin Mims (head of the Department of English at Vanderbilt University), who was traveling throughout the South speaking about his new book *The Advancing South*, gave the dedicatory address. To Mims the library building symbolized the progress of the South in education. He said,

Here is the center of light from which there is a radiation to every classroom and laboratory and study. This is the best evidence that besides fulfilling the laudable ends of technical and professional training, this college seeks to awaken in its students a desire for liberal culture, . . . a library is a temple of truth.

O. Max Gardner, an alumnus of the college, a former student of Hill's, and a future governor of the state, paid tribute to his former professor in the dedicatory ad-

dress: "As he lived among books while yet with us in the flesh, it is proper that we make a collection of books minister, in this magnificent temple, to his gentle memory." President Eugene Brooks used the occasion to address a burning issue of the time, scientific evolution versus biblical creation: "It is necessary to teach the facts of evolution," but he assured the audience that no attempt would be made at State College to undermine anyone's faith. Other speakers included Hobart Upjohn, the architect, who described the building, and Robert N. Page of Southern Pines, chairman of the Board of Trustees' Building Committee.

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### **The Capps Years: Centralization and Disorder**

Upon completion of the new library, Brooks mandated that all departmental reference collections be transferred to the central library building. Gulledge, who stayed until the spring of 1926, placed the library organization on a sound basis. His staff consisted of three full-time assistants and a part-time assistant. As a federal depository, the library began receiving government publications by the thousands, and 2,359 books were added to the collection in 1924-1925.

Following Gulledge's resignation, Brooks decided to effect some savings by not replacing Gulledge with a full-time professional librarian. At the Faculty Council meeting on June 11, 1926, he announced that the Board of Trustees had decided that the library would operate under the supervision of a Library Committee. He named Frank Capps, director of college extension and instructor of business law, as executive secretary of the committee. The president explained that Capps would have charge of the business side of the organization and "the ladies now employed in the library will continue their present positions." Brooks planned to spend Gulledge's salary

for books. Capps moved his office into the library and continued to direct the extension work of the college. In 1928 the College Extension Division moved to the third floor of the library.

Frank Capps came to the college in 1922 to administer a program for the rehabilitation of disabled war veterans under the auspices of the Federal Board of Vocational Education. This program continued until 1925, when its funds lapsed. In April 1924 Brooks appointed Capps as director of college extension, a program designed to offer correspondence courses and afternoon and evening classes in various cities and towns in the eastern part of the state. In the 1926-1927 college catalog Capps is listed as director of extension and executive secretary of the library, and from 1927 through 1933 he appears as librarian and director of extension.

In an article for the September 1930 issue of the *Alumni News*, Capps revealed that the library had instituted interlibrary lending and borrowing, and he provided information on how books were selected. Heads of academic departments made recommendations of all materials to be ordered (except for certain continuation series), and the Library Committee, composed of a representative from each major department, considered each item recommended and gave the final approval of books ordered.

After seven years of service Capps resigned in July 1933. The collection had doubled to 31,684 volumes, not counting 42,000 federal government publications. However, when William Porter Kellam came on board as full-time librarian one year later in July of 1934, he found the library in a sad state of disorder. Government publications and periodicals had accumulated, unrecorded and unusable, and were stored in the basement. Faculty members had been permitted to charge out books and keep them indefinitely. Academic departments had resumed purchasing books, many of them uncataloged and unavailable to other users. Several departments had also contin-

ued to purchase periodicals that remained unbound, resulting in incomplete files. Kellam found that the student assistants who kept the library open nights and weekends were poorly trained and supervised and dissatisfied with their pay of twenty cents per hour. In addition to not being able to find materials for users, they were often disorderly. Faculty members complained that books they had given to the library could not be found. Kellam states: "As a result of these various factors, service was not satisfactory to either students or faculty," and he found that many faculty had become indifferent and even antagonistic toward the library. Inadequate staff, the burden of other duties, and the lack of professional library training were the chief reasons for the deficiencies in library service during Capps's tenure.

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### Interim Part-Time Librarian

Brooks appointed Hugh T. Lefler, chairman of the Library Committee and head of the History Department, as acting librarian to try to remedy the situation, but he too had major responsibilities elsewhere and no professional library training. He served for one year, 1933–1934, until a full-time librarian could be appointed. Lefler, voted the most popular faculty member by students, was highly respected as a scholar and accomplished much to break down the barriers between the library and the faculty and students. In 1935 he left State College to accept an appointment as professor of history at UNC.

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### The Consolidated University and Libraries

During the seven-year period (1926 to 1933) that Capps served, the Consolidated University system came into being. This development would have far-reaching ef-

fects on library development, especially on library appropriations at State College. Throughout the decade of the 1920s, serious discussions occurred among government officials, academic administrators, and the press, about a consolidated university system consisting of UNC, State College, and the North Carolina College for Women at Greensboro. The greatest concern centered on the duplication of programs among the three institutions and, thus, the competition for state funds. Both State College and UNC had schools of Engineering and schools of Science and Business and Commerce. Confusion existed about the policy on the admission of women. Other matters that confused the public as well as the members of the General Assembly were the differences in fees and tuition and the amounts requested for support-per-student for the same purposes. Louis Round Wilson, university librarian at UNC from 1901 through 1932, has this to say in his book, *The University of North Carolina Under Consolidation, 1931–1963*:

Legislators found it difficult to understand why State College requested for the biennium 1929–31 only \$2,800 and \$3,300 for [library] books while the N.C. College for Women asked for \$18,000 and \$20,000 and the University, \$40,750 and \$42,000 for the same purpose. The difference between the number of students seemed to bear no relation to the amounts requested. The Assistant Director of the Budget, Henry Burke, a genius in limiting expenditures for all purposes, tended to simplify the matter by selecting the lowest per student expenditure requested for a given object and applying it to all the institutions concerned.

Wilson proved an aggressive leader in building up the library at UNC in support of strong undergraduate and research programs in the humanities, social sciences, and basic sciences. That university's expenditure for books in 1919–1920 was \$21,645, as compared with State College's approximately \$1,000. Apparently the small requests for state appropriations for book funds at State College plagued Wilson throughout

the 1920s. In a 1958 letter to Harlan Brown, then the library director at State College, Wilson complained that the size of the book collection and the book fund at State College "became a problem to me as early as 1920 since the General Assembly took the position that if State needed only \$3,000 a year for books the University's request for \$40,000 was altogether unreasonable! We got in 1921 about \$25,000 as I recall it." In 1929-1930 UNC reported 219,814 volumes while State College's collection barely reached 30,000.

The Great Depression and the poor economy of the state made consolidation inevitable. After a 1930 feasibility study of consolidation by the Brookings Institution, Governor O. Max Gardner gave his support to the plan and the General Assembly authorized consolidation on March 27, 1931. It took several years to implement all phases of consolidation, but in the early 1930s the three institutions at Chapel Hill, Raleigh, and Greensboro administratively merged under one Board of Trustees. The new board named Frank Porter Graham, the president of the university in Chapel Hill, as president of the Consolidated University system and Eugene Clyde Brooks, president of State College, as vice president. Graham worked closely with Brooks to learn all he could about State College and its programs. Historian Alice Reagan says that "The choice of Graham . . . proved to be fortuitous both for the University and for State College. Graham tried to work with State College officials, instead of dictating policy from Chapel Hill." Assessing the public perception of consolidation, Wilson observed that

the general impression was that it was an economy measure rather than one that might transform the institutions into a great, unified, modern state university which, although located on three campuses, would be so modified to provide institutional research and service to the public for undergraduate, graduate, and professional students, and North Carolina generally.

Consolidation brought important changes in the organization and programs at State College. The two engineering schools at State College and UNC were merged on the Raleigh campus, and the School of Science and Business at State College was abolished. A new School of General Studies, later called the Basic Division, was established at State College to provide liberal arts courses for undergraduates at the freshman and sophomore levels. The education schools became departments at all three institutions.

Graham realized that strong libraries were essential on all three campuses to undergird graduate study and research. Consolidation eventually brought increased library funding and greater library cooperation among the three campuses, but the initial budget result was library cuts. As Wilson pointed out:

Unfortunately, at the time of consolidation the Great Depression of the early 1930s was in effect and the limited funds which had been characteristic of the libraries of the institutions were the first object to be slashed in the general budget-cutting of that period. While all three libraries suffered the loss of funds, the library of State College suffered most because of the very small expenditures that had been made by it up to that time. It had rarely spent more than \$3,000 per year for books, and the total collections numbered only 31,684 volumes at the end of 1932-33.

On November 18, 1933, Brooks suffered an arterial thrombosis. He retired in June 1934 with the title president emeritus of North Carolina State College. The position of vice president of the Consolidated University was abolished and replaced by a "dean of administration" on each campus. A decade later, in February 1945, the trustees voted to change the title on all three campuses to chancellor.

In June 1934 Graham and the Board of Trustees selected John W. Harrelson, head of State College's Mathematics Department,



as the college's dean of administration. A native of Cleveland County, North Carolina, Harrelson had been valedictorian of his class at North Carolina A & M, receiving the Bachelor of Engineering degree in 1909. An excellent student, Harrelson also served as class vice president; class historian; a member of the football team; president of the Mechanical Society; commencement marshal, corporal, first sergeant, and ranking captain in the Cadet Military Corps; and business manager of the 1909 *Agromeck* (the student yearbook). After graduation he became an instructor in the Mathematics Department, and in 1915 he received the graduate degree of mechanical engineer. He served in World War I and, after the war, took special training and earned the rank of colonel in the Reserve Corps. Harrelson returned to teaching in the Mathematics Department, attaining a full professorship in 1920. He also served in several capacities in state government before returning to State College. As the dean of administration at State College, Harrelson began implementing Graham's plans for improving the quality of education at State College. One of his foremost concerns was the condition of the library.

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### **The Kellam Years: Departmentalization and Growth**

Harrelson appointed William Porter Kellam as full-time librarian on July 1, 1934, to reorganize the library to improve service to the college community. Kellam held both a B.A. and M.A. from Duke University and a B.A. in library science from Emory University. His experience included two years as support staff at the Duke University Library and three years of professional work at the university library in Chapel Hill as education librarian and circulation librarian.

Kellam served as head librarian for five years, from July 1, 1934, to August 31, 1939.

At the end of his term he wrote a five-year report asserting that "the chaotic condition of five years ago have been transformed into one of order and availability." He and Harrelson had taken immediate steps to correct the deficiencies in library operations and service. By 1939 the staff had increased from four to seven, the collection had risen to 52,000 volumes (a 47 percent increase), and the expenditures for books and periodicals had gone from \$6,900 in 1934-1935 to \$10,000 in 1938-1939. Kellam organized the library into departments for the first time and completely overhauled procedures and policies. He divided the work of the library into five departments by function: circulation; reference, which included documents; order (books and periodicals); cataloging (books and periodicals); and periodicals, which included check-in, binding, and exchanges. With a full-time staff of five in 1934, a professional librarian headed each department.

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### **Circulation**

Robert W. Severance became the first circulation librarian, from 1934 through 1936. He left to become librarian and professor of library science at John B. Stetson University. In July 1936 Kellam appointed Harlan Craig Brown as head of the Circulation Department. Innovations made by Severance and Brown included a new two-card charging system, the systematic searching and recording of lost books, an annual return or renewal of books charged to faculty members (instead of indefinite loans), and a system of holding books for borrowers. Hours of service increased in the evenings and on weekends. The library adopted a training program and a sliding-wage scale for student assistants to provide incentives for improved performance. In 1935-1936 arrangements were made for the college's business office to collect fines owed by students. As a result of all of these changes,

the availability of books increased and students and faculty gained a positive attitude toward the library. Between 1937 and 1939 almost 100,000 books circulated annually.

Twenty percent of the books circulated were for "outside borrowers" (citizens of Raleigh who were not students and faculty). Kellam, in his five-year report, surmised that the large amount of outside use indicated that public libraries were not filling the needs of Raleigh's citizens. He suggested that a system of registration of outside borrowers be established and deposits required to ensure the prompt return of materials. Librarians at NCSU have dealt with this issue for more than fifty years.

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### Reference and Documents

Reba Davis Clevenger, a professional with more than twenty years of library experience, joined the State College library staff in January 1931 to organize the federal documents collection. In 1934 Clevenger began in earnest the enormous task of making accurate records of all federal documents—assigning Superintendent of Documents numbers, labeling, and arranging pamphlet boxes on shelves. She laid the foundation for an outstanding federal documents collection that future librarians maintained and expanded. In 1935 Clevenger became reference librarian, with documents as a part of her work. With the help of student assistants, Clevenger compiled an accurate checklist of documents. Kellam reports that by the end of June 1939, all publications of agricultural experiment stations and agricultural extension divisions in North Carolina as well as other states had been recorded, as had most of the federal documents and part of the state Department of Agriculture's publications. Hundreds of missing issues were secured through gifts and exchanges.

### Periodicals

Kellam also had to deal with the deplorable condition of periodical resources on the campus. Because of budget cuts during the depression, the original small list of periodicals had been reduced to 400, and 160 of these were being mailed directly to academic departments. No accurate union list of periodicals existed to show where titles were located. Binding had been neglected for years, resulting in missing issues and incomplete files of journals. Kellam redirected all periodicals being received by academic departments to the library, where they were checked in.

When Charlotte Williamson retired in 1937, Kellam filled her position with a library science graduate from UNC, Clyde Hull Cantrell, who took charge of periodicals and binding. From that date forward the library made rapid progress in binding back issues of periodicals and identifying gaps and missing issues. Lists of duplicate and missing issues of periodicals emerged, and an effective exchange program with other libraries for periodicals and documents evolved. In April 1939 all matters relating to periodicals, binding, and exchanges were consolidated, and the Periodicals, Binding, and Exchange Department was established with Cantrell as department head. By the end of Kellam's administration, the number of current periodicals received by the library increased from 400 to 700 periodicals—a 75 percent gain.

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### Cataloging

Christine Coffey, who received her library science degree from the University of Michigan and worked for four years as a professional cataloger at UNC, became head of the Catalog Department in 1934. In September 1936 a full-time cataloging assistant was added; before that, one librarian

and student assistants did all the cataloging. Kellam and Coffey made some decisions about cataloging and the processing of materials that stood for five decades. They initiated the divided card catalog in the D. H. Hill Library, changing from a single dictionary catalog to one alphabetical file for authors and titles and another for subjects. Cards continued to be filed in these two card catalogs until the advent of the online catalog in 1986, at which time the library discontinued the filing of cards for monographs. In 1934 Kellam introduced the use of bookplates to identify ownership as well as donors in all the books. Also in 1934, Coffey and her staff began the combined shelflist and accession record that still exists and later formed the basis of retrospective conversion to the online catalog. It was during this period that documents from two state agencies—the Department of Agriculture's annual reports and the Geological Survey's reports and bulletins—were pulled out of storage and cataloged and the North Carolina State College theses and dissertations were reclassified and arranged in one collection by academic department.

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### **The Book Collection**

Kellam involved himself directly in building the collection, assisted by the order librarian. Mary Shore served as the first order librarian for three years and was replaced by Ann Leach Turner in 1937. Turner, who remained on the staff until her retirement in 1973, received her undergraduate training at UNC and Columbia University and, later, her M.L.S. from the University of Michigan. Turner also was a trained stenographer with office experience at the *Greensboro Daily News*. This qualification was important at the time because the order librarian served as the librarian's secretary until 1942.

Kellam centralized the ordering of books and periodical subscriptions, taking this function away from academic departments. He considered this action as one of his major accomplishments. Only the Horticulture Department resisted having the library order and catalog its books. This collection was called the Biology Library and remained separate until the early 1960s, when the books were moved to the D. H. Hill Library because of space limitations. By June 30, 1939, the library collection totalled 57,141 books. Of these, 24,497 were cataloged during Kellam's five-year tenure. Almost 4,000 gift volumes were added to the collection between 1934 and 1939, including valuable donations from Z. P. Metcalf, W. L. Clevenger, the Carnegie Institution of Washington, and the North Carolina Department of Agriculture. The North Carolina Department of Conservation and Development donated several hundred publications of the geological surveys of the various states. Over the years, many books had been lost or discarded and not subtracted from the total. A count of the book collection in 1939 by the Catalog Department revealed the total number of volumes to be about 52,000, some 5,000 less than the number originally added.

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### **Cards for the North Carolina Union Catalog**

The beginning of a highly significant library cooperative program between UNC and Duke University took place in 1933, supported by grants from the General Education Board and the Carnegie Corporation. The program included the exchange of catalog cards between the two universities. Other libraries in the state began to contribute their cards to the university at Chapel Hill, and eventually it developed into the North Carolina Union Catalog. In

1937 and 1938 State College contributed author cards to the union catalog for all the books in the collection up to that time. Kellam said: "This work was begun on February 15, 1937 by a WPA typist and brought to a conclusion in June 1938." The library continued to send current cards to the North Carolina Union Catalog housed in the library at UNC until the union card catalog was replaced by online catalogs through local, regional, and national networks in the 1980s.

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### **Encouraging the Use of the Library**

Because he believed strongly in encouraging library use, Kellam regularly notified faculty of the availability of the books they had ordered and periodically sent out lists of recent acquisitions. He arranged for library instruction of students as part of the freshman English classes and, for three quarters, he taught a college credit course in library usage. The course had to be discontinued in 1938 because of disappointingly small enrollments.

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### **The Browsing Room**

The library opened a Browsing Room in 1936 by converting the old periodicals room to a "home-like" room furnished with artistic decorations, sofas, easy chairs, and about 1,500 well-chosen books on open shelves. More than 300 of the books were bought with funds donated by the College Students Publication Board. Kellam gave careful attention to the lighting in the room, which included a mixture of indirect lighting, floor lamps at each davenport, and ceiling lights. News stories about the Browsing Room appeared in local newspapers throughout the state. "We have prepared facilities for the students who want to read for the pure joy of it rather than because they are obligated to do so," Kellam informed a Rocky Mount news reporter, and

he discussed the browsing room movement among college libraries during the 1930s:

Smith and Harvard have had recreational reading rooms for many years. More recently Minnesota, Northwestern, Dartmouth, Columbia, Vassar and others have opened similar rooms. This movement, like many another where education is concerned, did not reach the South until rather recently. Even today there are only a few, and almost all of them are in schools for girls. Insofar as I know, Louisiana State is the only college not primarily for girls [in the South] that had such a room until the one at State College was opened.

There is little doubt that the new browsing room stimulated greater reading on the part of students. The circulation of books from the room increased from 5,121 in 1934-1935 to almost 13,000 in 1938-1939.

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### **Building Problems**

Kellam soon found that the library building many hailed as a masterpiece of architecture had many faults as a library. He wrote, "Unfortunately, the physical plant was inherited and nothing could be done about its defects." By 1939 the building was rapidly becoming obsolete and inadequate. Kellam reported that no more shelf space remained in the reading rooms and space for readers had become cramped. He predicted that stack space for books would be sufficient for only three to four years, and he advised the construction of a new building in a more central location. The campus had grown to the west, and the library was no longer in the center. He added,

If and when a new building is constructed, the architect should not be allowed to erect an edifice as a monument to his artistic ability. Apparently, the present library building was planned from an artistic point of view and not for efficiency and without benefit of a librarian's advice. The same mistake should not be repeated.

Kellam also recommended that the College Extension Division be moved from the third floor of the library because the space was needed for library purposes and admonished: "As a general policy, other departments should not be housed in the library building."

After five years Kellam left State College on August 31, 1939, to become the librarian of West Virginia University. Remaining there until 1946, he moved to UNC as assistant university librarian. In 1950 he became director of libraries at the University of Georgia, where he served with distinction until his retirement in the middle 1970s. He made numerous professional contributions not only to the institutions he served but also to the Southeastern and American Library associations. At the end of his tenure in 1939, the State College library staff consisted of six additional staff members: Harlan Craig Brown, circulation librarian; Clyde Hull Cantrell, periodicals and binding librarian; Reba Davis Clevenger, reference and documents librar-

ian; Christine Coffey, catalog librarian; Anne Leach Turner, order librarian; and Mrs. David Boyd Thomas, assistant cataloger.

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### **A Turning Point in Library Development**

Kellam's departure marked the end of the first fifty years of the library's history and represented the first major turning point in the development of the library. Within five years, the library had changed from a poorly organized, neglected, and scattered operation to a professional, centralized, efficient, and user-oriented library service, with more funding and staff than ever before. This progress was possible because of the untiring and highly competent efforts of William Porter Kellam and the capable staff he employed. He also gave credit to the increased financial support by the college administration and to wise advice from the Library Committee.



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## CHAPTER THREE

### *The Struggle To Keep Up, 1939-1959*

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#### THE NEW COLLEGE LIBRARIAN

Who would succeed Porter Kellam as college librarian and lead the library into its second fifty years? Harlan Craig Brown, the popular circulation librarian since 1936, succeeded Porter Kellam as librarian on September 1, 1939. He was the first choice of the Library Committee, chaired by English professor Arthur I. Ladu, and Chancellor John W. Harrelson quickly accepted the committee's recommendation.

Brown had gone the extra mile in preparing himself for a career in librarianship. He held the B.A. and the B.S. degree in library science from the University of Minnesota. After four years of experience as assistant librarian at South Dakota State College, he attended the University of Michigan and earned the M.A. degree in library science, as well. Brown worked as general assistant at the Michigan library for one year. The new college librarian hailed originally from Cleveland, Ohio, but he attended public school in Minneapolis. He met his wife and fellow librarian, Helen Abel of Naugatuck, Connecticut, when they were students at Michigan. After receiving their degrees, they were married in 1935. Helen A. Brown, the librarian at Russell Sage College in Troy, New York, for eight years,

joined her husband in Raleigh in 1937 to accept the position of head librarian in the St. Mary's College Library in 1938.

The affable Brown, thirty-three years old, exuded energy, enthusiasm, warmth, and wit. Well-liked by the faculty, he had a wide range of interests in current social and political issues, literature, music, and all the sciences, especially biology and genetics. In his previous positions, all in the public services, he had a splendid rapport with library users.

His philosophy of librarianship stressed service to the user and tact in dealing with patrons and staff. While serving as president of the North Carolina Library Association, he wrote in the June 1949 issue of *North Carolina Libraries*: "I believe that many things can be done for library patrons, and done cheerfully, that are definitely impositions on the library staff," but "we can say no gracefully when an imposition is too gross." Compassion was a part of his character:

I believe that personality and knowing how to get along with people are as essential in our profession as knowledge of library techniques. In fact, sometimes I believe they are more important, for we are frequently called upon to deal with difficult personalities and delicate situations. Good will, cheerfulness, and

willingness to learn will go a long way to compensate for undeveloped skills that will develop with study and practice.

Clyde Cantrell assumed Brown's position as head of the Circulation Department and began to deal with heavy user demands. The lending of books to outside users (Raleigh residents not connected to State College) had increased to the point that it interfered with service to the students and faculty of the college. In April 1940, for the first time, the Library Committee voted to place restrictions on lending materials to people not connected with State College: students and teachers of elementary and secondary schools and of other colleges, and private citizens. These groups could get materials through interlibrary loan, from their public libraries, the North Carolina Library Commission, or from the Extension Service at UNC. The only individuals not connected with State College who were allowed to check out books were local clergymen, doctors, lawyers, and government officials.

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### The Architecture Library

In the fall of 1941 the Architecture Library (the antecedent of the present Harry B. Lyons Design Library) became the first branch of the college library. Ross Shumaker, head of the Department of Architectural Engineering, donated an extensive collection of books on architecture and requested that they be housed, along with other relevant materials near the department in Daniels Hall. Brown agreed to accept the gift of books and establish a separate architecture library under three conditions: that the library be administered by the college librarian; that arrangements be made for adequate care and supervision of the collection; and that the hours of opening would approximate those of the main D. H. Hill Library. (These conditions became a

precedent that were used three years later when the new dean of textiles wanted to establish a School of Textiles library.)

The library staff added the notation "Arch. Lib." to the catalog cards for the books transferred to Daniels Hall. Grace Sims Dalton, who stayed for just a little over a year, became the first architecture librarian in early 1942. Over the next four years the Architecture Library was staffed on a part-time basis because of decreased use of the library during World War II.

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### The War Years

The Second World War interrupted much of the progress of the college and caused considerable staff and faculty turnover. Enrollment of regular students dropped from 2,500 in 1942 to 700 by 1945, causing college revenues to plummet. Reagan says that the campus assumed a "military atmosphere" as dormitories were turned into barracks for housing military personnel for specialized training programs.

All male library staff members departed for military service. Dake Cloyd Gull, periodicals librarian, was the first to go. Both Harlan Brown and Robert Mitchell Lightfoot, Jr., left for army service on November 20, 1942. Before Brown left, however, he recruited Foy Lineberry, a member of the library staff at UNC, as catalog librarian with the understanding that the position was hers only until Lightfoot returned from military service. Lightfoot never returned, and Lineberry became permanent head of the Catalog Department, remaining in that position for thirty-one years until her retirement in 1973. Lineberry, a native of Raleigh, received the B.A. degree from Meredith College in 1927 and did graduate work at both Columbia University and the University of Chicago before completing her library degree at UNC in 1936.

Before coming to State College, she had been a chemistry cataloger at Duke University, assistant librarian in charge of cataloging at Stetson University, and assistant chief of the Circulation Department at UNC.

When Harlan Brown went on military leave, reference librarian Reba Clevenger became acting college librarian with a staff of six professional librarians and four para-professional personnel. During the war years Clevenger recruited two women, Mary Elizabeth Poole and Katherine Alston Edsall, who became legends in the library's history. Poole came to the library in 1944 as reference/documents librarian, having completed the B.A. degree at Duke University and the B.S. degree in library science at UNC. She remained on the staff until her retirement in 1980, creating one of the most comprehensive and best-organized federal documents collections in the nation. Poole gained a national reputation in documents librarianship through the publication of several documents indexes that became indispensable tools for other documents librarians.

Edsall, appointed circulation librarian in 1945, replaced Christine Coffey who, after a decade of valuable service, resigned to accept a position in the Virginia State Library. Edsall, one of the library's most controversial staff members, strictly enforced circulation regulations and housekeeping rules, but she had a strong commitment to excellent library service for students. She especially encouraged interlibrary borrowing to make up for deficiencies in the library's collection. She conducted intensive training for staff members at the circulation desk and tours for students and faculty to teach them how to use the library. Her education included a B.A. degree from Randolph-Macon, an M.A. degree from Columbia, and the B.S. degree in library science from Catholic University of America in Washington, D.C. Her husband, Preston Edsall, was a highly respected profes-

sor and head of the Department of History and Political Science at State College.

The reduction in the civilian student body resulted in a 65 percent drop in the number of books circulated, from 105,479 in 1939-1940 to 35,972 in 1943-1944. The military trainees on the campus had little time for general interest reading, and the government provided most of the books they needed in their training programs.

Anticipating post-war expansion of educational and research programs, Consolidated University system President Frank Porter Graham and Chancellor Harrelson requested Clevenger and the Library Committee to prepare a report on requirements of the State College library. The report highlighted three urgent needs: a new library building in a central location; a greatly increased book and periodicals budget to keep pace with new programs of the college; and increased and better-paid staff to organize and supervise collections and services properly. The library's size was completely inadequate for the collections and it no longer stood at the center of the campus, the same building problems that Kellam listed in his 1939 report.

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## The Textiles Library

In 1943 Malcolm "Sandy" Campbell, research manager of the Textile Research Institute in New York, became dean of the School of Textiles after Thomas Nelson, who had been the dean since 1925, retired. Campbell had a mandate from Graham and Harrelson to expand and improve the research program in textiles, to improve teaching in the school, and to extend knowledge and research to the textile industry in the state. The new dean knew that stronger and specialized library resources would be essential to accomplish these goals and planned to establish a separate school li-

brary in the textiles building with funds from the Textiles Institute.

When Clevenger brought Campbell's request to the Library Committee on April 27, 1944, the committee unanimously passed a motion disapproving any move to establish library facilities on the campus that were not under the direct jurisdiction of the main library. Furthermore,

The committee also disapproves the employment of any person for library work, or the payment of any salary to any library employee except through the jurisdiction and action of the librarian of the college, and of the library committee.

The motion went to Harrelson and Graham in a letter that reviewed the policy in regard to centralization of library control and the policies guiding the creation of the Architecture Library. The letter also called attention to the regulation found in the "Temporary Codification of Rules and Regulations of North Carolina State College" approved in 1939 by the Consolidated University Board of Trustees that stated: "All books held by departments, purchased by college funds, shall be placed under the control of the library."

Clevenger wrote "A Tentative Outline of Organization of the School of Textiles Library," which Campbell accepted. This policy statement clearly defined the new Textiles Library as a branch of the main library and underscored that its librarian was to be selected by the dean and the college librarian. It also stated that all books and journals in the textile branch remained the property of the main library, would be ordered and cataloged by the library, and would be available for general campus use. The North Carolina Textiles Foundation agreed to pay for salaries, furniture, and equipment, while the library's budget would cover books, periodicals, binding, and supplies.

Rachel Penn Lane of Sanford became the first textiles librarian on October 23, 1944. Lane had worked in several university libraries and, for more than five years, in

the United States Department of Agriculture's Cotton Division Library where she had familiarized herself with textiles literature. Lane organized the new branch library's collections in the D. H. Hill Library and moved the collection to two renovated classrooms in the textiles building in 1945 with about 1,000 books and periodicals. Lane compiled a seventeen-page Accession List No. 1 in 1945 for the students and faculty of the School of Textiles and, in 1946, wrote an article entitled "A Tour of the Textile Library" that appeared in *Textile Forum*. She died later that year. Jane E. Byrd served as acting textiles librarian until Katherine McDiarmid was appointed to the permanent position in 1948.

McDiarmid served with distinction until her death in 1959. She continued to issue the annual Accessions List, initiated SDI (selective dissemination of information) services for the faculty, created files of ephemeral material on textiles, and expanded the services of the library to the textiles industry. She also created a specialized "List of Subject Headings" for textiles that was adopted by other textile libraries. In 1954 the Textiles Library moved to enlarged quarters with new and handsome furnishings made possible by an initial gift of \$25,000 and subsequent smaller gifts by the Burlington Mills Foundation. At ceremonies on May 28, 1954, the School of Textiles dedicated the library to the memory of four alumni "who gave their lives for their country during World War II." At the time of the dedication in 1954, the Textiles Library's holdings consisted of 4,500 volumes and 120 periodicals, including a complete set of *Chemical Abstracts* and thirty-seven foreign journals.

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### Postwar Growth of Academic Programs

Harlan Brown returned to the library from army service on September 1, 1946, to



face new challenges. After three years of outstanding leadership as acting director, Reba Clevenger relinquished the position and became the assistant college librarian and reference librarian. She held these responsibilities until her retirement in 1951. World War II veterans, receiving financial aid from the G.I. Bill of Rights, enrolled as students in institutions of higher education in great numbers. The increases in enrollment at State College peaked at 5,328 in the fall of 1947, double the highest enrollment in pre-war years. Not only did enrollment increase, but the college also established new programs, departments, and schools to upgrade the quality of education, with greater emphasis on fundamental science and the advances in technology resulting from World War II.

All of the schools had been hampered in the development of doctoral programs by the Consolidated University. Doctoral degrees could be awarded only at the UNC campus. According to Reagan, Consolidated University officials simply had little faith in the ability of State College to offer credible graduate degrees. In spite of this lack of confidence, the School of Agriculture in 1941 became the first in the South to offer the doctorate in agronomy. After a change of administration in the Consolidated University graduate school system, State College began to award doctoral degrees in 1948. Doctoral programs soon developed in statistics, animal husbandry, and rural sociology.

The School of Engineering upgraded its programs to reflect new technological advances, and State College established a new Department of Social Studies to provide special courses in the social sciences and humanities for engineering students. During the early 1950s, State College took the lead in nuclear engineering and physics among southern universities, with new Ph.D. programs in engineering physics as well as electrical and nuclear engineering. In 1946 the Engineering Experiment Station became the Engineering Research Depart-

ment, reflecting the increased emphasis on engineering research.

New schools (Education, Design, Forestry, and the Graduate School) emerged from existing programs. Under the consolidated system, the School of Education had been downgraded to a department, but in 1948 the Consolidated University system reestablished it as a school with new curricula in industrial education, rural recreation, mathematics education, and science education, as well as an expanded master's program.

After many years of discussion and planning, in 1946 the trustees approved a School of Architecture and Landscape Design and initiated a search for the first dean. The search panel recommended Henry L. Kamphoefner of the Department of Architecture at the University of Oklahoma, who became dean in 1948. Kamphoefner recruited outstanding faculty members and brought in many visiting faculty from across the nation. The two departments of the school, architecture and landscape design, received accreditation in 1950 and 1951, respectively, and the school soon became recognized as "the most progressive southern school of architecture and allied arts."

The Architecture Library, renamed the School of Design Library, expanded its collections and services under its new dean. Kamphoefner and Brown appointed Harrye B. Lyons, a well-qualified professional librarian, as design librarian in 1947. The library moved to Brooks Hall (formerly the D. H. Hill Library building) when the school occupied the building in 1954. Lyons served as design librarian for twenty-one years, until her death in 1968. Shortly afterward Kamphoefner proposed that the library be named the Harrye B. Lyons Design Library, to honor its first librarian for her outstanding contributions to library service for the school and the campus.

In 1950 the forestry program, originally a part of the School of Agriculture, became a separate School of Forestry under the leadership of Richard Preston, who constantly ex-



panded forestry research. Preston developed a new master's program in forestry, established the two new curricula of wood technology and lumber-product merchandising, and added pulp technology to the wood technology program. The school soon received full accreditation for all its programs.

With the growth of graduate programs at the college, the faculty made incessant demands that the Consolidated University establish a graduate school on the campus. During the postwar years, this issue fermented and grew. Gradually, the Consolidated University allowed the college greater autonomy and, in May 1958, Donald B. Anderson became the first dean of the Graduate School at North Carolina State College. Anderson, whose title had been associate graduate dean of the Consolidated University, soon resigned to become the vice president for academic affairs of the Consolidated University, and Walter J. Peterson replaced him as dean of the Graduate School.

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### **Establishment of the Friends of the Library**

The postwar growth in liberal arts and graduate programs encouraged greater demands for expanded library resources, and the Library Committee frequently expressed concern about the need for library improvement. The idea of developing a Friends of the Library organization to promote library growth had first been proposed by Albert H. Grimshaw, a professor of Textile Chemistry, as early as 1936, and the idea had been discussed several times by the committee during the 1930s and 1940s.

The gift of the magnificent L. C. Glenn Geological Collection in 1946 actually triggered the establishment of a Friends of the Library. The collection contained more than 5,000 volumes and comprised United States Geological Survey publications, valuable serial publications of the various states,

as well as books, bulletins, and reports on geology and related subjects. Many of the volumes were rare and almost impossible to secure elsewhere. L. C. Glenn was a professor of geology at Vanderbilt University, and his brother, M. M. Glenn of Lincolnton, North Carolina, gave a \$6,000 check to the State College Foundation to purchase the collection. In addition to the Glenn Collection, the library received other significant gift collections during this period: the Charles E. Waddell Collection (engineering), the H. H. Brimley Collection (birds and natural science), the Alfred B. Yeomans Collection (landscape architecture), and the John M. Foster Collection (engineering).

Robert D. "Red" Beam, newly appointed director of the State College Foundation, and Chancellor Harrelson met with the Library Committee on September 21, 1946, to announce and explain the circumstances surrounding the gift of the Glenn Collection. Beam encouraged the committee to inaugurate a Friends of the Library, and the committee voted unanimously to appoint a subcommittee to organize such a group. Jehu Paulson of the Architectural Engineering Department, although not a committee member, attended the meeting to submit drawings of bookplates that could be pasted into gift books. He designed the L. C. Glenn Collection bookplate and others for collections obtained during this period.

The members of the Friends of the Library organizing committee, consisting of Arthur I. Ladu, J. L. Stuckey, B. W. Wells, John W. Harrelson, R. D. Beam (treasurer), and H. C. Brown (secretary), became the Executive Committee of the Friends of the Library. They met several times between 1946 and 1948 to write a constitution and establish classes of membership: annual membership, \$5 or the gift of books of moderate value; sustaining membership, \$25; and life membership, \$200 or more (payable in installments over a twelve-month period) or the gift of unusual and distinc-

tive materials. The college's Board of Trustees formally approved the Friends of the Library organization on May 27, 1947, giving the group official status at its meeting held on June 4, 1947. The Executive Committee bestowed honorary membership on H. H. Brimley (posthumously), Bessie Love Brimley, Bessie S. Foster, Albert W. Foster, John M. Foster (posthumously), L. C. Glenn, M. M. Glenn, Charles E. Waddell (posthumously), and Alfred B. Yeomans.

In 1947 the Friends of the Library published a brochure explaining the purpose of the organization. "The one objective of the organization is to make the D. H. Hill Library the outstanding technical library of the southeast." It also included the constitution and by-laws, a list of honorary members, and a description of some of the outstanding gift collections received by the library during the 1940s. Brown distributed the brochure in 1948 with a letter about the organization and applications for membership to faculty and interested alumni. There is no doubt that this effort encouraged increased gifts of materials to the library, particularly from faculty. However, the Friends group did not hold a general membership meeting, and it became inactive until the 1960s. The first general membership meeting did not occur until February 8, 1963.

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## **The Serials Department**

A separate Serials Department existed in the D. H. Hill Library for almost forty years, from 1951 to 1990. Forrest Palmer, a Peabody Library School graduate, accepted the position of periodicals and binding librarian in 1951. To develop the specialized skills needed for managing serials and to improve processing time, Palmer proposed a separate Serials Department, centralizing all work with serials from the time they were ordered until they were ready to be circulated. This included the ordering, check-in, accessioning, pasting,

labeling, and binding of serials, as well as their cataloging.

Gloria Whetstone (later Gloria Houser) served as the serials cataloger when the department was formed in October of 1952, and she later directed its operations for thirty years. Houser's forty-year association with serials in the D. H. Hill Library molded her into the quintessential serials librarian. Houser began service on the library's staff as assistant cataloger of books and serials in June 1950. She came with excellent credentials, having majored in foreign languages at Duke University as an undergraduate and earning the B.S. in library science from UNC. In the late 1950s Houser received an M.A. in library science at Peabody College by attending summer schools. Houser's outstanding work as serials cataloger eventually led to her promotion as head of the department in 1960. She succeeded three former heads of the department: Palmer, who resigned in 1954 to become the director of libraries at Mississippi State University; Cecil R. McLeod, who left after one year; and Ac Ruble McGalliard, who stepped down because of poor health. Houser created the public serials catalog and the separate serials shelflist in the early 1950s. Because of her meticulous work and attention to detail, the library enjoys extremely accurate serial records. Her more than forty years of dedicated service represents the longest tenure of any staff member to date.

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## **Slow and Painful Growth**

During the postwar years and throughout the 1950s, library budgets and staff remained completely inadequate to support the expanding programs of the college. After the war the staff consisted of nine professional librarians (including McDiarmid in the Textiles Library and Lyons in the Design Library) and eight support staff. In spite of numerous and urgent pleas from Brown, the Library

Committee, and the faculty for increased book budgets and staff, the state government, the college, and the Consolidated University provided minimal support for the library.

In Brown's annual report for 1947-1948, he stated:

Never before have the staff or the facilities of the D. H. Hill Library been as taxed. . . . Inadequate seating accommodations, inadequate book resources, inadequate work space, and inadequate professionally trained personnel have all contributed to a difficult, strenuous year.

He identified the library building as the library's worst handicap. It provided seating for only 4 percent of the total faculty and student population, far below the recommended seating capacity for college libraries, and the dim lighting in the main reading room had never been corrected. Among the library's needs he listed a new library building as top priority. Brown also asked for three additional professionally trained librarians.

In a letter to Harrelson, dated April 26, 1948, Brown submitted statistics he considered an embarrassment to himself and to the college, showing only 1.1 percent of the total college budget being used to support the library, the lowest among all southeastern colleges and universities. UNC and the Woman's College in Greensboro allocated 5.75 percent and 3 percent of their budgets, respectively, to their libraries. The library at UNC owned 514,797 volumes with total library expenditures of \$278,504 in 1948, compared with State College's 96,000 volumes and \$75,000 total library expenditures.

An additional problem affected college funds after 1947, as well, when veteran enrollment began to decline and total college revenues decreased accordingly. Nevertheless, persistent pleas from Brown and the Library Committee resulted in a larger book budget, increasing from \$35,126 in 1952-1953 to \$70,000 in 1954-1955. Although this reflected a 100 percent increase within two years, the budget remained far below the amount needed to

match the growth of college programs and to fill gaps in the collections resulting from sixty-five years of stunted growth. One of the few bright spots during these years occurred in February 1949, when the libraries' collection reached 100,000 volumes. The *News and Observer* (Raleigh) announced this milestone in its February 20, 1949, issue and showed a picture of Brown with Ray Collins, a student assistant, accessioning a bound volume of *Life* magazine as the 100,000th volume.

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### Library Building Planning Committee, 1948 through 1954

Chancellor Harrelson appointed a Library Planning Committee in 1948 to study the requirements for a new library building. Arthur Ladu served as chairman of the planning committee and Harlan Brown as secretary. Its twenty members included Harrelson, members of the regular Library Committee, and six other faculty members.

At the first meeting of the committee on October 8, 1948, Harrelson informed the group that the college would ask the legislature for \$1.25 million for a new library building and \$250,000 for equipment. The proposed building would stand due west of Patterson Hall, set back approximately 70 feet from Hillsborough Street, and be located adjacent to a new student union building being planned for a site near the western facade of the library building. The chancellor made the point that having the union and the library buildings adjacent to each other would tend to divert from the library building those students who might otherwise use the library for social and recreational purposes. The 1948-1949 General Assembly appropriated \$1.25 million for construction and equipment of a new library building, and Brown, in consultation with the committee, submitted a carefully developed building program to the architects, Northup & O'Brien of Winston-

Salem. The planning and construction of the building took place during the period from 1949 to 1954. The contract was awarded on August 6, 1951, and the final inspection of the building occurred in December 1953. During this period other important developments unfolded.

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### **The Christian Archibald Herter Collection**

The college library received one of its finest gifts in May of 1952. Adele H. (Mrs. William S.) Kendall of Scarborough-on-the-Hudson, New York, donated a valuable collection of more than 1,500 volumes from the personal collection of her father, Christian Archibald Herter, a former United States secretary of state. This was the first major collection in the liberal arts received by the library and included classic works of literature and history, first and limited editions of American and English authors, and collected works of historians and biographers. Kendall donated the collection because of her friendship with Manuel Bromberg, a professor with the School of Design.

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### **Departmental Libraries**

After the war departmental libraries became a hot topic of discussion at State College, causing Library Committee chairman Ladu to appoint a subcommittee to study the advisability of establishing departmental libraries across the campus. To assist the committee, students and faculty members in the Industrial Engineering Department did a study on the "Feasibility of Departmental Libraries" and issued an unpublished report in 1952. The authors of this study, Don Pike, Ray Collins, and Van Williams, interviewed students and faculty in more than a dozen departments who had expressed a desire to establish departmental libraries. Forrest Palmer, head of the Serials Department, also

selected this issue as the topic for his master's thesis, completing his degree in 1953 at Peabody College. Both studies recommended that departmental libraries not be established at State College and concluded that the main reason many departments wanted libraries within their buildings was related to distance from the main library. They also discovered many complaints about poor and slow service in the main library. The two main arguments against the establishment of libraries in each department were their excessive cost and the inaccessibility of materials to students and faculty in other departments.

The issue of centralization versus decentralization of library resources came to a head in 1954 when Donald B. Anderson, head of the Biological Sciences Division and director of the Graduate School, proposed that a separate biological sciences library be established in Gardner Hall and that a system of departmental libraries be considered for the campus. Anderson submitted a four-point program for the Gardner Hall library: a reference and a bibliographic service; a reserve book service; a current literature facility; and a collection of biological sciences abstracting services, reference books, and "highly specialized" journals, suggesting that some of the journals in the main library might have to be duplicated and that others would be returned to the main library after a certain period.

The chancellor asked for the Library Committee's recommendation. The matter was debated at the committee's meeting on June 2, 1954. Brown appeared first and submitted a resolution stating the argument for not establishing departmental libraries and recommending

that no further departmental libraries or collections, other than the textile and architecture libraries, be established or maintained that will require withdrawal of materials from the main library, unless such materials are duplicates already in the main library; and that such materials in departmental libraries and not in the main library be transferred to the main library.



After Anderson presented his proposal, much discussion followed. The minutes written by Secretary Brown reveal that most of the members agreed that there should not be any future departmental libraries, "but on the library in Gardner Hall, the feelings appeared to be well divided." Brown and Anderson disagreed on the materials that should be in the Gardner Hall library. The committee recommended that the library in Gardner Hall be approved for one year, to be reviewed by the Library Committee at the end of that period. The recommendation ended with the following statement:

It is an important and integral part of this motion that this sanction of a trial operation of the Gardner Hall library is based in large part upon the fact that the library is already in existence, is staffed, and is in modern quarters that have few alternative uses. This motion carries no sanction, explicit or implied, of the further extension of the departmental library system, and indeed this committee looks with disfavor upon such an extension.

In the early 1960s the School of Agriculture needed the space housing the Gardner Hall library for other purposes and sent most of the collection to the D. H. Hill Library. Although many departments continued to maintain small working collections, future branch libraries served several departments or an entire school and were located some distance from the main library following the precedent set in the 1950s.

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### **The Globe Theatre**

During the early 1950s Katherine Edsall conceived the idea of constructing a model of Shakespeare's Globe Theatre to be housed in the library as a service to the Shakespeare classes taught by the English Department, most notably by Lodwick Hartley. Under the sponsorship of Brown, Edsall planned and built the model with the help of student assistants and of Ferman Brown and Daniel Walker, two members of

the library's maintenance staff. The model was completed in time for the celebration of Shakespeare's traditional birthday on April 23, and an article written by Hartley describing the model and its construction appeared in the April 19, 1953, Sunday edition of the *News and Observer*. The octagonal replica, carefully built to scale based on descriptions of the original theater, was four feet in diameter and included many details of the theater's furnishings and decoration. The research and construction took six months to complete. Hartley declared the model to be "probably the finest south of the Folger Library in Washington and one of the best in the country." Initially displayed in the foyer of the old library building, the model was moved to the new building in 1954, where it was used as an instructional tool in the Shakespeare courses. In the 1970s the English Department acquired the model to make it more accessible to students and faculty. It is now on display in Tompkins Hall.

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### **Changes in Consolidated University and College Leadership**

While the new library building was under construction, changes occurred in the leadership of the college. In 1949 Governor W. Kerr Scott selected Consolidated University President Frank Porter Graham to fill an unexpired United States Senate seat. The Board of Trustees appointed Gordon Gray, a native North Carolinian and former secretary of the army and special assistant to President Truman, to replace Graham in 1950. As historian Alice Reagan noted, although Graham had provided educational leadership during his tenure as president of the university system, he had not followed sound administrative practices. Gray was startled when he realized that the college's deans expected to report directly to him rather than to the chancellor of



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State College, a practice encouraged by Graham. This weakened the chancellor's administrative authority and the Consolidated University system's ability to attract strong candidates for the chancellor's job, once Harrelson announced his retirement as chancellor effective in June 1953. After an exhaustive national search and promises of administrative reform to bolster the chancellor's authority, university authorities selected Carey Hoyt Bostian, a long-time and popular faculty member in the Department of Genetics, as chancellor effective September 1, 1953. Gray employed the management firm of Cresap, McCormick, and Paget to study the administrative structure and the operations of the Consolidated University and the three campuses. In June 1954 the firm submitted its final report. All units of the university and the colleges would be affected by this report, including the North Carolina State College Library.

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### **Inter-University Library Cooperation**

Gray wanted to expand the library cooperative program that had developed between Duke and UNC during the 1930s to include the other two institutions of the Consolidated University. In 1953 he proposed to the president of Duke University, A. Hollis Eden, that a joint committee on library cooperation be formed with two representatives from Duke and from each of the three campuses of the Consolidated system. By this time the cooperative program between Duke and UNC included truck delivery of interlibrary loans between the two campuses and a cooperative acquisitions program that divided collecting responsibilities for Latin American countries, newspapers, and public documents. The program had begun in 1935 with the exchange of catalog cards and had subsequently grown to become a statewide North

Carolina Union Catalog. The microfilm copy of this catalog became available in the 1980s and still serves as an invaluable tool for interlibrary borrowing and lending.

Harrelson appointed Brown and Ladu as State College's representatives to the joint committee on library cooperation. Benjamin E. Powell, university librarian of Duke University, called the first meeting of the committee on May 18, 1953, held in the Duke library. Although committee members changed with turnovers of university librarians and faculty representatives, the committee continued to meet throughout the 1950s and into the 1960s. On May 12, 1955, the Inter-University Committee on Library Cooperation, as it came to be called, agreed upon a cooperative lending program that gave faculty members and graduate students at the four institutions the opportunity to borrow books directly from the libraries on each of the campuses. Cooperative-lending registration and borrower's cards were printed and distributed to each of the libraries from the Duke library. The committee also sponsored the preparation and distribution of a union checklist of scientific periodicals, a union list of social science journals received currently by the four libraries, and expanded delivery service for the exchange of interlibrary loans. The cooperative lending program, accomplished by a delivery truck leaving from the UNC library and driving to the libraries of Duke, State College, and the North Carolina State Library in downtown Raleigh, continues to this day. As the Research Triangle Park evolved, the delivery route expanded to include corporate libraries in the Triangle as well.

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### **The New Library Building**

The new D. H. Hill library building (now the East Wing of the main library), located on Hillsborough Street, opened during the

summer of 1954. The main entrance faced south toward the campus, with a secondary public entrance on the east, and a service entrance on the basement floor on the north. The architectural firm of Northup & O'Brien from Winston-Salem designed the building using modular construction that allowed for "certain modifications as time and needs require." The brick building, liberally trimmed in limestone, contained 81,636 square feet on four floors, provided 900 seats for users, and space for 400,000 volumes (an increase from 200 seats and 90,000 volumes in the old building). The foundation had been reinforced to allow for an additional two stories to meet probable future requirements.

A light maple circulation desk faced the main entrance. The public card catalog stood on the east side to the right of the entrance; on the left, a browsing area provided comfortable seating and about 1,500 current books on maple shelves lined the south and west walls. Several sections of shelving protruded into the open space, forming alcoves. The Reference Room and office, as well as the documents alcove and workroom, were on the right beyond the card catalog. The two-room suite of the director of the library, to the left of the entrance, faced the circulation desk and consisted of Brown's office and a separate secretary's office. Katherine Edsall, head of the Circulation Department, had her office behind the circulation desk. Bookstacks, located behind the circulation desk, remained closed to undergraduate students, but graduate students and faculty members were eligible for stack permits after they had been given a tour by Edsall.

Current periodicals, arranged alphabetically by title into four broad subject groupings, were displayed on wooden wall shelving in the large west reading room on the main floor. This arrangement soon created problems for users because they became confused about which of the four subject groupings contained a particular periodi-

cal. Also, as the collection grew, not all periodicals could be housed in the room.

The Order and Cataloging departments consisted of two separate rooms with offices for Turner and Lineberry in the northeast corner of the first floor. Bookstacks occupied most of the second floor, along with the Reserve Reading Room on the southeast side, a room equipped for photostatic copying, and a darkroom for microfilming. The microfilming service never materialized, however, because of inadequate funds to purchase the equipment and a shortage of staff to operate it. Eight faculty studies and a long, narrow meeting room (the Harrelson Room) occupied the west side of the second floor. The third floor contained additional bookstacks, with an undergraduate study room, staff rooms, a smaller meeting room, and offices. The Serials Department work areas covered the west end of the ground floor, adjacent to the shipping and receiving room. Newspapers and back issues of journals were received and displayed on the ground floor.

The light maple tables, chairs, and catalog cabinets throughout the building, had been purchased from Myrtle Desk Company of High Point and the High Point Bending and Chair Company of Siler City. Edsall, responsible for the color and interior decoration of the building, used a special gift fund to obtain the oil painting "Winter" by John Henry Twachtman, a famous nineteenth-century American painter. It was purchased in 1954 from a New York art gallery by Ben Williams, curator at the North Carolina Museum of Art.

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### New D. H. Hill Library Dedication

On Saturday, March 12, 1955, at 8:00 P.M., the college held a ceremony to rededicate the new library building to D. H. Hill. Several hundred faculty, staff, friends of the college, and visiting librarians sat or stood in the open space in front of the

circulation desk, where a microphone and podium had been installed for the use of the speakers. After an invocation by the Reverend Edward James Agsten, minister of the West Raleigh Presbyterian Church, library director Harlan C. Brown enthusiastically welcomed the crowd to the new library and graciously thanked the many people responsible for planning, constructing, and equipping the building. The new chancellor, Carey H. Bostian, accepted the building for the college and rededicated it to Daniel Harvey Hill, Jr., third president of the college. James Harris Purks, Jr., vice president and provost of the Consolidated University, accepted the building on behalf of President Gordon Gray.

John W. Harrelson, chancellor emeritus, rose to give the major address, "Recollections of Dr. D. H. Hill." Harrelson stepped up to the microphone and began to speak. Before he finished his first sentence, he was stricken and collapsed on the floor, knocking over the microphone as he fell. He was rushed to Rex Hospital and placed under an oxygen tent but died from a cerebral hemorrhage at 10:10 P.M. As Brown wrote in a letter to a fellow librarian, "In spite of the tragedy which cast a cloud over the joyousness of the occasion, many of the guests and out-of-town visitors remained to see the building and enjoyed the reception." Harrelson bequeathed part of his estate to North Carolina State College, which established the Harrelson Foundation. His will specified that funds from his estate be used to purchase outstanding mathematics works for the library, for a distinguished lecture series, and for works of art for certain buildings on the campus, such as the library and the college union.

Students began to use the library in greater numbers. The *North Carolina State College News* devoted its spring issue to the new building. The article said,

The new Hill Library plant is a striking contrast—and answer—to the traditional concepts of a library. Gone are the days

of ponderous ceilings, dark columns, dim lights, dusty lamps, rough table tops, over-crowded book stacks and the inevitable sign—SILENCE.

It pointed out desirable features of the building such as low ceilings with fluorescent lights, acoustical walls and ceilings, conference and seminar rooms, special study areas in the bookstacks on all floors, and more than 100 individual study tables next to windows.

The Library Committee voted to name the large seminar room on the second floor the Harrelson Room in memory of the late chancellor. His oil portrait, painted in 1937 by Irene Price, graced one of its paneled walls. This room began to be heavily used for class seminars and library staff meetings. The Faculty Senate held its meetings there until the mid-1970s, when the senate moved to a larger room in the Erdahl-Cloyd wing of the library.

An oil painting of D. H. Hill, Jr., first displayed in the browsing room of the original D. H. Hill Library building, was placed near the circulation desk of the new building. The portrait, presented to the library by Hill's daughters, Pauline Hill and Elizabeth [Mrs. Max D.] Abernethy in the early 1940s, had been painted from a photograph by a Philadelphia artist named Knaffl in 1941.

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## The Tobacco Literature Service

For many years William E. Colwell and George B. Lucas (Department of Plant Pathology) and other faculty members had urged Brown to establish, in cooperation with the School of Agriculture, a special tobacco literature service to support the interdisciplinary tobacco research program. Brown and Edsall designated a room on the second floor of the new building for this purpose. On July 1, 1956, the Tobacco Literature Service (TLS), headed by Margaret C. Drenowatz, was established. The service provided tobacco research workers



with information and knowledge from the literature on tobacco in all languages. Drenowatz, fluent in both French and German, received the M.A. degree in library science from Rutgers University and excelled as a librarian and editor. She pioneered in the publication of a preliminary issue of a monthly abstracting and indexing periodical, *Tobacco Abstracts*, with volume one, number one appearing in January 1957. The Tobacco Research Division of the School of Agriculture provided funds for staff salaries, supplies, and equipment and continues to do so today. The library, in turn, has provided space to house the TLS staff and the journal and book material required for the service. In addition to the publication of the journal, which has been a credit to the institution and has been used by the library for exchange of materials with other libraries, the TLS staff provides selective dissemination of information and reference services for tobacco researchers on the campus. The head of the service also requested the library to purchase relevant books and journals. As a result, the library has built an enviable collection related to the subject of tobacco. The TLS has flourished for thirty-five years under the leadership of Margaret Drenowatz, 1956–1962; Dora Zia (acting), 1962; Carmen Marin, 1962–1984; and Pamela Puryear, 1985 to the present. In 1990 *Tobacco Abstracts* enjoyed a world-wide circulation of 523 subscribers, with a mailing to all countries that grow tobacco.

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### Changes, 1955 through 1960

Several changes occurring during the latter half of the 1950s had a significant effect on the operations of the college library. In 1955 Chancellor Bostian appointed John Shirley (dean of the School of General Studies) as the first dean of the faculty, and the library began to report to him

instead of directly to the chancellor. Also in 1955, Lodwick Hartley, long-time professor and head of the English Department, replaced Arthur Ladu as chairman of the Library Committee. Both Shirley and Hartley strongly advocated an increased emphasis on humanities and liberal arts studies at State College and were committed to a strengthened library.

Although the library staff remained relatively stable, a few noteworthy appointments should be mentioned. After several turn-overs in the position of head of the Reference Department following Clevenger's retirement in 1951, Emma W. Pohl, a graduate of Randolph-Macon College and the library school at UNC, became reference librarian in 1957. This made it possible for Mary Elizabeth Poole to become the full-time documents librarian.

Isabella Cannon, employed in 1956, became a dominant figure in the library as the director's administrative secretary, handling the part-time wages payroll, personnel appointments, and administrative details for fourteen years. After retirement from the library in 1971, she became a local and national celebrity as "the little old lady in tennis shoes" who won Raleigh's 1977 mayoral election at the age of seventy-three, serving until 1979. Cannon was the first woman to be elected mayor of Raleigh. As a spokeswoman for citizen involvement in the political process, she has continued to participate in local and national affairs through numerous organizations and committees and is often in demand as a speaker.

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### D. H. Hill Library Staff Association

As the staff grew, Brown saw the need for an organization to address some of the social and educational needs of the library employees. At his instigation the D. H. Hill Library Staff Association was formed on March 20, 1957, with twenty-nine members



and Ac Ruble McGalliard, then head of the Serials Department, as its first president. The purposes of the association were to promote the welfare of its members through social and educational activities, to provide a means of expressing staff opinions, and to promote a high standard of library service. Membership was and still is open to all staff members. In its early days the association always met on pay day. The association has sponsored a wide range of activities over the years: dinners, picnics, parties to celebrate special holidays and staff retirements, seminars, and film and slide showings for recreation and education. In addition, it has established memorials upon the deaths of staff members and has sent cards, flowers, or greetings to staff members who are ill or hospitalized.

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### **Cresap, McCormick, and Paget Survey**

The Cresap, McCormick, and Paget survey of Administrative Management, commissioned by President Gray and completed in 1954, gave considerable attention to the libraries of the three institutions of the Consolidated University. The data (1951–1952) clearly revealed how limited funding had stunted the library at North Carolina State College: its collection of 109,726 volumes was smaller than the collection at both the Woman's College (148,389 volumes) and UNC (608,924 volumes); State College's total library expenditures came to \$102,508, compared with \$95,863 for the Woman's College and \$415,955 for UNC; State College employed 17.5 staff members compared with 70 for UNC and 16.5 for the Woman's College.

An organization chart of the State College library (1952) showed that all five library departments (Circulation, Documents and Reference, Order, Catalog, and Serials), the two school libraries (textiles and design), and the administrative secre-

tary reported to the college librarian. However, the library director exerted only nominal authority over the branch libraries in 1952. The survey identified a lack of coordination of library operations and recommended that two staff divisions be established, one for reader services (circulation, reference, and documents) and another for technical services (acquisitions and order work, cataloging, and book and serials preparation). The report stressed that the college librarian should be given functional authority for all branch libraries. It pointed out that there had been no long-range planning by any of the libraries on the three campuses and that the divisions of authority and responsibility within each of the campus libraries needed clarification.

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### **An Active Library Committee**

In 1955 Dean of the Faculty John Shirley charged the Library Committee with the responsibility of looking into the findings of the Cresap, McCormick, and Paget Report and taking appropriate action. Chairman Hartley appointed subcommittees on administrative organization, planning, and budget. The subcommittees collected data, studied the library situation, and took several significant steps. One of the first was the formation of academic departmental library committees to serve as a channel of communication between departments and the library and to make recommendations for acquisitions. In 1956–1957 forty academic departmental library committees were formed, initiating the annual appointment of departmental library committees that has continued until the present time. An allocation system for book funds to schools and departments was set up for a trial run in 1957–1958, and questionnaires were mailed to each departmental committee for faculty evaluations of the library's collections and services.

To support the library's 1957-1959 biennial budget request, the Library Committee prepared a brochure for the chancellor and budget authorities. Using statistics it had collected and the information received from academic departments, the committee demonstrated that the library's collection stood only slightly above the minimum standards for accreditation as an institution of higher education. It also revealed that the college owned fewer volumes-per-student than any other major research college in North Carolina; that it had less than 50 percent of the average number of volumes of the ten land-grant colleges in the South; that its book and journal collection was only 34 percent of the median number of volumes among Class I colleges; and that, out of 107 colleges in the Association of College and Research Libraries of similar size and function, State College ranked 102 in collection size.

Furthermore, the evaluations from departments showed that the college held only about 40 percent of the desirable materials for fields it served. In the brochure the Library Committee recommended an appropriation of \$120,000 per year during 1957-1959 for books and journals. The legislature appropriated \$100,000 per year.

Library committee members lacked the expertise and the time to do a comprehensive study of library operations and recommended that the college hire outside consultants to conduct a thorough survey. This recommendation resulted in the employment of two librarians from the University of Tennessee—William H. Jesse, director of libraries, and Ruth C. Ringo, associate director of libraries. Both were well-known experts in library organization, services, and buildings. Jesse and Ringo visited the campus between September 1957 and January 1958 and issued their *Report of a Survey of the Libraries of the North Carolina State College* in the spring of 1958.

## Jesse-Ringo Report

The Jesse-Ringo survey report reviewed thoroughly every aspect of library operations in 1958. The first chapter contained recommendations in seven areas: organization and administration, financial administration and support, physical facilities, personnel, resources, technical services, and readers' services. The surveyors, recognizing the fact that the college library had performed excellent services in spite of severely limited budgets and staff, pointed out organizational and operational difficulties that did not depend totally upon budgetary considerations. One of the major observations of the survey noted that too many staff performed housekeeping functions in the Circulation Department and were not available for public service. The report noted that "the reader is made much too conscious of his responsibility for orderliness in the stacks, which are unduly cluttered with good-housekeeping and reader-admonition devices rather than guides to help the user to find his way." Not even a faculty member with a Ph.D. degree and years of research experience in other libraries could use the stacks until a tour had been given, after which a stack permit was issued. The surveyors found that the library was circulation-oriented rather than reference-oriented. Many retired faculty members still remember the reproaches they or someone they knew received during the 1950s when they were found reshelving a book instead of placing it on one of the numerous "red shelves" in the bookstacks.

Jesse and Ringo pointed out that the lack of coordination among the technical services departments caused serious operational problems, and they made numerous suggestions for improving the efficiency of the library's technical-processing functions. The survey recommended that the functions of the library be organized into two divisions, technical services and readers ser-

vices, that Brown become head of readers services, and "that a chief of technical services be appointed."

The low ranking of State College's collection size in comparison with other research libraries, a problem that has continued into the 1990s, may be explained to some extent by Jesse and Ringo's opening sentences in the chapter on "Resources."

North Carolina State's library got off to a much later start than most Southern universities immediately following World War II as far as book collection development is concerned. Book budgets which were common to Southern institutions of higher education still prevailed at N. C. State long after great increases in the book-periodical-binding-research materials budgets of Southern universities had attracted national attention.

The consultants found the collection to be extremely small, consisting of only 165,406 volumes, 50 percent below other southern land-grant colleges. Outside the fields of science and technology, there were few substantial and no monumental sets and a lack of foreign-language journals in most scientific fields. The collection was evaluated by checking the library's holdings against standard checklists in various subject areas.

Jesse and Ringo noted that the size of the book collection should be recognized as State College library's "most vulnerable point," and that, despite the recent substantial progress made on book fund appropriations, even more substantial book fund appropriations should be made so that the college could vigorously attack the severe arrearage in its library's book collection. The last paragraph of the section on "Resources" should be noted:

The collection as it stands today [1958], with all its weaknesses, is nevertheless a monument to the acquisitive fervor of the librarians who have been attempting the increasingly impossible task of trying to acquire expensive printed material with wholly inadequate book budgets.

The surveyors mentioned, too, that few books were immediately accessible to undergraduates because the bookstacks remained closed to undergraduate students. The surveyors thought that, in the area of physical facilities, the greatest need was for intermingling books and readers, rather than sheer square footage for books and readers. The college already had plans to convert the student union building (now the Erdahl-Cloyd Wing of the D. H. Hill Library) into an open-shelf undergraduate library, and Jesse and Ringo thought that this should be done as soon as possible.

Library Committee chairman Hartley called the Jesse-Ringo survey "unusually objective, forthright, perceptive, and complete" and well worth the money paid for it, in an appraisal of the report by the Library Committee sent to Bostian in April 1958. He strongly proposed action in six areas: the acquisition of books to fill out collections; better availability and accessibility of library materials; the cultivation of an atmosphere of ease, cordiality, and informality in all public contacts; the organization of technical services that would expedite ordering and cataloging of books; the prevention of the proliferation of unauthorized departmental libraries; and the dissemination of more information about technical services.

The Library Committee generally agreed that the administrative problems in the library urgently needed correcting and recommended the appointment of the chief of technical services immediately. Also, the members agreed with the surveyor's recommendation that the Library Committee be purely advisory, not administrative.

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### Chief of Technical Services

The new position of chief of technical services received approval in the 1958-1959

budget, and Brown set out to fill it as soon as possible. On September 4, 1958, he wrote to Isaac Thomas (I. T.) Littleton III, assistant university librarian at UNC, inviting him to come to Raleigh to discuss the position. The new position would coordinate all ordering, cataloging, binding, and technical processing of books and serials; and maintain fiscal records and statistics pertaining to them. The position would have major responsibility for the development of the library's collection for university research and teaching.

Littleton had been on the library staff at Chapel Hill since 1951, first, as head of the Circulation Department and, beginning in 1953, as assistant to the university librarian and assistant university librarian under three university librarians, Charles E. Rush, Andrew H. Horn, and Jerrold Orne. After meeting with Bostian, Shirley, and the Library Committee, Littleton was impressed with the commitment that the Library Committee members and college administrators held for improving the library. Littleton accepted the position effective January 1, 1959.

Littleton, a native of Hartsville, Tennessee, completed his B.A. degree at UNC in 1943.

As an undergraduate he worked as a junior assistant in the Circulation Department of that university's library. After serving as a naval officer for three years during World War II, he completed an M.A. degree in psychology at the University of Tennessee, where he met his wife, Dorothy Young of Clinton, Tennessee. Deciding to become a professional librarian, he enrolled in the library school at the University of Illinois and received his M.A. in library science in 1951. He accepted the position of head of the Circulation Department at UNC that same year. After eight years in Chapel Hill, Littleton and his family moved to Raleigh when he began work as chief of technical services at the State College library.

The Jesse-Ringo report had given the State College library a blueprint for development, and the new technical services head felt a strong commitment to participate in the making of an outstanding research library. The year 1959 marked a year of change for the library and the beginning of the transition from a small college library to a research university library.

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## CHAPTER FOUR

### *From College To University Library, 1959-1971*

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#### THE TRANSITION YEARS

**N**orth Carolina State College became a comprehensive research university during the 1960s, as it gained authority to grant bachelor's and master's degrees in liberal arts fields and to expand its doctoral and research programs in the physical sciences, agricultural and life sciences, engineering, education, forestry, textiles, architecture, and design. The library, with less than 200,000 volumes in 1959, clearly required a large infusion of funds and staff, a major overhauling of its operations, and an intensified effort to build a first-rate research collection.

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#### 1959: A Turning Point

In many ways, 1959 represented a turning point for State College and its library. John Tyler Caldwell, a new dynamic chancellor who initiated far-reaching changes to the college, began his fifteen-year tenure. In the library, Brown and Littleton took steps to upgrade the library's operations and collections, using as a guide the recommendations contained in the Jesse-Ringo survey report. The inaugural issue of the library's first newsletter, *The Bookmark* (January 1960), announced that "1959 was a year of change and progress for the D. H. Hill Library." With a book budget of

\$100,000 in 1958-1959 (the same as the year before), the technical services staff added twice as many volumes (16,406) to the collection as the previous year, and the collection grew within striking distance of 200,000 volumes. This achievement occurred as a result of a reorganization of personnel and functions in the technical services division. The use of a new mimeograph machine supplemented the catalog cards ordered from the Library of Congress. Within a year or more the library started using the card reproduction service offered by the Photocopy Service of Wilson Library at UNC to speed up cataloging. These innovations may not seem too exciting in today's technology-rich environment, but back then they represented significant improvements in technical processing. The card catalog was still very much a key element in library service and would remain so for another twenty-five years.

The library and the college took two important steps to cut down the time spent processing new materials. J. G. Vann, the college's business manager, granted permission for the library to order books and serials directly from dealers and publishers, avoiding the time-consuming procedure of sending each order through the Business Office, as had been required for sixty years. The library then adopted its first multiple-order form for ordering books and serials,



permitting fewer typings per order. Also, the library designed and printed a standard request card for faculty members and others to use in recommending books for purchase and made them available to departmental library committees. An analysis of the staff requirements of the technical services departments revealed serious staff shortages that caused backlogs in the ordering and cataloging of materials and led to plans for adding personnel to the technical-processing staff.

Littleton involved faculty members and departmental library committees in the selection of materials to a greater extent by sending them announcements of new books and journals, and library staff started checking various book-reviewing journals against the library's holdings and using the reviews to help select books for the collection. Meetings of the library staff with academic department heads and departmental library committees also encouraged more faculty interest in building collections in their fields. Most academic departments began to send in a steady flow of book and serial requests; many departments surveyed holdings in subject fields by using part-time graduate assistants and submitted requests to fill in gaps in the collection.

The Order Department made a special effort to strengthen holdings in the liberal arts, adding more than 1,000 volumes from the Archibald Christian Herter Collection, which had been in storage since 1952. The staff checked bibliographies listing important works in the humanities and social sciences against the library's holdings and hundreds of missing items were ordered or listed in desiderata files. The library discontinued renting books to students and, on July 1, 1959, purchased the "T-Square" rental collection initiated by Katherine Edsall.

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### The Tippmann and Metcalf Collections

In 1959 the library acquired the books and journals of the Viennese entomologist

Friedrich F. Tippmann, one of the last great European private collections in entomology. Brown was indeed fortunate to obtain it for State College. He had negotiated for some time with a dealer and obtained permission from Chancellor Bostian to pay for it from the library's acquisitions budget over a period of three years. The collection had been variously appraised at \$60,000 to \$100,000, but Tippmann accepted Brown's offer of \$35,000 for the collection. According to Brown, "Acquisition of the collection was fraught with many stumbling blocks and frustrations as well as excitement and pleasure," but on March 6, 1959, the collection arrived [*The Bookmark*, no. 3 (D. H. Hill Library, May 11, 1960): 1]. This magnificent scientific collection contains approximately 6,200 books and bound journals, of which 123 items are designated as rare, very rare, or scarce. Of the 278 periodical files in the collection, 133 are complete sets and 95 percent of these are bound. Although the collection is primarily oriented toward entomology, it contains much material in other disciplines of biological science. Included are transactions and proceedings of many European academies and learned societies that are not exclusively entomological. Many of the volumes are unique, such as the only known copy of G. A. Scopoli's *Deliciae Florae et Faunae Insubfricae*, published in Ticino between 1786 and 1788. The collection contains the very scarce edition, in two volumes (1758 and 1759), of Carl Linnaeus's *Systema Naturae*, on which modern taxonomy is based. A sample listing of some of the rarest books and journals in the collection was printed in the May 11, 1960, issue of *The Bookmark*.

In 1956 the library received the Zeno P. Metcalf Collection of Entomology from his wife, Mary Luella Metcalf, and daughter, Katherine (Kay) Metcalf Browne. This collection of approximately 1,100 volumes and twenty-three vertical filing cabinets of research materials includes some of the rarer, earlier scholarly publications in the fields of entomology and zoology. Metcalf came to State

College in 1912 as an entomologist with the Experiment Station and a professor of zoology and entomology. He later served as director of instruction and as director of graduate studies, associate dean of the School of Agriculture, and from 1943 through 1950, as associate dean of the Graduate School of the Consolidated University. The collection, formerly housed in the Entomology Annex on Hillsborough Street, was transferred in 1976 to the Rare Book and Special Collections Room in the D. H. Hill Library. The Tippmann Collection, together with the Metcalf Collection, placed the library's entomological holdings among the strongest in the nation.

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### **John Tyler Caldwell**

The university system's Board of Trustees appointed John Tyler Caldwell as the eighth chancellor of North Carolina State College after Carey Bostian returned to teaching. Reagan says that Caldwell set the tone for the tremendous changes and growth of the 1960s. Born in Yazoo, Mississippi, in 1911, Caldwell became the first non-native North Carolinian to head the college since Alexander Q. Holladay, its first president.

Caldwell received a B.S. degree in political science from Mississippi State College in 1932, an M.A. degree from Duke University in 1936, and a Ph.D. from Princeton University in 1939. After teaching political science at Vanderbilt University for five years, he moved into college and university administration, serving as president of Alabama College in Montevallo from 1947 to 1952 and at the University of Arkansas from 1952 to 1959. During his distinguished career he served as a member on a number of boards of educational and international organizations and, while chancellor at State College, as president of the National Association of State Universities and Land-Grant Colleges. A progressive leader, Caldwell envisioned an expanded role for North

Carolina State College, including degree programs in the humanities and social sciences, more efficient business management of the college, and greater interaction with the community and the state.

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### **North Carolina State University**

The renaming of the institution became an emotional issue during the late 1950s and continued into the 1960s. Faculty, students, and alumni wanted to drop the word "college" to reflect the institution's true university status. The Faculty Senate, Student Government, and the Alumni Association joined together to propose that the name be changed to North Carolina State University. Consolidated University officials and Governor Terry Sanford wanted to rename the institution "The University of North Carolina at Raleigh" to indicate that North Carolina State College was a part of the university system. Alumni especially wanted to keep the identity of North Carolina State and strongly opposed this move. In June 1963 the North Carolina General Assembly compromised by naming the institution North Carolina State of the University of North Carolina. This name pleased neither faculty, students, nor alumni. Faculty members declared it an embarrassing name, ambiguous and grammatically incorrect, but the institution lived with this name for two years. Finally, on July 1, 1965, the legislature approved North Carolina State University as the name of the institution.

The Consolidated University at first rejected Caldwell's proposal to offer bachelor of arts degrees in the humanities and social sciences on the grounds that these programs would duplicate those at UNC-Chapel Hill and at UNC-Greensboro (formerly Woman's College) and thus violate the principles of consolidation, but faculty members continued to press for degrees in the liberal arts. By the mid-1960s NCSU offered, for the first time, undergraduate majors in the liberal arts fields and the

political science, and economics. The University added doctoral programs in all the physical sciences, mathematics, and engineering, which greatly increased the number of research grants received by the University. These developments made even more urgent the need to improve library collections and services.

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### **The Curriculum Materials Center**

The North Carolina Department of Public Instruction required the School of Education to establish a curriculum collection in order to be accredited. As a part of Dean J. Bryant Kirkland's efforts to upgrade the programs of the school, Inez Ray was hired in 1964 to establish a Curriculum Materials Center (CMC) in Tompkins Hall to provide specialized educational materials to train teachers. Housed in Poe Hall, the CMC (now the Learning Resources Library) provided students and faculty with textbooks used in elementary and high schools, curriculum guides, and courses of study. Since its establishment, the center has collected current trade books in the field of education, which are cataloged and entered in the University library's catalog. As this facility has grown, educational materials in all formats—audiovisual materials, audiocassettes, video materials, films, and computer software—have been acquired and the center has become an important part of the school and the educational program of the institution.

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### **The Friends of the Library Reactivated**

The Friends of the Library, first organized in 1947, had virtually disappeared because no membership meetings or drives were held. In 1962 Lodwick Hartley, chairman of the Library Committee, appointed a subcommittee

to arrange a general membership meeting and to nominate officers. On February 8, 1963, ninety-two faculty members, staff, alumni, and library-minded citizens met in the ballroom of the Erdahl-Cloyd Student Union to organize the Friends of the Library of North Carolina State University. The group elected Elbert E. Foster of Charlotte as president. An attorney whose son had been a chemical engineering student at North Carolina State College, Foster had provided funds to establish the Elbert E. Foster Collection in Chemical Engineering in the library. Other elected officers were Herbert O'Keefe (editor of the *Raleigh Times*), vice president; Harlan C. Brown, secretary ex-officio; and William L. Turner (assistant business manager at NCSU), treasurer. Benjamin E. Powell, university librarian of Duke University, discussed the role that Friends of the Library organizations could play in strengthening library resources, and Chancellor Caldwell made an enthusiastic appeal for support of the organization. Membership dinner meetings have been held annually since 1963.

The first Friends of the Library Board of Directors consisted of twenty-three prominent citizens, and it included several future presidents of the organization. Raleigh board members were Roy N. Anderson, William C. Archie, Micou F. Browne, John W. Cell, David S. Coltrane, Jonathan Daniels, Ralph E. Fadum, the Reverend W. W. Finlator, Lodwick Hartley, Mrs. Arthur I. Ladu, R. Hunt Parker, Dan Paul, Clarence Poe, Sam Ragan, Charles Styron, Richard Walser, and Alexander Webb, Jr. Other board members were Irving E. Carlyle of Winston-Salem; George S. Crouch of Charlotte; Mrs. O. Max Gardner, Jr., of Shelby; L. P. McLendon of Greensboro; D. Hiden Ramsey of Asheville; and Charles Reynolds of Spindale. Hartley viewed the Friends of the Library primarily as a channel for receiving books and collections for the library, not as a fund-raising organization.

The Friends of the Library has assumed an ever stronger and changing role, however, in supporting the library at North Carolina State University.

Interest in the Friends of the Library gained momentum with a spirit of helpfulness and support. Many faculty, staff, alumni, and citizens gave large numbers of books and collections, and modest amounts of cash. The presidents of the Friends of the Library during the 1960s were: Elbert E. Foster, 1963–1964; Charles Styron, 1964–1965; Raleigh attorney and former state senator John R. Jordan, 1965–1966; IBM administrator Donald F. Busch, 1966–1967; *News and Observer* editor Jonathan Daniels, 1967–1968; Research Triangle Institute director George R. Herbert, 1968–1969; and Katherine M. Browne, 1969–1970. Beginning in 1963 the board president and the director of the library jointly mailed annual letters to faculty members, past contributors, and to current Friends of the Library members asking for donations and support. At this time, anyone who made a contribution, regardless of the size of the donation, became a member of the Friends of the Library and was placed on the Friends mailing list. With the exception of life membership (for those who contributed \$1,000 or more in materials or cash), no membership categories existed until the 1970s, when Ellen Winston served as president.

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### Reorganizations in the Early 1960s

Katherine Edsall, head of the Circulation Department for sixteen years, retired on January 1, 1962. Lodwick Hartley, as chairman of the Library Committee, paid tribute to her at the committee's meeting on November 3, 1961:

In the history of the entire library there has not been a person more warmly devoted than she to the tasks of increasing the Library's resources and of im-

proving the efficiency of its operation. To these ends she has labored with extraordinary intelligence and enthusiasm, often to the extent of personal sacrifice. The whole college is indebted to her.

After her retirement, Edsall continued to maintain an interest in the library and donated valuable books to the collection.

Brown recruited Donald S. Keener as the new head of the Circulation Department. Keener completed his undergraduate education at Xavier University in Cincinnati and Ohio State University in Columbus and an M.A. degree in library science at Western Reserve University. With the new circulation librarian came changes in the basic working philosophy of the department. Keener reorganized the department and delegated duties to the supervisors of three main subdivisions: the Reserve Room, the stacks, and the loan desk. By the fall semester of 1962, Keener inaugurated a one-card circulation system using McBee Keysort marginal punched cards as both call cards and charge records, replacing the two-card system that had been in operation since the 1930s. The new system brought with it revised loan periods and policies: fourteen to twenty days for undergraduates, depending on the day the book was charged out; twenty-one to twenty-seven days for graduate students; and annual loans for faculty members. Keener instituted a strict policy on the use of periodicals and serials in the building. The library had acquired a Xerox 914 photocopying machine in May 1962, and faculty members were encouraged to copy journal articles rather than take them out of the building. This was a rather drastic change for many faculty members who had been allowed to take bound journals to their offices and keep them indefinitely.

In 1963 Littleton undertook the first major reorganization of technical services by combining the ordering of monographs and seri-



als into a new Acquisitions Department, which replaced the Order Department that had formerly handled books only. The split of ordering between two departments had caused frequent conflicts and indecision over which department should order a particular title, especially in cases of monographic series. Serials orders had been placed by the Serials Department headed by Gloria Houser. Under the new organization, the Acquisitions Department assumed responsibility for ordering both serials and monographs and for maintaining accurate accounting records related to the book, periodical, and binding budget. The Serials Department retained the functions of cataloging and checking-in serials, as well as the administration of binding and rebinding.

Anne Leach Turner, who had been head of the Order Department since July 1, 1937, gained the new title of chief bibliographer and moved to a separate office. As chief bibliographer, Turner's major responsibility covered collection development, working with faculty library committees to survey subject areas of the collection, route book information to library committees, scan book-reviewing journals, and recommend additions to the collection. She no longer supervised personnel in the ordering of materials.

On July 1, 1963, Cyrus Baldwin King became the new head of the Acquisitions Department. The son of Edward S. King, the long-time and highly respected head of the campus YMCA, Cy King became acquainted from an early age with students and faculty and heard discussions on the topics of the day. As the head of the YMCA, his father not only looked after the spiritual well-being of students, but he also sponsored speakers and seminars on timely issues to broaden the intellectual outlook of the college. From whatever source it came, Cy King developed an unusually strong social conscience and became a zealous social activist and pacifist. He completed his B.A. degree in history at UNC

and an M.A. degree in history at the University of Kentucky. From 1949 to 1960, King was assistant manager of the student bookstore at State College, where he interacted in a very positive way, with faculty, students, and books. In 1960 he left the college and became an archivist at the North Carolina Department of Archives and History in downtown Raleigh. When the position of head of the Acquisitions Department became vacant, Brown thought immediately of King. Although King did not have a degree in library science, he knew books, the faculty, and the educational program of the college. Brown and Littleton met with King and offered him the new position as head of the Acquisitions Department.

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### The Status of Librarians

The status of librarians on the campus became an issue for the first time in the early 1960s after the State Personnel Department began to classify library positions in 1959 under the State Personnel Act. The personnel act, passed by the North Carolina General Assembly in 1949, specifies that instructional and research staff of the public colleges and universities are exempt from personnel classification and other provisions of the act. Librarians are not mentioned specifically as being exempt, and this omission led to confusion about the status of university and college librarians under the State Personnel Act.

In 1963 the state director of personnel met with officials of the State Board of Higher Education and raised the question of whether or not professional library positions in the public colleges and universities should be classified under the provisions of the personnel act. He requested a statement of justification for the exemption of librarians and asked that each institution provide a list of staff members (along with their qualifications) who should be consid-



ered for exemption. The directors of the three university libraries in the Consolidated University agreed on a joint statement, written by Jerrold Orne, university librarian at UNC-Chapel Hill, entitled "The Role of the Librarian in Research and Instruction." President William F. Friday of the Consolidated University and William C. Archie, director of the State Board of Higher Education, endorsed the statement and recommended that librarians be exempted.

After a year of discussion among the appropriate agencies and the library directors, the State Personnel Council adopted a policy stating that librarians with faculty or academic status are exempt from classification under the State Personnel Act. Hence, at state-supported institutions in North Carolina the term "EPA" (exempt from the Personnel Act) designates library professionals, while support staff members are referred to as "SPA" (subject to the Personnel Act) employees. Generally, the basic qualification for faculty or academic status was the master's degree in Library Science. A master's degree in a subject field and several years of relevant experience could be substituted in special cases. This policy resulted in the universities defining the status of librarians on each campus. According to a statement issued in November 1963 from the chairman of the Library Committee to the dean of the faculty at North Carolina State University, librarians on the campus had "academic status." This designation meant that librarians held the same perquisites as the teaching and research faculty: eligibility to be elected to the Faculty Senate, to vote at general faculty meetings, to serve on campus-wide faculty committees, to apply for institutional research and study grants, to participate in faculty group insurance and welfare programs, to participate in the formal academic processions of the faculty, to be granted leave to attend professional meetings and conferences, and, in many cases,

to receive travel expenses. The University administration did not grant the professional library staff faculty rank and title, as some librarians requested, but since 1963 librarians have officially had "professional faculty" status with the same leave and benefits as the teaching faculty and have been exempted from the State Personnel Act.

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### Littleton Becomes Director

I. T. Littleton, whose title had been changed to assistant director for Technical Services in 1960, began to work on his doctoral degree in library science at the University of Illinois in the summers of 1961 and 1962 with the encouragement of the dean of the faculty, the chancellor, and Brown. Caldwell and the Board of Trustees granted him a year of study leave in 1963-1964 to complete the course work. While Littleton was in residence in Illinois, Brown requested to be relieved of the duties of director "for personal reasons." Certainly health played a part in Brown's desire to step down. Brown asked that he be named associate director and that Littleton be appointed director upon return from his study leave. Caldwell appointed an *ad hoc* search committee, consisting of Hartley as chairman, Dean Henry Kamphoefner, Dean Fred Cahill, Associate Dean R. G. Carson, Professor Dudley Williams, Professor George Wise, and Duke University Librarian Benjamin E. Powell, to carry out a national search for a new library director. After considering several other candidates, the committee recommended that Littleton be appointed. Caldwell and Dean of the Faculty Harry Kelly, who had replaced Shirley, offered Littleton the position with the title of acting director. By this time Littleton had a dissertation topic and a grant from the United States Department of Agriculture to study bibliographic control of the literature in the field of agricultural economics.

Deciding he could complete the project in Raleigh because of the relevancy of the subject to the University's programs and library collections, he accepted the position with considerable hesitation. Littleton became acting director of the library effective September 1, 1964, and Brown became associate director. Littleton moved into the director's office on the first floor, and Brown occupied an office on the third floor. Correspondence between Littleton, Caldwell, and Brown indicates that the reason for the "acting" status was the fact that Littleton's doctoral work had not been completed. Littleton's title was changed to director of the library on July 1, 1967, and he was awarded the Ph.D. degree in library science by the University of Illinois in February 1968. The exchange of positions by Brown and Littleton, if not unique, certainly seemed an unusual situation in the annals of library history. The arrangement worked well because of the respect and understanding that each of the men had for the other. They worked together with good humor, and they both had a zealous commitment to the idea of building a major research university library at NCSU.

Dean of the Faculty Kelly presided at a brief "Changing of the Guard" ceremony on September 4, 1964, in the Harrelson Room of the D. H. Hill Library. Kelly formally recognized Littleton as the new director of the library and Brown as the associate director. Isabella Cannon, the director's administrative secretary until her retirement in 1970, wrote an account of the ceremony for the library's newsletter, by now called the *D. H. Hill Library Focus*. She reported that Kelly "paid a moving tribute" to Brown's years of service as director of the library. Brown expressed confidence in Littleton's ability to create a "finer and more useful library." Littleton, after complimenting the staff for their cooperation and enthusiasm, thanked Brown for developing a spirit of friendly warmth and devotion in the group. He also thanked Kelly for the promise of administra-

tive support and Hartley for his important work as chairman of the Library Committee.

The year after Littleton became acting director, Hartley stepped down as chairman of the Library Committee after eleven years, but he continued as one of its members. Charles Smallwood, professor of civil engineering, became the new chairman of the committee, serving from 1965 through 1969. Kelly, whose title changed to vice chancellor and provost in 1967, gave strong support to library and Computing Center development. Nash N. Winstead, who was professor of plant pathology and director of the Biological Institute, became assistant vice chancellor and provost in 1967, and the library began to report to him.

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### Developments in the Mid-1960s

Changes in University programs had a profound effect on the character of the library's use and collections. Littleton noted some of these changes in his 1964-1965 annual report:

- (1) humanities and social science programs were expanding, resulting in a 62 percent rise in the number of liberal arts students in 1964-1965;
- (2) student enrollment increased 11 percent in the spring of 1965 to 8,329 students;
- (3) forty academic departments offered graduate degrees in a wide variety of scientific, engineering, and social science fields, with a record-breaking enrollment of 1,308 graduate students in the 1965 spring semester;
- (4) contract research had mushroomed, involving expenditures of almost \$9 million and a total program of \$15 million in research grants;
- (5) the number of faculty members had increased to more than 1,200 in 1964-1965, representing a 100

percent increase in ten years. All of these factors resulted in greater pressure from faculty for more and better library resources and greater use of the library by students.

To improve staff communications and to discuss changes in library policy, Littleton instituted regular weekly meetings of department heads, including branch librarians, and monthly meetings of all EPA staff. He also appointed staff committees to study and make recommendations in areas of major concern. For example, new students received library orientations consisting of lectures and slides in the auditorium of Nelson Hall under crowded conditions. Although these sessions were helpful to students, Littleton appointed a committee of English faculty and staff to explore orientation in smaller groups with more individual attention. Committees also worked on building plans and library exhibits.

A number of important events took place during 1964–1965, including the long-awaited installation of air conditioning in the D. H. Hill Library building, one the first state buildings in North Carolina to be air conditioned. Air-conditioning ducts had been placed in the building when it was built in the 1950s, but there were no funds to install the air-conditioning equipment. After ten years the ducts had become outmoded and had to be replaced. Funded as a part of a statewide bond referendum passed by the North Carolina General Assembly, the installation of air conditioning began in the fall of 1964 and ended by the summer of 1965. After acquiring air conditioning, the building received a new look. Walls were repainted in light and bright colors, a welcome change from the dark maroons of the 1950s. The new colors provided increased candlepower and improved study conditions.

The first major expansion of the Textiles Library took place in 1965. Under the leadership and planning of Adriana Orr, who succeeded Katherine McDiarmid after

McDiarmid's death in 1959, the Textiles Library in Nelson Hall doubled its floor space when the library moved into a renovated area previously occupied by offices and a hallway. The expanded area provided space for new shelving, fourteen study carrels, and a conference room. Orr resigned in late 1965 to accompany her husband, Oliver Orr, a faculty member in the Department of History, to a new position in Washington, D.C. Geraldine Snellings held the position for a few weeks but resigned because of a change in her family's plans. In February 1966 Davora Nielsen, who had experience in the Catalog Department and the Tobacco Literature Service, transferred from the Reference Department to become the new textiles librarian.

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### Industrial Expansion

Not only did University programs expand and change rapidly during the 1960s, but the greatest expansion of industry in North Carolina's history took place, increasing tremendously the demands for library services and research materials. Governor Luther Hodges took steps to develop a large industrial research complex in the Research Triangle that would bring in more high-paying jobs and improve the state's economy. University of North Carolina system President William Friday, administrators, and faculty members at UNC, NCSU, and Duke University helped to initiate the idea. In the spring of 1955, Hodges appointed a Research Triangle Committee to study the possibility of establishing a research park in the Raleigh, Durham, and Chapel Hill vicinity. The committee's activities led to the development of the Research Triangle Park (RTP). The Research Triangle Foundation, a trusteeship for the ownership and development of the RTP, was established in 1959. Members of the foundation's board included the governor of North Carolina, presidents and chancellors of the universities, and other distinguished citizens of the state.

Occupying 6,850 acres, RTP is one of the largest research parks in the United States. Duke University, UNC-Chapel Hill, and NCSU are strategically situated at the three corners of the park and provide a major incentive for research industries to locate in the area. Industries are encouraged to draw upon the expertise of the faculty and the substantial university library resources. By locating in RTP, industries gain ready access to one of the major bibliographic centers in the United States. In 1966 several major industries and research organizations moved into the park, among them International Business Machines (IBM), the National Center for Health Statistics, and the National Institute of Environmental Health Sciences. The park continued to grow with the addition of dozens of industries and research facilities during the 1970s and 1980s. The growth of industrial research in the state greatly increased demands by industrial research personnel for research journals, patents, documents, and research reports in the D. H. Hill Library's collections. Reference and documents services, interlibrary loan, photocopy, acquisitions, and technical processing have all felt the impact of expanded industrial research in the state.

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### **The Technical Information Center**

The library participated in the state plan to establish special services for resident industries under the federal State Technical Services Act of 1965 (Public Law 89-182). The library proposed establishing a center for the dissemination of technical information to businesses and industries in the state. This proposal resulted in the opening of the Technical Information Center (TIC) in the D. H. Hill Library on July 1, 1966, supported by federal and matching state funds and developed in cooperation with the Industrial Extension Service and the School of Engineering. After a national search, William C. Lowe,

who had worked for twelve years as an information specialist with Xerox Corporation in Rochester, New York, became the first director of the TIC. Lowe received his M.S. degree in library science from the State University of New York at Geneseo.

Through the TIC, the full services and collections of the library became available to industries in the state. Lowe provided reference service, current awareness literature searches, and referral services to industrial personnel. He also compiled bibliographies on topics of special interest to industries and businesses and organized workshops to acquaint industrial research personnel with the wide range of information services available. The announcement of the service stated that "the services will make it possible for North Carolina industry to enjoy the benefits of full access to major information resources." With the influx of industries in the RTP and throughout the state, this new service began to receive large numbers of requests for literature searches, photocopies of journal articles, and other information resources. The service underscored the strength of the collection in scientific and technical areas. The center's staff assisted in strengthening resources in technical areas by recommending engineering and business research material for the collections.

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### **Library Budgets during the 1960s**

New management in the college's Business Office produced significant changes in accounting and budget procedures, many of which had been recommended by the Cresap, McCormick, and Paget survey. In 1959 the state budget office had introduced the "A" and "B" budget system and the principle of program budgeting in state-level accounting procedures. The "A" budget included funds for the operation of existing programs with minimum additions



to staff and curriculum. The "B" budget encompassed new programs and improvements. Eventually the "A" budget became the base budget and the "B" budget, the "change" budget. This new plan simplified budgeting and facilitated changes in curriculum programs and expansion in libraries and laboratories.

In 1960–1961 the library's BPB (book-periodical-binding) expenditures reached \$120,381, near the bottom of all colleges in the South, and the total budget stretched to only a little more than \$300,000. Caldwell set about trying to increase the library's budgets and staff to improve the library's support for burgeoning University programs. In 1961–1962 the appropriated book budget increased by \$52,000 to \$160,000; in 1962–1963 it totalled \$178,000. Beginning in 1963–1964, the state began to add one-year lump sum supplements to the "B" book budgets: \$122,214 in 1963–1964; \$145,000 in 1965–1966; and \$20,000 in 1966–1967. During this period, the BPB budgets fluctuated because the one-year supplements did not become a permanent part of the "A" or base budget. In the late 1960s the library began to receive annual grants through Title II-C of the Higher Education Act passed by Congress in 1964. The federal grants amounted to \$117,089 over a five-year period from 1966–1971. By 1968–1969, total library expenditures reached \$827,638 and the BPB portion came to \$355,646. Although these increases were below what was really needed to support expanding academic programs and to make up for the deplorably inadequate budgets of the past, the annual lump sum increases from 1961 through 1968 did provide for a sizeable expansion of the collection.

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### **The Board of Higher Education Report, 1968–1969**

A landmark study of higher education in the state by the North Carolina Board of

Higher Education turned the tide toward more adequate state funding for the libraries of the sixteen senior public colleges and universities. Published in 1968, the survey findings received wide publicity throughout the higher-education community; each member of the North Carolina General Assembly received a copy of the report.

Robert B. Downs (then dean of library administration at the University of Illinois), commissioned by the Board of Higher Education, surveyed the library resources and services of the fifteen public senior colleges and universities in the state. (The North Carolina School of the Arts was not included in the survey but later became one of the sixteen institutions of the University of North Carolina system.) The Board of Higher Education published the chapter on the libraries separately as *Libraries in North Carolina Public Senior Colleges and Universities: Present Status and Future Needs*, Research Report 1-69 (January 1969). Downs identified major deficiencies in the libraries of the fifteen institutions, but especially at NCSU.

He found the library deficiencies at NCSU "alarming" in view of its extensive graduate programs. The University's 426,304 volumes in 1967–1968 fell 50,000 volumes short of meeting the Association of College and Research Libraries' (ACRL) standards even for four-year colleges with no graduate programs. The count was 903,746 volumes below the standard for a university of NCSU's size with graduate and research programs. This finding was based on a national standard, the Clapp-Jordan formula for universities. At that time NCSU was 68 percent below the minimum number of volumes standard for a university library. The report also showed NCSU's library to be 61 percent deficient in library space, which confirmed the need for the bookstack tower under construction at the time of the study.

The Downs report contained a table illustrating the number of bound volumes-



per-full-time-equivalent (FTE) student in forty-two public and private senior colleges and universities in North Carolina. The volumes-per-student ranged from a high of 269 at Duke University to a low of 20 at Western Carolina. North Carolina State University had 41 volumes-per-student and ranked thirty-first among the forty-two institutions. Downs focused special attention on NCSU because of the glaring library deficiencies in view of its large number of master's and doctoral degree programs, summing up the situation clearly:

Library resources at North Carolina State University, with the possible exception of periodicals and micro-reproductions, have not kept pace with the academic and research growth of the institution. Substantial increases in financial support are urgently needed if the library is to support properly the institution's wide-ranging educational programs in which some 4,000 graduate students are expected to enroll by 1975-76.

Downs analyzed the adequacy of the staffs at each of the institutions and declared the need for additional personnel at NCSU especially critical. The report noted that demands on the University's library staff would increase because of growing enrollment and graduate and research programs of the institution and also because of the increasing number of industries locating in the state. He pointed to the heavy demands that industries and businesses would be likely to make upon the Technical Information Center and the unique technical and scientific collections of the library. Based on a standard formula, Downs recommended that libraries have no less than one professional staff member for every 300 students. The NCSU library had 516 students per librarian and ranked thirteenth among the fifteen senior public institutions, ahead of only Western Carolina and Fayetteville State.

The report recommended that "immediate steps be taken to strengthen the [NCSU] library in all aspects" and proposed that the annual BPB budget be increased to

\$1,090,000, a goal not achieved until almost ten years later. The state-appropriated BPB budget did not exceed \$1 million until fiscal year 1975-1976. The report also recommended that the library's holdings be increased to 1.15 million volumes by 1975, a goal unattained until the early 1980s.

Perhaps the most telling statistic was the library's expenditures as a percentage of the total University expenditures. In 1967-1968 NCSU spent only 1.69 percent of its total institutional expenditures for its library, far below the minimum 5 percent recommended by the Association of College and Research Libraries; and the institution spent only \$82 per student for library services and resources, far below the \$100 minimum then recommended by experts. The report strongly recommended that a per-capita amount of not less than \$100 be used as a guide for both the General Assembly and the institutions in planning library budgets, or 5 percent of the total general educational budget of the institution, whichever sum proved greater. Although not stated in the report, the \$100 per capita applied to undergraduate students; library costs for graduate students would have been much greater. In any case, when the Board of Higher Education and later the university system's Board of Governors developed a plan in the early 1970s for improving library budgets, they used \$132 per undergraduate student as the basis of the formula, twice that for master's students, and seven times that for doctoral students. Downs also recommended "that inflationary costs be regularly taken into account in the preparation of library budgets," a consideration overlooked in recent years. The costs of library services and resources in recent years is far greater than \$100 or even \$132 per undergraduate student. As will be seen later, the Downs survey had a major impact on raising the holdings and budgets of the libraries of the sixteen institutions of the University of North Carolina system.

## Biennial Budget, 1969–1971

The year 1969 proved to be a turning point for the library budgets of North Carolina's publicly supported senior colleges and universities. On the basis of the 1968 survey, the Board of Higher Education requested and obtained from the 1969 General Assembly a \$4 million appropriation for the equalization of libraries of the sixteen senior public institutions of higher education for the 1969–1971 biennium. The NCSU library received funds totalling \$723,915 in the 1969–1971 change budget, increasing the total library expenditures from \$827,638 in 1968–1969 to \$1,313,833 in 1970–1971. The BPB budget increased from \$355,646 to \$624,123, a more than 40 percent increase in total library expenditures and an 80 percent increase in the BPB expenditure. More than 90,000 volumes, a record number, were added during the biennium, sending the collection over the 500,000-volume mark; and 13.5 badly needed positions were added throughout the library system.

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## Advisory Committee of Librarians

The Board of Higher Education formed the Advisory Committee of Librarians, composed of the head librarians of the sixteen public senior colleges and universities, to develop a plan for improving library collections and for raising the operating budgets of the sixteen libraries. The Financial Resources Subcommittee, headed by NCSU library director I. T. Littleton, used various formulas to evaluate the status of libraries. The committee developed a plan for increasing operating budgets, based on the academic level of students. The recommendations were used several years later by the University of North Carolina Board of Governors as a basis for obtaining funds from the legislature for a statewide library improvement program.

## Collection Development in the Mid-1960s

In September 1964 Littleton divided the responsibility for collection development between Brown (associate director) and Turner (chief bibliographer), with Brown having responsibility for the scientific fields and Turner handling the humanities and social sciences. These two staff members reviewed publishers' announcements and reviewing media and worked with faculty departmental committees to build the collection in their respective areas. The director's 1964–1965 annual report stated that the Acquisitions Department received many requests for books and journals from faculty, which were checked immediately in the card catalog by student assistants. Cy King, Acquisitions Department head, reported that this procedure made it possible to report back to the departmental committees that approximately 65 percent of all faculty requests were already in the library or on order, evidence of the library's comprehensive selection policy.

Brown, King, Houser, and Turner (chairman) served as a Serials Committee to review all requests for current serials from faculty departments and to approve or reject their purchase. This committee met weekly to screen carefully the hundreds of requests received. The committee eventually became the Acquisitions Committee, with the expanded function of reviewing expensive monographs as well as current serials requests.

Brown took a great interest in acquiring complete journal files, both domestic and foreign, as well as proceedings of learned societies. He maintained card files of the library's gaps in journal holdings and played an active role in building a strong collection of scientific journals and serials. One of the library's special projects during the early 1960s was to check periodical holdings against the lists of most-cited botany, entomology, zoology, chemistry, physics,

and mathematics serials in Charles H. Brown's *Scientific Serials* (Chicago, 1956). The library planned to use the results of this study to fill gaps in its serials holdings as completely as possible. Excitement reigned during the 1960s, despite the frustrations of a fluctuating book budget and inadequate staff, because the supplemental appropriations permitted the library to build strong collections of journals in all scientific disciplines. Each issue of the *Focus* newsletter and the director's annual reports included impressive lists of serials acquisitions and hundreds of additions to the reference collection.

Microforms of all types became a major part of the library's resources, adding considerably to its research strength. In 1969–1970 thousands of microfiche, microprints, microcards, and 1,500 reels of microfilm were added to the library's collections. The library placed standing orders for research reports of the Atomic Energy Commission (AEC), the National Aeronautics and Space Administration (NASA), the Educational Research Information Center (ERIC), and the Clearinghouse for Federal Scientific and Technical Information, now the National Technical Information Service (NTIS). The library also acquired sixteen newspaper files and a number of periodical files on microfilm, including the completion of the library's file of the *News and Observer* (Raleigh) as well as the *New York Times* and other national newspapers. Other major microform acquisitions included *Three Centuries of English and American Plays: 1500–1800*, *Travels in the New South*, and 3,046 microcards of books from a bibliography by Thomas D. Clark. Congressional records, dating back to 1789, were completed with the acquisition of four major works on microfilm. Funding for these acquisitions came from increases in the Board of Higher Education's change budget, as well as a basic education grant of \$36,335 from Title II of the federal Higher Educa-

tion Act. In 1969–1970, the collections totalled 500,000 volumes; 400,000 unbound United States government publications; 6,500 reels of microfilm; 600,000 microfiche, microcards, and microprints; and 20,000 slides (primarily in Harry B. Lyons Design Library).

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### Significant Gifts during the 1960s

Even before the reactivation of the Friends of the Library, the library began to receive numerous gifts of books and journals from faculty and alumni. *The Bookmark* listed hundreds of useful gift books added to the collection between 1960 and 1963. In early 1962 the library received the Arthur I. Ladu Collection of English and American Literature from Ladu's widow. Ladu, a member of the English Department faculty for thirty-seven years, chaired the Library Committee from 1935 through 1954.

Several special donations enabled the library to purchase important research materials. A donation of \$5,000 from the Alumni Association underwrote the purchase of two outstanding sets: the twenty-volume *Edizione nazionale* of Galileo's words, published in Florence between 1929 and 1930; and an almost complete file of the important German botanical periodical *Bibliotheca Botanica* covering the years from 1886 through 1960.

The library received a bequest of more than \$2,600 from the estate of J. W. Harrelson to be used for the purchase of books in the fields of mathematics and science. These initial Harrelson Fund monies enabled the library to purchase 118 rare and important volumes in mathematics and the history of science that encompassed a number of works published in the fifteenth, sixteenth, and seventeenth centuries, including the library's first incunabulum—the *Quadripartitum of Ptolemaeus*—published in Venice in 1484 by Erhardt Ratdolt, one of

the finest of the early printers. An outstanding journal acquisition was *Acta Eruditorum Anno* and its supplement, covering the years from 1682 through 1734, in sixty-five volumes. Standing orders were placed with dealers and publishers for the first time, including university presses, the International Atomic Energy Agency, and all International Series of Monographs of Pergamon Press in eighteen selected scientific fields.

In 1964 Ida Myrtle Brooks presented approximately 1,000 books and journals from the library of her late husband, Eugene Clyde Brooks, president of the college from 1923 to 1934. The collection contained many important volumes on the history of education and of North Carolina. Of particular interest is a file of the *North Carolina Journal of Education*, containing issues from 1906 through 1920, which Brooks founded and edited. Another significant gift received in 1964–1965 came from professor Gerald Elkan and his mother, Eva J. Elkan: selections of classics in German literature (a subject area almost completely undeveloped in the library at the time) from the library of the late George H. Elkan, Elkan's father. Both of these gifts were announced at the 1965 annual Friends of the Library dinner and life membership was conferred upon Ida Brooks and Eva Elkan.

In 1965 the library received two major collections. Jonathan Daniels, author and editor of the *News and Observer*, donated the Daniels Collection, consisting of approximately 1,200 volumes that were used by Daniels and his father, Josephus Daniels, to write works of history and biography. The collection contains many books discussing the presidency of Woodrow Wilson, some autographed by their authors to Josephus Daniels, who had been secretary of the navy under Wilson. Josephus Daniels used this group of books to write *The Life of Woodrow Wilson* and the two-volume work *The Wilson Era*. The collection also contains a number of items pertaining to Franklin Delano Roosevelt, including a full set of his public papers.

Jonathan Daniels also provided with this donation many monographs on the Civil War, used by him to write *Gray Ghost of the Confederacy*, *Prince of the Carpetbaggers*, *Stonewall Jackson*, and *Robert E. Lee*. In addition, there are several books about Natchez Trace, used by Jonathan Daniels in writing *The Devil's Backbone*. The Daniels Collection materially increased the library's holdings in history and political science. Daniels continued to give his books and substantial cash contributions to the library until his death in 1981.

The second important collection accessioned in 1965 came from Clarence Poe. Poe, editor of the *Progressive Farmer* from 1899 to 1953, specified in his will that the D. H. Hill Library would receive his personal library. Some 350 books reflecting his wide range of interests arrived after his death in 1964. His son, Charles Aycok Poe, contributed to the library in his father's memory and served as president of the Friends of the Library in 1970–1971.

The number of outstanding collections and individual volumes, many of which are rare, acquired during the 1960s are too numerous to list separately, but some that should be noted briefly are the Robert L. Gullette Memorial Collection (liberal arts), Karl P. Hanson Memorial Collection (engineering), John W. Cell Memorial Collection (mathematics), Hugh S. Lee collection (social and natural sciences), Frederick L. Wellman collection (botany and plant diseases), Larry A. Whitford collection (botany); and the James Marion Pickell, Jr., Collection (ornithology, horticulture, and items from president Alexander Quarles Holladay's library).

One example of the fine gifts received is the rare eleven-volume set of *Commentaries on Aristotle* by Averroes. It was printed in Venice in 1560 and given in 1966 by Edward F. Edwards of the Philosophy Department.

In 1969 Ellen Winston, a distinguished educator and at different times the state and federal director of welfare, established the Sanford Richard Winston Music Collec-



tion in memory of her husband, a professor emeritus at North Carolina State University until his death on June 13, 1969. Winston had retired as head of the Department of Sociology and Anthropology in 1963 after more than thirty-five years of service to the University, but music had fascinated him for decades. Ellen Winston donated the scores of classical composers, opera librettos, guides, biographies of composers, books of music criticism and history, as well as musical records collected by her husband over his lifetime. Memorial cash contributions were made by his family and friends, and Ellen Winston continued to make annual monetary contributions for the support of the collection. She served as president of the Friends of the Library for two terms, from 1971 through 1973.

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### Security Problems

The 1954 building with its three exits presented major security problems, especially as the bookstacks became congested and the student population outgrew the building. The stacks were still closed to undergraduate students and to individuals who did not have a stack permit. This policy meant that checkpoints had to be staffed at the narrow entrance to the bookstack behind the circulation desk. There were many complaints from undergraduates about this policy, however, and gradually more undergraduate students were allowed to enter the bookstacks; but staff could not always be spared for the checkpoints.

The security of the building was further compromised because state regulations required that one door be unlocked from the inside to prevent people from being trapped in the building. A book thief could hide in the building at closing time and walk out with valuable materials. "Did Pro Thief Stalk Stacks at N.C. State University Library?" queried the headline of a front-page story

in the February 7, 1968, issue of the *News and Observer*. The article described the theft of at least sixteen journals and bibliographical works from the D. H. Hill Library. The first two sets that were missed in July 1967 were Charles Evans's *American Bibliography*, the fourteen-volume bibliography of all books, pamphlets, and periodical publications printed in the United States from 1639 through the year 1800, and Joseph Sabin's twenty-nine-volume set of the *Dictionary of Books Relating to America*. The two most valuable sets stolen were sixty-seven volumes of *Curtis's Botanical Magazine*, published between 1787 and 1841, and the thirty-three volumes of *Edwards' Botanical Register*, a journal of ornamental flower gardens and shrubbery. Several valuable sets acquired as a part of the Tippmann Collection disappeared. It is believed that all of these sets were taken over a period of several weeks during the summer and spring of 1967. The thief was never apprehended. The police had a strong suspect but lacked the proof to arrest him.

An article in the spring 1968 *Focus* stated that as soon as the library staff discovered the thefts, campus and Raleigh police were notified and steps taken to improve building security. The state granted permission to lock all doors after the installation of an alarm system to warn users that the library was closing. One problem that the police had encountered was the lack of sufficient identification in the books to prove that they came from the NCSU library. After this incident, library personnel stamped "D. H. Hill Library, N.C. State University" on the fore-edge of all books.

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### Building Expansion, 1967–1971

By 1964–1965 the D. H. Hill Library building, first occupied in 1955, had become completely inadequate. Its 900 seats accommodated less than 10 percent of the



student body that year. The bookstack space grew tighter every day, and within three years the stacks would become filled to the 400,000-volume capacity. Littleton, assisted by Brown, Keener, and all library staff, wrote a building program that included the addition of a 110,000-square-foot bookstack addition to the original building (now the East Wing); the renovation of the existing building to house reference and research functions and work areas for the technical processing staff; and the addition and renovation of the Erdahl-Cloyd Student Union as an undergraduate library. The cost for the project totalled \$3.725 million. The NCSU trustees chose the architectural firm Odell Associates, Inc., to design the new addition and renovations of the existing space.

The 1967 General Assembly originally approved \$2,483,400 for the expansion project, with the provision that the remaining one third, totaling \$1,241,600, be funded from the Higher Education Facilities Act. In July 1967 the University submitted proposals to the federal Office of Education. When it became evident that federal funds would not be forthcoming because of federal cutbacks of entitlement programs, the State Advisory Commission approved additional state funds on April 18, 1968, to complete the construction of the bookstack tower. Caldwell appointed a University *ad hoc* Building Committee consisting of Charles Smallwood, Jr. (chairman), Lodwick C. Hartley, Charles Kahn (School of Design), Norman D. Anderson (School of Education), Dame S. Hamby (School of Textiles), Charles B. Davey (School of Agriculture), Carolyn S. Jessup (Student Affairs), and Littleton. The committee and the library staff worked with Carroll L. Mann, Jr., and Edwin F. Harris, Jr., director and assistant director, respectively, of the NCSU Facilities Planning Division.

The first eleven-story bookstack tower addition and the first major renovations of the existing D. H. Hill Library building

ended in 1971. The new bookstack addition, the original library building, and the Erdahl-Cloyd Wing together provided 237,598 gross square feet, a 174 percent increase; shelving capacity for 1.1 million volumes; and more than 2,300 seats, including 1,800 carrels and 70 faculty studies. The Erdahl-Cloyd Wing renovation did not commence until the 1970s, and this addition was not used for library services until 1975 (*see* Chapter 5).

After six years of planning and construction, the state accepted the new bookstack tower on February 4, 1971, and the shifting of the library's 500,000-volume general collection began immediately. Circulation Department staff moved the major part of the collection in three weeks, assisted by a highly enthusiastic group of about twenty students. Renovations on all four floors of the old building (now East Wing) began after the 500,000 books were shifted. Library services continued during this period of transition, with both users and staff in all departments making constant adjustments to temporary locations and changes in traffic patterns with little complaint and much patience.

The library decided to open the bookstacks in the new tower to all users after the first books were moved. This action greatly increased student use of the library, but the open stack policy necessitated an improved security control system. In March 1971 a single entrance to the library complex was established in the new building. This arrangement changed when the library occupied the Erdahl-Cloyd Wing in 1975.

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### East Wing Services

In late 1971 the original building (now East Wing) became the reference and research component of the library complex. In the old reading room of the original building (now occupied by the Reference Department and Interlibrary Center), the

alphabetical arrangement of selected periodicals into four broad subject areas had always presented a problem for users. To correct this situation and improve periodicals service, the staff decided to display current issues of the library's 6,000 journals on open shelves arranged by Library of Congress classification number on the ground floor of the East Wing, in a reading area furnished with tables and a variety of chairs and lounge furniture. The Serials Department, responsible for processing, cataloging, and binding of serials, occupied quarters nearby on the east end of the floor. A Periodicals Service Center with a public service desk, adjacent to the Serials Department, checked in current periodicals and assisted users in locating current issues, especially in determining if periodicals had been sent to the bindery or if they had been received. Newspapers were displayed in the lounge in the periodicals reading area and bound general-interest periodicals, heavily used by undergraduates, were shelved in a reading area containing the large maple tables used in the first D. H. Hill Library.

The main floor of the East Wing housed the public card catalogs; the Reference Department's service desk, collections, and offices; the Technical Information Center; the Interlibrary Center; the chief bibliographer's office; the Reserve Reading Room (formerly the Reference Room and, since 1975, the Cataloging Department); and the Acquisitions and Cataloging departments.

The Documents Department, occupying the second floor, consisted of work rooms, offices, a reference desk, and, at the west end, a new microforms reading room. The library's major United States government documents collection then totalled 400,000 volumes and 700,000 microforms. It included all government research reports on microfiche, which the library began receiving in 1969, and many other federal publications issued in microform. Newspapers

and periodicals on microform also occupied the microforms room, along with microfilm and microfiche readers.

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### **The Third Floor, East Wing**

A severe shortage of space for faculty offices and classrooms existed during the late 1960s and Caldwell wanted to use new library space to ease this pressure. Rather than allow two floors of the bookstack tower to be used for faculty offices, Littleton compromised by offering the third floor of the East Wing. This decision entailed relocating the functions planned for the third floor. The director's office was relocated to the east of the circulation desk on the bookstack tower's first floor, space that had been planned originally as a new book lounge and offices for the Circulation Department staff. A rare-book room could easily be delayed and University Archives relocated to the east end of the ground floor (its current location). A portion of the faculty of the Department of Economics occupied the third floor of the East Wing in 1971, where they remained until July 1, 1981.

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### **University Archives**

University Archives moved from the second floor of the D. H. Hill Library to enlarged quarters in the southwest corner of the ground floor of the newly renovated East Wing. The origins of the University Archives dated back to 1939, during planning for the commemoration of the college's fiftieth anniversary. Harlan Brown, then the librarian, and David Lockmiller, professor of history and author of the 1939 college history, proposed to Chancellor Harrelson that a collection of "historical materials" be organized in the library. The chancellor approved this suggestion, and the library began to collect relevant documents, letters, manuscripts, speeches, pho-

tographs, clippings, folders, bulletins, announcements, accounts, budgetary data, and curiosities of every description. A mass of materials accumulated, but with no staff to organize it, the collection remained in a chaotic state during the 1940s.

When the library moved to the new D. H. Hill Library in 1954, the materials were placed in three small rooms on the second floor (where Documents Department offices are presently). Chancellor Emeritus Harrelson served as part-time archivist after his retirement in 1953 and spent a great deal of time arranging the material in chronological order. He planned to prepare a subject index card file but did not complete it before his death in 1955. Brown wrote a report on the archives collection in January 1956 in which he stated that the material is "practically unuseable. Unless one knows the date of the material for which he is searching, he must go through the whole file to locate the information."

Stuart Noblin, professor of history, served as part-time archivist from 1957 through 1962, followed by I. O. Schaub (School of Agriculture) from 1962 through 1964. Schaub became disturbed about the condition of the archives collection. In a memorandum to Brown written in July 1961, Schaub pointed out that many documents relating to the college history were missing and recommended the appointment of a qualified archivist. Brown enclosed Schaub's memorandum in a strongly worded letter to Dean Shirley urging,

that immediate steps be taken to forestall losses of important documents, reports, studies, etc., that relate significantly to State College's history and development—that deans, department heads, committees, official groups, be instructed and directed to prepare copies of such reports, documents and records to be deposited with the College Archives at the D. H. Hill Library.

He also recommended that procedures be established to ensure compliance with state-

mandated directives given to campus agencies on records disposition and strongly concurred that a full-time archivist be employed.

In 1963 a staff specialist with the North Carolina Department of Archives and History surveyed the records in all University offices and prepared schedules of retention and disposition of records. Her report recommended the appointment of a full-time archivist to take leadership in acquiring and properly organizing the archives of the University.

Maurice S. Toler, a trained archivist with several years of experience in the State Archives, part of the State Department of Archives and History, took the position of University Archivist in August 1965. Toler began to organize existing records and to develop a comprehensive archives and records management program for the University, including the systematic transfer of records from departments to archives and the preparation of indexes and guides to the records. When the University Archives was first established, the archivist reported directly to the dean of the faculty, later to the vice chancellor and provost. In 1989 the director of the NCSU Libraries assumed administrative control of the University Archives.

The University Archives houses most of the Biltmore Forest School Schenk Collection. The collection contains the papers, books, scrapbooks, pictures, notebooks, and other materials of Carl Alwin Schenk. Schenk founded the Biltmore Forest School at Asheville, the first school of forestry in the western hemisphere. Included are manuscript materials, catalogs, and books about the Biltmore Forest School, as well as many papers of distinguished foresters. It was transferred to North Carolina State College in 1957 by the Forest History Foundation. Several of the books from this collection were cataloged for the Forest Resources Library and are now housed in the Natural Resources Library.

## **New Interlibrary Cooperative Programs**

During the four-year period from 1967 to 1971, the library's collections, staff, and services grew and changed in significant ways. The NCSU library had become a major community and state resource. In 1967 the libraries at NCSU and at Meredith College took the lead in developing cooperative services for students and faculty in all six Raleigh institutions of higher education in the newly organized Cooperating Raleigh Colleges. This program included a cooperative lending agreement that permitted direct borrowing among the six campus populations. Students and faculty of Shaw University and Meredith, Peace, St. Mary's, and St. Augustine colleges began using the NCSU library's services and borrowed books in great numbers.

The Consolidated University organized a University Library Council to encourage greater cooperation among the university libraries in the system and Duke University. The council developed a plan to set up Interlibrary Reference Centers on each campus with teletypewriter service (TWX). The NCSU library established the Interlibrary Center at this time, combining interlibrary lending and borrowing in a single department with access to a TWX machine. The libraries of the Consolidated University used TWX to request interlibrary loans throughout most of the 1970s, until it was replaced by OCLC computer terminals.

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## **Circulation Growth and Change**

Other services to NCSU students and faculty experienced changes. On March 1, 1967, the library, with the approval of the University Library Committee, reduced the faculty loan period from six to three months, where it has remained since 1967. The committee also authorized the library to bill faculty members for the replacement of lost or unreturned materials, making mate-

rials more available. The opening of the new bookstack to all students and faculty in 1971 increased the use of the library dramatically, and the new building remained open until 1:30 A.M. for the first time during the spring semester of 1970-1971. With the establishment of the Technical Information Center and industrial expansion in the Research Triangle Park, the number of loans and requests by industry increased dramatically. For example, in 1967-1968 the number of loans and photocopies for industrial clients doubled. This trend continued throughout the 1970s and 1980s.

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## **Establishment of the School of Forest Resources Library**

The School of Forest Resources Library, the fourth branch library on the campus, opened in Biltmore Hall in 1970. Dean Richard J. Preston had originally planned for the entire third floor of Biltmore Hall to house the library, but during the planning of the building the University transferred the Department of Recreation and Parks Administration to the School of Forest Resources. Gradually the space for the library became offices for a larger faculty. The small room assigned to the library could house only the most specialized materials and journal files in the subject areas of forestry, wood and paper science, and recreation. The branch library's staff initially consisted of one library assistant with part-time supervision from the main library.

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## **Staff Changes in the Late 1960s**

By 1970-1971 the library staff had grown to 91.5 positions. Increased funding during the 1960s provided additional staff throughout the library system. William Robert Pollard, Linda Osterman (now Fuller), Nell Waltner, and Ann Smith all filled new positions as assistant catalog librarians. They had all received their M.A. degrees in li-



brary science from UNC. Pollard, Waltner, and Smith remained on the staff into the 1980s, and Fuller is currently the access services librarian. All of them made lasting contributions to library service at NCSU. By 1969 there was a professional assistant in the Documents Department, and in 1971 additional support positions were added to the department. Ann Baker Ward came to the library as head of the Interlibrary Center on October 7, 1970, replacing Alyce Forsee.

Helen Zschau, who had worked as a library assistant for fourteen years in the Design Library, became the head of that library, filling the vacancy left by the death of Harrye B. Lyons in 1968.

James Baker, who had been for many years librarian of Chemstrand Corporation in the RTP, came to the staff in 1967 as assistant reference librarian. He was appointed head of the Burlington Textiles Library on July 1, 1970, succeeding Davora Nielsen. Baker chaired the committee reviewing the library for the University's 1973 self-study, which preceded the visit of the accreditation committee from the Southern Association of Colleges and Secondary Schools.

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### The First Systems Librarian

Advancements in computer technology loomed on the horizon with important implications for libraries. During the middle 1960s the library began to explore the use of computers in the NCSU Computing Center and used computer technology for the first time in 1965 in the preparation and publication of the *North Carolina Union List of Scientific Serials* (holdings of the libraries of Duke University, UNC-Chapel Hill, UNC-Greensboro, NCSU, and the Chemstrand Research Center). Bibliographic and location information for each serial title were punched on IBM cards and placed on magnetic tape; the list was produced on paper by the computer in the NCSU Computing Center and 700 copies were printed. The cooperating libraries had hoped to update the list continuously by

computer technology. However, the printed editions became too expensive to issue frequently and the university libraries began to produce separate computerized serial lists on computer-output microfiche (COM).

Databases and computerized systems also became available to libraries, and the need for a staff member with expertise in computer technology increased. Budgets had not yet reached the level that permitted the library to purchase its own mainframe computer; acceptable turnkey systems and microcomputers were not yet available. Campus and the Triangle Universities Computing Center (TUCC) computers existed and needed to be explored for library applications. Littleton used increased enrollment funds to establish the first position of systems librarian in 1970. After a national search, the library selected William C. Horner to fill the new position on September 1, 1970. This event represented an important first step in increasing the library's use of computer technology. Horner came to the NCSU library from Tufts University where he had been science-engineering librarian and had gained experience in library systems development. He had received a Bachelor of Business Administration degree from the University of Pittsburgh. As his first project, Horner developed a program for a computerized list of NCSU serials, which was produced in 1971 as a COM catalog.

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### Brown and Pohl Retire

On July 1, 1971, Harlan C. Brown and Emma Pohl retired. Pohl had been head of the Reference Department since 1957. She provided stability and dignity to the Reference Department, added quality to the reference collection, gave friendly service to students and faculty, and participated in the library orientation of faculty and students.

Brown served the library for thirty-five years. His strong service philosophy and his commitment to library growth left a perma-



ment imprint on the D. H. Hill Library. He created a highly centralized library by resolutely stopping the proliferation of departmental libraries, adhering to the principle that branch libraries should be established only if they served a school or several related departments. He believed strongly that branch libraries could be justified only on the basis of distance from the main library. He always fought tenaciously for adequate library budgets and staff, even in the face of adverse economic and political circumstances. The most visible reminder of his tenure is the original D. H. Hill Library building (now the East Wing). His insistence on modular construction produced a building with the flexibility needed to accommodate the relocation of services and functions as they changed and expanded. One of his legacies is the library's strong collection of scientific periodicals; he took a special interest in completing and acquiring journal files, and he clearly understood their importance in the University's research programs. Brown always considered the acquisition of the Tippmann Collection of Entomology as one of his major accomplishments. Harlan C. Brown fought the good fight unselfishly and never gave up trying to improve the excellence of NCSU's library services and collections. He died at the age of seventy-six on October 10, 1982.

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### **A New Organizational Structure**

Tripled growth in library space and the need to establish new services and to install new information technology throughout the library system made it essential to reorganize library departments into divisional units for more effective management. On July 1, 1971, the library director organized the departments in the main building into three major divisions, using the expertise of existing department heads: General Services, Reference Services, and Collection

Development and Organization (technical services, with emphasis on collection development). Funds were not available to create new positions at the assistant director level, so three department heads in each of these areas received promotions to the position of assistant director.

The General Services Division included the departments with the primary mission of making materials available for use: the main Circulation Department, Photocopy Services, the lending and media services to be developed in the Erdahl-Cloyd Wing, and the operation of the mail room. The assistant director for General Services was responsible for building planning and maintenance and became the library's liaison with the Physical Plant. Donald S. Keener, head of the Circulation Department since 1962, became the assistant director for General Services. Keener had been heavily involved in the planning of the new tower and had supervised the move into the new space.

The primary mission of the Reference Services Division was to provide reference and search services to students, faculty, and staff of the University, as well as to industries, businesses, and governmental organizations. The departments in this division were: the Reference Department, Documents-Microform Department, Interlibrary Center, and the Technical Information Center. One of the major challenges the division faced was the development of automated reference retrieval for users and a training program for students and faculty using the library. Littleton appointed William C. Lowe as assistant director for Reference Services. Lowe had successfully established and administered services to the industrial community through the Technical Information Center since 1966. Active in the Special Libraries Association, he had just completed a term as president of the North Carolina chapter.

The Division of Collection Development and Organization (now the Technical Services and Collection Management Division)

encompassed the departments that selected, acquired, cataloged, and prepared library materials for the shelf: the chief bibliographer, Acquisitions Department, Cataloging Department, Serials Department, and Marking Section. Cyrus B. King, head of the Acquisitions Department since 1963, became the first assistant director in charge of collection development and technical services. He shared with the director the responsibility for the expenditure of funds in the book-periodical-binding budget. King's major strengths were in the areas of collection development and supervising personnel. His "people" skills and his excellent rapport with the faculty served him well in coordinating the departments and in developing the collection. King was the first library staff member to be elected to the Faculty Senate, and he served four consecutive terms from 1964 to 1968.

Reorganization brought several new department heads. William Robert Pollard replaced Emma Pohl as head of the Reference Department. Pollard joined the staff in 1965 as assistant catalog librarian and transferred to the Reference Department in 1968.

Nell Waltner replaced King as head of the Acquisitions Department. She had worked part-time or full-time in the D. H. Hill Library in support staff positions from 1956 to 1968 and joined the professional staff as assistant catalog librarian in 1969.

Linda Osterman (Fuller) assumed the new position of general services librarian and supervisor of the Circulation Department. She returned to the D. H. Hill Library after serving for two years as the head librarian of Peace College in Raleigh. She had previously worked as assistant catalog librarian and as circulation assistant in the D. H. Hill Library.

M. Ronald Simpson, who had worked for six years at the Georgia Institute of Tech-

nology as a technical reference librarian in the Industrial Development Division of the Engineering Extension Service, replaced Lowe as the head of the Technical Information Center. He had received an M.A. degree in library science from UNC.

The three libraries outside the D. H. Hill Library organized originally to serve the special needs of the schools of Design, Textiles, and Forest Resources, were called "school libraries" from the 1940s through the 1960s. Now they were clearly recognized as branch libraries of the D. H. Hill Library. Branch librarians reported to the library director and adhered to the same personnel, service, and collection policies as departments in the main library.

The systems librarian, a staff position reporting to the director, was responsible for systems development for all library departments. Personnel matters and the administration of nonbook budgets remained in the Director's Office under the supervision of the director, who was supported by two staff positions.

The year 1970-1971 marked the beginning of a new era for the D. H. Library. During the past decade, the staff had tripled to 91.5 full-time positions, the collection had doubled in size, and the library's total budget had tripled to \$1.3 million. The new bookstack tower and the Erdahl-Cloyd Wing added more than 140,000 square feet to the main library building. The D. H. Hill Library had evolved from a small college library to a university library—with the size of physical facilities, research collections, and budget and organizational complexity that this term implies. Because of the increased emphasis by state officials on improving libraries in the Consolidated University system, the outlook for continued library growth and improved services in the information age of the 1970s seemed bright indeed.

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## CHAPTER FIVE

### *The Developing University Library, 1971-1981*

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#### UNPRECEDENTED GROWTH AND MOMENTOUS CHANGE

Unprecedented growth and momentous change sum up NCSU library history during the ten years between 1971 and 1981. The book collection doubled in size, increasing from 500,000 volumes to more than one million volumes. The library staff accessioned a greater number of volumes in this ten-year period than were added during the first eighty years of the library's history. The book-periodical-binding budget quadrupled as a result of the Consolidated University system's commitment to the improvement of institutional libraries. The Information Age ushered in new technology as well as the "information explosion" of books, journals, and databases, bringing revolutionary changes in the way libraries delivered information. The 1970s saw the rise of library telecommunications networks at national, regional, and local levels, examples of which included the Ohio College Library Center (OCLC), the Southeastern Library Network (SOLINET), and the Triangle Research Libraries Network (TRLN).

The NCSU library participated not only in the development of networks at all levels, but also in cooperative library programs statewide and in the Research Triangle area. In the late 1970s, the library took a leadership role in organizing the Capital Area Library

Association (CALA) to improve communications among librarians in all types of libraries in Wake County and in the RTP, an outgrowth of the 1978 Governor's and White House Conferences on Libraries and Information Science. The civil rights and women's movements of the 1950s and 1960s translated into affirmative action in the 1970s, to help ensure equal employment opportunities for minorities and women. This promoted changes in the library's hiring practices and procedures. The decade of the 1970s indeed brought rapid and irreversible changes.

The D. H. Hill Library administration worked closely with University administrators and the Friends of the Library in developing and implementing strategies for raising the library's budgets and volumes to keep abreast of the growing research and teaching programs of the University and industrial expansion in the state. Enrollment at NCSU reached more than 22,000 by the end of the decade. The number of industries in the RTP also increased dramatically with the addition of the Burroughs Wellcome Company; the Becton, Dickinson and Company Research Center; the Chemical Industry Institute of Toxicology; and the National Humanities Center. With tripled space, the library could better cope with the growing demands for study space and information.

## D. H. Hill Library Tower Dedication

On October 3, 1972, the eighty-third anniversary of the opening of the institution, NCSU dedicated the newly completed 110,000-square-foot bookstack addition and the renovated reference-research wing of the D. H. Hill Library. The renovations of the Erdahl-Cloyd Wing as an undergraduate library had not been completed at the time of the dedication.

The dedication program, held in the evening in the Stewart Theater of the University Student Center, began with the performance of "Triumphal Chant," a choral work commissioned by the University especially for this occasion and sung by the 120-voice University Choir. In his dedicatory address entitled "Library Costs and Benefits," Logan Wilson, president emeritus of the American Council of Education, hailed the expanded library as a "symbol of progress." Recognizing the rising costs of libraries, he concluded that,

their growing benefits vastly exceed their costs. The millions of dollars you have expended here represent one of the best investments you could have made to benefit the generation now served. Its resources will continue to be strengthened and appreciated by generations yet to come.

The speaker had some advice about the use of technology in libraries: "We must indeed mechanize and electrify the library's routine operations, but I trust we shall not 'electrocute' the library as a vital campus organization." In addition to Wilson, Chancellor John T. Caldwell; George M. Wood, chairman of the NCSU Board of Trustees; John Ely, chairman of the NCSU Faculty Senate; Rodney Swink, student attorney general; and library director I. T. Littleton made brief remarks.

In speaking for the students, Swink said: "I hope the foresight in building this building will be used to cope with issues of education before they become problems of

education." Littleton emphasized the new open stack policy and the increased use of the library, reminding the audience that the new library addition would be dedicated to meeting the educational and research needs of the students, the faculty, and the state of North Carolina.

The dedication program came at the end of a day-long celebration that included seminars, tours, and exhibits in the D. H. Hill Library with participation by students and faculty. At 10:00 A.M. a seminar on "The University and the Library: Interaction and Change" featured panelists Edward G. Holley, dean of the School of Library Science at UNC-Chapel Hill; Grigg Mullen, professor of civil engineering and chairman of the University Library Committee; and Robert O. Tilman, dean of the School of Liberal Arts. In the afternoon, some of NCSU's outstanding faculty members discussed current scientific and technical topics in seminars sponsored by the student councils of the School of Engineering, the School of Agriculture and Life Sciences, and the School of Physical Sciences and Mathematics.

Along with the building expansion came new decorations and art for the walls of the building complex. Commissioned by Caldwell in 1972 and funded from the chancellor's discretionary fund, Joseph H. Cox, professor in the School of Design, created the Color Light Mural on the north wall of the main floor of the tower. The \$6,200 mural consists of black anodized aluminum strips that are illuminated after dark by changing colored overhead lights. Upon the recommendation of the NCSU Art Committee, Caldwell also provided funds for "Ripa," a colorful geometric oil painting by Design School faculty member Wayne Taylor.

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## The Erdahl-Cloyd Wing

The University administration had planned since the 1950s that the Erdahl-



Cloyd Student Union to the west of the D. H. Hill Library would eventually be converted to library space. The Jesse-Ringo survey report confirmed this idea by strongly recommending that the building be used as an undergraduate library. Designed in the early 1950s by architect and School of Design professor William Henry Deitrick, the building typified the new, modern architecture for which the NCSU School of Design became famous. Named for Gerald Erdahl, the first student union director who helped plan the building, and Edward L. Cloyd, the first dean of students, the building served well as a student center from 1954 to June 1972. When the Erdahl-Cloyd Student Union was added to the library, it became the Erdahl-Cloyd Wing of the D. H. Hill Library. As library space, however, it presented multiple problems from the outset.

Soon after state approval of the building project in the fall of 1966, University officials informed Littleton and Brown that the ground floor of the building would continue to be used for a cafeteria and would not be a part of the library. The reason given was the lack of any other food service on the north campus. In spite of protests from the University Library Committee, the decision by the University administration could not be changed. Brown objected vehemently on the grounds that food would draw insects that would be harmful to books. Others feared grease fires from the kitchen located underneath the first floor. Littleton insisted that there be no direct access from the snack bar to the library; in fact, the original architectural drawings showed a wall replacing the door leading from the snack bar floor to the first floor of the Erdahl-Cloyd Wing, but University officials would not allow this and the plans had to be changed. Closing off the east stairwell from the first to the ground floor would destroy one of the architectural features of this campus land-

mark. This decision led to the necessity for a second entrance to the library complex, which created not only a security problem but a food and drink problem.

Because the Erdahl-Cloyd Wing had been built as a student union and not as a library, its foundations were not strong enough to support heavy collections of bound volumes on the first and second floors, limiting the number of books that could be safely housed there and presenting a major challenge in planning the functions and services of the building. To provide better access for undergraduates, the library administration decided to locate the Reserve Reading Room, the most heavily used undergraduate service, on the first floor along with an open-shelf browsing collection.

Two serious defects in the building contract delayed the full use of the building until 1975. The first floor of the Erdahl-Cloyd Wing was six feet lower than the first floor of the bookstack tower. The architects had installed a mechanical lift between the two floors that was not safe for book trucks, much less people. The library administration insisted that a safe elevator be installed for handicapped library users and for staff who had to transport materials on book trucks from the bookstack tower to the Erdahl-Cloyd Wing. Inadequate lighting on the main floor where students would be studying and reading also had to be corrected. Out of a \$3.75-million budget for the building project, only \$104,704 had been allocated to the renovation of the Erdahl-Cloyd Wing. Additional funds to install the elevator and improve lighting had to be approved by the Advisory Budget Commission and be sent through the bidding process. After the completion of these two renovations, the Reserve Room moved to the new area in May 1975. The library had ordered an opening-day collection for the shelves on the main floor, but the books remained in cartons until electronic exit control systems for both the Hillsborough and the main library entrances in the new



bookstack tower were installed by the beginning of the fall semester 1975.

On the second floor of the Erdahl-Cloyd Wing, a 150-seat theater and auditorium provided space for the showing of films, slides, other media, and for holding staff meetings and lectures. In 1974 the theater was renovated and equipped with two 16-mm. projectors, two cassette recorders, two slide projectors, and a 12-foot by 12-foot motor-operated roll-up screen. With these improvements, the theater began to be used extensively by the teaching faculty for showing films to classes. The library developed the space next to the theater as a media center with audio and video carrels. Other offices located on the second floor of the Erdahl-Cloyd Wing included the Tobacco Literature Service, in the northwest corner; the Educational Media Section of the School of Agriculture and Life Sciences; and the library's staff lounge, adjoined by the Faculty Senate Chambers and the Faculty Senate office.

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### **Staff Changes, 1973**

Three long-time professional staff members retired in 1973: Anne Leach Turner, who had been on the staff since 1937 as order librarian and chief bibliographer; Foy Lineberry, head of the Catalog Department since 1942; and Ac Ruble McGalliard (affectionately known as "Mrs. Mac"), who came to the library in 1955 and served briefly as Brown's secretary, head of the Serials Department from 1955 to 1960, and as a reference librarian until her retirement. Their combined time of service totalled eighty-five years. The retirees were honored by a dinner on June 27, 1973, in the Walnut Room of the University Student Center, attended by more than seventy friends, including Chancellor Caldwell and Provost Winstead.

Lillie D. Caster became head of the Catalog Department on July 1, 1973, replacing

Lineberry. At her suggestion, the library changed the name of the department to the Monographic Cataloging Department. Caster, with a library science degree from Columbia University and two degrees from Hampton Institute, had taught cataloging, most recently as an associate professor at the Graduate School of Library Science, Rutgers University. Caster, who brought a progressive and up-to-date approach, came just before the library began to implement computerized cataloging.

Margaret Rogers (Hunt) filled the position vacated by Anne L. Turner (chief bibliographer) with the new title of assistant acquisitions librarian. The position formerly had been outside of the Acquisitions Department and on the same administrative level as the head of Acquisitions, reporting directly to Cyrus B. King, the assistant director for Collection Development. King decided to place the position administratively in the Acquisitions Department. Rogers had worked as reference librarian in both the Duke University and Cornell University libraries, having received her library science degree from Atlanta University. The major responsibilities of her new position included supervision of bibliographic searching and collection development in cooperation with King.

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### **Affirmative Action**

The United States Civil Rights Act and its amendments of the 1960s had a major impact on hiring practices and policies. The UNC system required NCSU to submit an affirmative action plan for the recruitment of minorities and women by July 1, 1973. An affirmative action committee, consisting of King as chairman, Bonnie Baker, Doretha Blalock, and Susan Rose, developed a plan for the library. This document (March 1973) detailed the early history of the employment of minorities and women in the library. The library began to hire

African-Americans for the first time when Katherine Edsall employed Edward Carson, a student assistant who worked in 1959–1960; he was also the first black graduate of NCSU. Before retiring in 1991, Carson held an executive position with IBM Corporation. He is now serving a five-year term on the Board of Directors of the Friends of the Library of NCSU.

Edward Walker, the first full-time African-American staff member, came to the library in 1962 as the library's first mail clerk (Clerk I). He retired in 1992 as the bookstack supervisor. Doretha Blalock, the first African-American to be hired above the clerk level, joined the staff in 1964 as a Typist II, possibly the first black to be hired for a clerical position on the campus. Blalock works now as a supervisor in the Collections Management Department. William V. Frazer, the first black professional librarian on the staff, worked as a reference librarian from July 1970 until December 1971.

At the paraprofessional and clerical level in the D. H. Hill Library, there were 11.5 FTE black employees or 16 percent, out of a total of seventy-three SPA employees, only 3 percent below the percentage of African Americans in the total work force in Wake County. The first affirmative action plan stated that the employment policy of the library was nondiscriminatory and set goals of increasing employment of minority groups and women. The library director then initiated new procedures to ensure aggressive recruiting of minorities for both professional and SPA positions.

The employment status of NCSU professional librarians received further clarification as a result of recommendations from two campus-wide committees appointed by Caldwell: the Title IX Committee and the Blalock Committee. The Title IX Committee studied employment status with respect to sex, especially the status of women. Nell Waltner, head of the Acquisitions Department at the time, served as the library's representative to the committee. The Title IX

Committee recommended that the chancellor appoint a committee to study the employment status of individuals holding professional appointments. This group became known as the Blalock Committee because it was chaired by T. Carlton Blalock, director of the Extension Division of the School of Agriculture and Life Sciences. Lillie Caster, head of the Monographic Cataloging Department, represented the library staff on the Blalock Committee. The committee recommended that policies and procedures governing the appointment, reappointment, separation, and evaluation of "Faculty Without Academic Rank" be developed by each school and department of the University, and also that professionals without faculty rank be eligible for term appointments of increasing duration. Regulations that provided for term appointments of two, three, or five years to the single rank of "librarian," as well as evaluation procedures for reappointment, evolved over a period of eight years, based on recommendations of staff committees.

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### University Changes during the 1970s

Effective July 1, 1972, the North Carolina General Assembly established the sixteen-member University of North Carolina system, setting up a UNC Board of Governors with governing authority over the sixteen public senior colleges and universities in the state. The Board of Higher Education and the Consolidated University Board were abolished. Boards of trustees for each of the institutions, with certain duties and responsibilities delegated to them by the Board of Governors, emerged. William F. Friday became the president of The University of North Carolina system. North Carolina State University, as one of the two strongest public research and doctoral universities in the state, continued its drive toward national recognition under the leadership of Caldwell, who remained as chan-

cellor until June 30, 1975. Vice-Chancellor and Provost Kelly, the chief academic officer of NCSU, retired in 1974, and Nash N. Winstead, who had been assistant provost, succeeded him. Winstead asked the library director to attend provost staff meetings twice weekly, the first time that the library had been represented in regular meetings with other University top administrators.

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### **UNC Library Improvement Program (1974–1979)**

The staff of the UNC Board of Governors set out to correct the deficiencies of the libraries in the UNC system as documented in the Board of Higher Education's 1968 study of higher education in North Carolina. The universities' library budgets had to be raised and library holdings increased to at least minimum standards. In 1974 the staff of the UNC Board of Governors formed the University Library Advisory Council (ULAC), composed of the head librarians of the sixteen state-supported universities. Robert W. Williams, assistant vice president for Academic Affairs, convened the group on May 6, 1974, and served as the UNC General Administration's liaison with ULAC throughout the 1970s and the 1980s. Littleton served as ULAC's first chairman. The Board of Governors adopted a plan for library improvement that consisted of two formulas: one for increasing the holdings of all libraries up to the Association of College and Research Libraries' (ACRL) 1959 standard and another for increasing the continuing budgets of the sixteen libraries.

The ACRL 1959 standard applied to undergraduate institutions only and called for a minimum of 50,000 carefully selected volumes for the first 600 students plus 1,000 volumes for every additional 200 students. The Board of Governors requested funds to raise the library holdings of each of the institutions to the minimum number of volumes under the ACRL standard, based on \$12 per

volume. Although NCSU had a large graduate program, the D. H. Hill Library's volume count fell slightly below the standard for undergraduate institutions with no graduate programs; the institution received a small amount from this part of the plan.

The second part of the plan increased the libraries' basic and continuing annual budgets, including salaries for new positions as well as other operating expenditures. The Board of Governors' staff used the following formula to determine its appropriation request: \$134 for each full-time equivalent (FTE) baccalaureate student, twice that amount (\$268) for each FTE master's degree student, and seven times the base figure (\$948) for each FTE doctoral or first professional student.

Using this formula, the board attempted to provide equitable library funding for all sixteen of the public senior institutions, based on the academic level of the student body. The Advisory Budget Commission and the 1974 North Carolina General Assembly agreed to provide these funds in annual increments over a four-year period. The legislature funded the first annual increment in 1974–1975; 50 percent in 1975–1976; nothing in 1976–1977; a full increment in 1977–1978; and a full increment in 1978–1979, completing the program funding. Instead of four years, the funding stretched out over five years.

In 1970 the UNC system libraries began to receive funds based on increased enrollment, which grew in amount after 1975 because the Board of Governors required each campus to provide funds to its library based on the size of the library's base budget. During the five-year period from 1973–1974 through 1978–1979, the NCSU library's budget increased by \$511,284 from the Library Improvement Program and \$771,320 from increased enrollment funds, raising the total library expenditures from \$1,504,787 in 1973–1974 to \$3,160,901 in 1978–1979, an increase of 110 percent over the five-year period. The Library Improve-

ment Program ended in 1978–1979, but the budget increases that it generated continued in the library's base budget, raising the total budget to higher levels. However, the funding for the program was based on cost figures of 1973. Budgets had to be increased annually to counteract inflation and to support new programs such as purchasing equipment for implementing computerized systems and adding staff to meet increasing demands for service. Otherwise, the budgets would rapidly become inadequate. After 1978–1979 the library received state-appropriated budget increases in three ways: change budgets, increased enrollment funds, and inflationary increases in the book-periodical-binding budget.

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### **Thomas Appointed Chancellor**

The Board of Trustees appointed Joab Langston Thomas as chancellor of NCSU on January 1, 1976. He came to NCSU from the University of Alabama, where he taught botany and served as vice president of Student Affairs. During the 1970s, NCSU's research and graduate programs carried the institution into national prominence as a major research university, and enrollment went from 12,000 students in the early 1970s to 20,000 in 1979–1980, dramatically increasing the use of the library and the need for additional space and staff.

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### **Branch Libraries**

New head librarians were appointed in the Burlington Textiles Library and the Harrye B. Lyons Design Library in 1976–1977 because of the retirements of Helen Zschau in Design and James Baker in Textiles. Georgia Rodeffer, with M.A. degrees in both library science and textiles and with library experience at the University of Illinois, became the new textiles librarian. Maryellen LoPresti came to NCSU from the Georgia Institute of Tech-

nology, where she served as architecture librarian. LoPresti was appointed design librarian on May 1, 1977.

The Forest Resources Library in Biltmore Hall had severely limited space to provide an adequate collection for the School of Forest Resources. For the first ten years of its existence, it was staffed entirely by competent paraprofessional personnel. Samuel A. Clark, who had been an assistant in the Documents Department, became supervisor of the Forest Resources Library in Biltmore Hall in July 1973, replacing Myrtle Sanford. In 1978 Clark initiated computerized searching on the *Paperchem*, *Forestry Abstracts*, and *Forest Products Abstracts* for students and faculty. With Clark's resignation in 1980, the director arranged to upgrade the position to professional faculty. Pamela Puryear, who received the M.A. in library science at UNC–Chapel Hill, replaced Clark on July 1, 1980. She concentrated especially on training and orienting students and faculty to use the resources in the branch library and in the D. H. Hill Library, and she expanded computerized searching to additional databases in the biological sciences.

Both the Textiles Library and the Forest Resources Library expanded services by offering automated searches on relevant databases and current awareness services for faculty. The Harrye B. Lyons Design Library in Brooks Hall was renovated in 1978 with the addition of 930 square feet, providing doubled seating and additional shelving.

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### **The Veterinary Medical Library**

The North Carolina General Assembly established the School of Veterinary Medicine at NCSU in 1978 and set aside \$9.3 million for its development. Terrence Curtin became the new school's dean shortly thereafter. The 1979 legislature appropriated funds to construct the School of Veterinary Medicine building, including quarters for a separate Veterinary Medical Library.



Early in 1980 the library began to prepare for the new branch library, scheduled to open in the fall of 1981. After a national search by a joint committee of library staff and school faculty, Thea Fischer, who had worked as a medical librarian in Philadelphia for many years, became the first veterinary medical librarian on April 1, 1980. Temporarily quartered in the Acquisitions Department of the D. H. Hill Library, Fischer worked with library departments and faculty members to select and acquire books and journals and to develop policies and procedures for the new library. When the School of Veterinary Medicine opened on November 1, 1981, the opening-day collection consisted of approximately 2,000 monographs, 3,000 bound journals and serials, and 450 current periodicals. The School of Veterinary Medicine provided a total of \$86,402 for books and periodicals in fiscal year 1980-1981. The school received increased funds for the Veterinary Medical Library in 1981-1982 to expand the collection further and to fulfill the goal of establishing a regional resource in veterinary medicine. During that year the Veterinary Medical Library's materials, staff, and miscellaneous expenses were transferred to the library's budget, and it was clearly established by the University administration that the Veterinary Medical Library was fiscally and administratively a branch library of the NCSU library system.

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### **The Curriculum Materials Center**

Inez Ray, the first full-time coordinator of the School of Education's Curriculum Materials Center (CMC), retired in July 1980 after sixteen years of service. Initially working as a half-time librarian in a large classroom in Tompkins Hall, Ray established a basic book collection, organized a standardized test file, and set up a vertical file for ephemeral materials. She participated in planning the first facilities and

media equipment in Poe Hall during the School of Education's move to that building in 1970. Carl J. Dolce, the dean of the School of Education, stated that under Ray's leadership and direction, "North Carolina State University's Curriculum Materials Center has become one of the most outstanding curriculum materials centers in the Southeast." She established a specialized collection of Asian materials that gained national attention.

The Acquisitions Department in the D. H. Hill Library began to order, with funds provided by the School of Education, standard trade books mostly in the field of education that were housed in the CMC. These materials were cataloged and cards for them entered in the main card catalog in the D. H. Hill Library.

Jane Martin (Hutchinson), with the M.L.S. from UNC-Greensboro, replaced Ray as Curriculum Materials Center coordinator on July 1, 1980. She had worked at St. Mary's College Library as a librarian.

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### **New Interlibrary Cooperative Agreements**

Several cooperative library projects had their beginnings in the early 1970s. One of the most enduring is the agreement that permits direct sharing of library resources among the sixteen constituent institutions of The University of North Carolina. This agreement, hammered out in the spring of 1972 by the head librarians of the sixteen institutions in meetings with the staff of the Board of Higher Education, went into effect July 1, 1972, the date of the founding of the UNC system. The agreement permitted faculty members, administrative officials, and graduate and professional students to use the libraries and borrow directly from any of the sixteen libraries. Although undergraduate students could use all the libraries, they could borrow only from their own university library. The NCSU Libraries

has had a similar agreement with Duke University since the late 1950s. In the late 1980s the three Research Triangle libraries (NCSU, Duke, and UNC-Chapel Hill) agreed to extend direct lending to undergraduate students of all three libraries. This policy change does not apply to the other fourteen institutions of the UNC system.

The Cooperating Raleigh Colleges liberalized its lending policy as well. Students and faculty of the six Raleigh colleges (NCSU, Meredith, Peace, St. Augustine, St. Mary's, and Shaw) have been able to borrow directly from the libraries of any of these institutions since the early 1970s. In addition to the lending agreement, the CRC libraries made joint proposals for funding authorized by United States Higher Education Act. In 1973-1974 they received a grant of \$40,000 for the purchase of major microform sets to be used cooperatively among the six institutions. The D. H. Hill Library received *Travels in the Old South*, I, II, and III on microcard; the Meredith College library received a portion of the microbook collection of the Library of American Literature; and Shaw University, the microfilm edition of the Schomburg Collection of Black Literature. In 1972 the six libraries jointly produced a microfiche union catalog of their holdings in American history.

Throughout its existence, the NCSU library has served as a "back-up" library for other libraries in the state, along with the libraries of the UNC-Chapel Hill and Duke University, by providing loans, photocopies, and reference services to public, college, and other libraries, as well as to industries and government agencies. From September 1971 through fiscal year 1974-1975, these services received financial assistance from the North Carolina Interlibrary Services Network Agreement. Under this agreement, the State Library in downtown Raleigh paid \$1,800 per month or \$21,600 per year to each of the three back-up libraries as compensation for on-demand network services including reference services, photocopies, and interlibrary loans. The

funds were used primarily for additional personnel to handle the heavy volume of interlibrary loans, but the program was discontinued after four years because state officials believed interlibrary services should be provided from the three libraries' regular operating budgets.

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## The Southeastern Library Network

For libraries in the Southeast, the watershed development in interlibrary networking came with the organization of the Southeastern Library Network (SOLINET) in 1970. It was founded by the Association of Southeastern Research Libraries (ASERL), a ten-state organization composed of twenty-nine libraries. NCSU's library has been a charter member of ASERL since its beginning in the 1950s. NCSU's membership in SOLINET led to computerized cataloging using the Ohio College Library Center (OCLC) database and provided the library with machine-readable catalog records that formed the basis for an online catalog and other computerized systems. A detailed history of the network is provided in *The Southeastern Library Network (SOLINET): A Topical History and Chronology, 1973-1983*, by John H. Gribbin (Association of Southeastern Research Libraries, 1988). At an ASERL meeting in a crowded conference room in the Palmer House hotel in Chicago on January 24, 1972, ASERL members heard Frederick Kilgour, executive director of OCLC, and Lawrence Livingston, system specialist at the Council on Library Resources, describe the operations of OCLC, a computerized network of libraries in Ohio. The speakers painted a glowing picture of OCLC's purpose and accomplishments and then posed the idea that perhaps the ASERL libraries could develop a similar network in the Southeast. Gribbin, director of the Tulane University Library and chairman of ASERL at the time, appointed a committee to study the feasibility of

an OCLC-type network for ASERL libraries. The study concluded that it would be economically and technically feasible to replicate OCLC in the Southeast.

ASERL opened membership to any non-profit institution in the Southeast, and eighty-four institutions submitted copies of an "Agreement to Participate." Gribbin called an organizational meeting at the University of South Carolina on March 9, 1973. The members adopted temporary operating procedures and elected an eleven-member executive committee (later called the Board of Directors). I. T. Littleton served on this initial board, chairing SOLINET's first by-laws committee. Eighteen North Carolina institutions, including NCSU, UNC-Chapel Hill, and twelve other institutions of the UNC system joined SOLINET as charter members. (Duke University did not join SOLINET until 1979.) Each of the ninety-nine charter member libraries pledged an amount equal to one percent of its 1971-1972 expenditures for books and other library materials, or \$1,000, whichever was greater. The first ninety-nine members of the network collectively pledged \$268,891 to support the first year's planning and organizational phase. After more than a year of negotiations, the SOLINET board signed a four-year tie-in rather than a replication contract with OCLC on May 31, 1974. This contract permitted input of member library catalog records into the OCLC database via direct telecommunication lines between the participating libraries and the center in Columbus, Ohio. It also permitted the production and mailing of catalog cards for each member library by OCLC. Now located in Dublin, Ohio, OCLC has become an international utility with the largest database of bibliographic records in the world. Its initials now stand for "Online Computer Library Center." Though libraries access the OCLC database directly, the center depends on regional networks such as SOLINET to work with participating libraries and collect fees.

## Computerized Cataloging

OCLC computer terminals had to be acquired by each of the eighteen libraries in North Carolina to begin computerized cataloging, and funds were not readily available. In November of 1973, Littleton, as a member of the SOLINET executive committee, along with James Govan (university librarian at UNC-Chapel Hill) and Merrill Berthrong (librarian at Wake Forest University) visited the executive directors of the Z. Smith Reynolds and the Mary Reynolds Babcock foundations in Winston-Salem to discuss the possibility of a grant for the purchase of hardware for the SOLINET libraries in North Carolina. The foundations agreed to provide \$30,000 in matching funds. The Division of State Library of North Carolina, under the leadership of State Librarian Philip Ogilvie and Grace Rohrer, secretary of the State Department of Cultural Resources, submitted a proposal to the Z. Smith Reynolds Foundation and agreed to provide matching funds from the federal Library Services and Construction Act. The trustees of the Z. Smith Reynolds Foundation approved a matching grant of \$30,000 in November of 1974 for the Division of State Library to purchase OCLC computer terminals for the SOLINET libraries in North Carolina. The Division of State Library provided matching funds from the Library Services and Construction Act (LSCA).

On July 16, 1975, after a year of planning and training, the NCSU library staff began to use two OCLC terminals for computerized shared cataloging. The network provided access to catalog records of all the member libraries of OCLC, speeding up the cataloging of books and journals. The participating libraries could also obtain magnetic tapes of their catalog records and build their own databases for production of computer-output microfiche catalogs and for development of online catalogs. These records formed the

basis for the online catalog and other computerized systems of NCSU, Duke University, and UNC-Chapel Hill. Use of the OCLC database could only be obtained through membership in the SOLINET because OCLC services were provided to libraries through regional networks.

The new system caused revolutionary changes in staff duties and routines, with some staff stress but no staff resistance. Totally new work-flows, job assignments, and procedures had to be established and tested. Library staff members recall the upheaval with mixed feelings of frustration and pride in their accomplishments. In fact, library personnel welcomed the changes as a progressive move toward improved library services. The late Audrey Cordes, a library technical assistant in the Monographic Cataloging Department, developed an audio training tape for new personnel to learn to use the OCLC cataloging format for data editing. In 1979 Cordes received a cash award from the state's Employee Suggestion Committee. The award recognizes initiative and ingenuity for ideas suggested by state employees and adopted for use. In 1979 the OCLC interlibrary loan subsystem became operational, permitting libraries to request materials via computer terminal, thus reducing waiting time for borrowed materials. The library also placed OCLC terminals in the Acquisitions and Serials departments to facilitate the verification of bibliographic data for books and journals.

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### **OCLC and Interlibrary Loan**

Ann Smith, who had headed the Interlibrary Center since 1973, observed, in a 1980 *Focus* article, that interlibrary loan procedures changed drastically with the advent of the OCLC computer system. By that time NCSU had 200,000 records in the OCLC database, causing a jump in the number of

requests for materials from other libraries. Requests from other libraries more than doubled and borrowing requests from NCSU users rose by approximately 33 percent from 1973 to 1980. This steady increase in borrowing and lending activity eventually necessitated the addition of one FTE SPA staff member and a complement of student assistants to the Interlibrary Center staff, increasing the staff to one professional librarian and three support staff. In 1979-1980, a total of 17,970 items were lent to or photocopied for other libraries, an increase of 11 percent over the previous year.

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### **Automation Projects**

Beginning in the early 1970s, NCSU systems librarian William C. Horner began to develop several internal computerized systems by using the mainframe computers located in the NCSU Computing Center and TUCC. He produced the computerized serials catalog, a magnetic tape file of about 34,000 titles and cross-references, as well as the Working Collections Catalog, consisting of a magnetic file of about 12,500 monographic volumes housed in thirty-eight departmental collections (ranging in size from two or three volumes to about 4,000 volumes). Both of these catalogs were updated frequently on computer-output microfiche. The staff of the Circulation Department used the Working Collections catalog to assist students and faculty in locating materials in departmental working collections because records for these materials were not included in the main card catalog.

The forward-looking Horner planned for an online catalog in the early 1970s, even before the advent of SOLINET and OCLC, by building the library's database from the magnetic tape file of MARC (machine-readable cataloging records) distributed by the Library of Congress. By 1975 the NCSU file contained 475,000 records and formed the



basis of the library's master archive tape file that is now updated from OCLC tapes.

In 1976, after computerized cataloging had begun through OCLC, Horner urged the director to allocate funds for staff to convert older titles in NCSU's catalog to machine-readable form by entering them in the OCLC database. In October of 1976 the Monographic Cataloging Department began retrospective conversion of catalog records under the direction of Walter High. Student assistants, under the supervision of professional catalogers, entered bibliographic records from the library's shelflist into the OCLC database in order to provide, over time, a complete machine-readable catalog for the D. H. Library. By 1986, when the library's catalog went online, it included the majority of the library's monographic holdings and many serial titles.

By using machine-readable tapes from the Library of Congress (MARC records), the library systems staff produced monthly lists of current acquisitions of the NCSU library that were then mailed to faculty and academic departmental library committees. The increase in systems projects required additional staff and two systems programmers. Salary funds equivalent to a full-time position were added to the library systems staff. Soon after Horner arrived, he represented the library on the Faculty Advisory Committee for Computer Affairs and cultivated and maintained good relationships with the assistant provost for Computer Affairs and the director of the Computing Center. As a result, the library received an increasing amount of computing-fund allocations for its operations.

In the late 1970s, the library systems staff did the programming for the Online Reserve Room Inventory System (ORRIS-1), an automated system for processing reserve room materials. This system cut down considerably the time required to place materials on reserve and to discharge them. Horner and his staff developed the system on the mainframe computer in the NCSU

Computer Center, but it is now operated on a microcomputer.

In 1976 the library systems staff also began developing a fully automated online circulation system that proved to be too ambitious and time-consuming a task. Specifications written for a computer to operate the system resulted in the purchase of a Digital Equipment Corporation PDP II/34 computer and necessary peripheral devices. However, the project required greater computer storage capacity and programming staff than could be funded and had to be abandoned to await the development of a circulation system by TRLN, which was just beginning to take shape.

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### **The Triangle Universities Library Cooperation Committee**

In the spring of 1977 the National Humanities Center (NHC) building had been completed in the Research Triangle Park. At the heart of the center's *raison d'être* is its fellowship program: selected humanities scholars from institutions throughout the world are brought together at the center and provided offices and grants to carry on research in their respective subject areas. The center has space for only a small collection of reference materials and must depend largely on the collections and services of the three research university libraries in the Research Triangle to support the research projects of its fellows. William J. Bennett, then the associate director of the NHC, invited the directors of the three Research Triangle university libraries (Connie Dunlap of Duke University, James Govan of UNC-Chapel Hill, and Littleton of NCSU) to select a librarian for the NHC and to develop a plan of cooperative library services that would meet the research needs of the center. Discussions, occurring over several weeks in the spring and fall of 1977, led to the idea of developing a strengthened program of cooperation among the three libraries using computer technology

to improve access to the three libraries' collections. This would benefit not only the NHC and other agencies in the RTP, but also the universities' students and faculties. The three directors appointed a Triangle Universities Library Cooperation Committee (TULCC), consisting of representatives from each of the three library staffs, to plan a cooperative program for the three university libraries by sharing the use of new technology and by improving traditional cooperative library services. William C. Horner, Cyrus King, William C. Lowe, and Nell Waltner represented NCSU on TULCC. In December 1977 TULCC produced a report entitled "Proposal for Funding to Support Cooperative Library Development Programs" that became the basis of the cooperative programs that followed. It proposed "the utilization of the collections as a single, unified resource," a concept that could not be achieved fully without an interactive online catalog of library holdings of the three libraries.

The libraries of Duke University and UNC-Chapel Hill had developed cooperative acquisitions programs as far back as the early 1930s, but now King and Hunt from NCSU were included in regular meetings of the collection development staffs to plan cooperative acquisition procedures. Each library agreed to check the holdings of all three libraries before considering the purchase of expensive serials and monographs. The three libraries made joint proposals to the United States Department of Health, Education and Welfare for Title II-C grants for cooperative acquisition of materials and received two grants of \$250,000 each, in 1977-1978 and 1980-1981. Each library used its portions of the grants to strengthen collections in different subject areas. NCSU purchased materials in the history of science and technology, textiles, agriculture, and the history of design and architecture.

Other cooperative activities among the three libraries were strengthened as a result of the work of TULCC and its task

forces. The Inter-Library Loan Task Force developed procedures to speed up interlibrary lending and borrowing and was concerned especially about improving transportation of both materials and personnel among the three libraries.

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### **The Triangle Research Libraries Network**

A subcommittee, the TULCC Technical Committee chaired by Joe Hewitt (associate university librarian for technical services at UNC-Chapel Hill), prepared a proposal for the cooperative development of a system to provide improved bibliographic access for users at the three universities. The three library directors submitted it for funding under Title II-C of the Higher Education Act. The proposal requested financial support to develop a local online access network linking the three collections. The libraries received the first grant for a total of \$554,245 in October 1979, which was renewed for five years and amounted to more than \$1.3 million in federal funds. Systems staff working in the UNC-Chapel Hill Computing Center and in the Wilson Library began the development of the computerized network. James Govan (university librarian at UNC-Chapel Hill) became the project director and Jeanne Sawyer, who had served on the cataloging staff at UNC-Chapel Hill, became the first network director. The three library directors and several joint task forces, composed of members from each of the three libraries, worked closely with the network systems staff in developing the details of its various components, beginning with the online catalog.

In 1978 the three libraries hired two consultants—John Knapp (formerly the technical director of the Research Libraries Group (RLG) and later the technical director for the book and periodical company, Blackwell, N.A.) and Ritvars Bregniz

(associate university librarian of the University of Toronto)—to study the report of the technical subcommittee and make recommendations on the possibility of developing an online, interactive catalog for the three collections. The consultants' report, released in January 1979, recommended the development of a distributed local area network to provide bibliographic information, and this led to the second Title II-C proposal that received funding for 1979–1980.

The Technical Task Force, with advice from expert information scientists at UNC–Chapel Hill, recommended that the system be developed on Tandem computers because of the ease with which they could be expanded and mirrored for backup databases. A used Tandem computer became available in 1980 at a greatly reduced cost. The network purchased it and installed it in the Wilson Library at UNC–Chapel Hill for the TRLN systems staff's use in developing the system. An online system for editing bibliographic records became the main focus of the project.

A second key decision required that the network be distributed, with computers located in each of the three libraries connected to each other by telecommunications lines. The database of each library would be located in the computer residing in that library. Hands-on development of the system began in 1979, using the computerized cataloging records for each of the three libraries from the OCLC database and records in the Technical Services Data Base at Duke University.

In June of 1980 the directors officially adopted the name Triangle Research Libraries Network (TRLN), and the system went into operation the following September after the development and testing of the network's archive tape system. In 1980 TRLN produced, in computer-output microfiche format, an author-title union list of materials available from the three TRLN libraries. The records in the catalog were restricted to those that each library had cataloged up to that time in

machine-readable form. Even with these restrictions, the catalog contained approximately 543,000 titles, with NCSU having the highest number: 263,400 as compared to Duke's 111,000 and UNC–Chapel Hill's 168,400. The TRLN COM consisted of 167 fiche and was a useful reference tool until the catalog came online.

TRLN introduced its Bibliographic Information System (BIS) into the libraries gradually during the early 1980s, beginning with the technical-editing capability from the initial combined database in Chapel Hill. Major components such as the online catalog in all three libraries could not be implemented until each of the libraries had Tandem computers in-house, which occurred in the mid-1980s.

Willy Owen, in his article "The Triangle Research Libraries Network: A History and Philosophy" [*North Carolina Libraries*, v. 47, no. 1 (spring 1989): 43–51], saw two factors that argued for a "home-grown" project rather than purchasing a turnkey system—one economic and the other philosophical. "In the matter of economics, there was widespread concern in the late 1970s about the long-term stability of commercial vendors and their commitment to libraries' needs." He cited the failure of IBM's DOBIS system to show that "this concern was not unfounded." He continued:

More importantly, the commercial turnkey systems at the time were simply automated circulation systems. Those librarians who envisioned the creation of a cooperative program in the Triangle, however, felt that what was needed was an integrated system designed to address all aspects of bibliographic control and access. By combining the strengths of the traditional card catalog with the power of automation, librarians of the Triangle libraries hoped to create a new approach to automating library services which gave primary emphasis to the collections being described. This philosophy demonstrates how cooperative collection development and access have always been the inspiration of their efforts.

System development of the network continued during the early 1980s under the direction of Jeanne Sawyer, network director, and Gwyneth Duncan. The history of the development and implementation of TRLN and BIS during the 1980s will be discussed in Chapter 6.

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## The Development of Media Services

With the addition of the Erdahl-Cloyd Wing, the library at NCSU began to develop significant audiovisual services to meet ever-increasing demands from students and faculty. Before that, the only such services offered were audiotapes and records in the Reserve Reading Room, primarily for music appreciation courses. The whole question of media services and how they should be delivered became an important issue in the 1970s. Provost Nash Winstead appointed an *ad hoc* Study Committee on Audio Visual Media composed of representatives from each school; the library was represented by Don Keener, who served as chairman of the committee. The committee did not recommend a centralized audiovisual service for the campus. It did recommend that the library offer a media collection for general use, though not an equipment lending service, and that each school provide such equipment and specialized media as needed. In September 1974 the library hired a full-time educational media technician who began to schedule series of free film showings in the theater, during the lunch hour, and on specified nights of the week. During 1974–1975 theater use increased by more than 135 percent. This position also was used to help students and faculty obtain films from the North Carolina Public Library Film Service, operated by the State Library, and to develop and maintain a collection of catalogs listing 16-mm. educational films as well as a campus-wide list or index of audiovisual materials.

The library initiated video service in 1977 with the installation of three videocassette

carrels, along with a mobile, cabinet-mounted video player and monitor. It began to acquire videocassettes to meet faculty and student demands. Academic departments began to place videocassettes on reserve in the Media Center for the required use of students. By the end of the decade the library had a collection of 148 videocassettes, 1,163 film strips, 223 16-mm. films, and 3,375 audiocassettes.

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## Reference Services and Online Searching

Sample statistics show that the number of reference questions being asked by users more than doubled during the decade. The Reference Department staff, in cooperation with the general services librarian and the Media Center, conducted library orientation and tours for freshman English classes as well as bibliographic instruction for classes in various subject fields. Reference librarians also compiled subject bibliographies on topics and subjects for use in library instruction. William C. Lowe, assistant director for Reference Services, edited the *Library Handbook*, issued each year and distributed to faculty and students.

In the spring of 1976 the library constructed the Rare Book and Special Collections Room adjacent to University Archives on the ground floor of the East Wing. The Reference Department assumed responsibility for servicing the materials in the room. Approximately 3,200 rare books and NCSU theses and dissertations were moved into the area from a locked room behind the circulation desk. The special collections suite occupied three rooms for the display, storage, and use of rare and valuable books. The Zeno P. Metcalf Collection of Entomology as well as the Clyde Smith Collection on aphids occupy one of the three rooms.

Under Lowe's leadership, the library installed computers in the Reference and Documents departments, and reference li-



brarians began to provide computerized searches of bibliographic databases, covering the literature of various subject areas, as a supplement to traditional reference services. This aspect of reference service increased as new databases and information systems developed. The Southern Water Resources Scientific Information Center, established as a part of the Documents Department in 1972, was the library's first venture into online searching. The center, an experimental project undertaken as a joint effort of the Water Resources Research Institute and the library, served water resource scientists and experts in twelve states. The center was equipped with a computer terminal that enabled staff members to perform online information retrieval, using a 40,000-item database located at the University of Oklahoma. Searches of the database were carried out initially for a fee of \$35. Susan Rose, assistant documents librarian, supervised the center's operations and was the first library staff member to carry out online searches. Jean Porter replaced Rose as assistant documents librarian and supervisor of the center in 1974. The center was phased out during the 1980s when the database became a part of the Dialog system.

The Reference Department performed online searching for the first time in 1974 on the CAIN (Catalog of Agricultural Information) service. The library was one of five land-grant university libraries to receive grants of \$3,500 each from the National Agricultural Library to test the CAIN database. CAIN, a predecessor of the *Bibliography of Agriculture* and AGRICOLA, was a database of citations of books and journal articles in the fields of agriculture, life sciences, and related subject areas produced by the National Agricultural Library. Lowe, principal investigator for the project, submitted a detailed report, dated January 1977, on the effectiveness of the database in serving the information needs of students and faculty. The grant provided staff

training in use of the database and free searches for users. Users of the service reported high overall satisfaction with the CAIN service.

An information retrieval committee appointed by the director recommended that the library provide a fee-based computerized searching service of relevant databases. The fee would cover computer time, telephone charges, printout costs, and a charge of ten percent of the direct costs for overhead. All indirect costs, including staff time of the librarians performing the searches, would be assumed by the library. On July 1, 1976, the Reference Department began to offer a greatly expanded online searching service called the Reference Retrieval Service. All the reference librarians completed training in both the Lockheed Dialog and the Systems Development Corporation's Orbit searching systems. During 1976-1977 the staff carried out 130 searches for 112 faculty members and students on the AGRICOLA, Chemcon, Biosis, and other databases. In the fall of 1977 the National Institute of Health designated the NCSU library as a Medline Center, providing full use of the Medline and Toxline databases. Reference librarians promoted the Reference Retrieval Service by conducting demonstrations and seminars for faculty and graduate students in academic departments. During the years that followed, the Reference Department added databases in virtually all subject fields, and by 1980-1981, the number of searches performed increased to almost 1,500 searches for more than 1,000 users. Several highly competent reference librarians worked during this period in the initiation of online searching. Among these were Lourdes More, Syed Hyder Ali, Judith Dolce, Cedric Hepler, Ebba Kraar, and Ann Baker Ward. Frank (Orion) J. Pozo replaced Judith Dolce in 1979 as the library's liaison with the School of Engineering. He came from the State University of New York at Albany where he had been responsible for reference and

computer-based literature searching. He was also coordinator of library services to the disabled.

Hyder Ali, the agricultural and life sciences reference librarian, coordinated the microfilming of publications produced by the North Carolina agricultural experiment station and extension service in the late 1970s, a project of the National Agricultural Library (NAL) and other land-grant university libraries in the Southeast. The NAL provided \$5,500 for the North Carolina project and the NCSU library matched the grant with funds of \$5,000. Duplicate copies of 150,000 pages of the state's publications had to be collected, collated, and shipped to the microfilming source. During the 1970s the D. H. Hill Library became a "node" in the agricultural information network developed by the NAL. This program provided computerized searches from AGRICOLA and interlibrary loan services to agricultural researchers in land-grant universities as well as United States Department of Agriculture personnel. These developments came as an outgrowth of the work of the NAL's Agricultural Information Network Committee on which I. T. Littleton served as one of four regional librarians from 1969 to 1971.

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### Library Services for the Handicapped

The decade of the 1970s brought greater awareness of the needs of the physically and visually handicapped. In 1979 the library appointed a task force on the handicapped, headed by Linda Fuller and including Frank (Orion) Pozo. William Ballenger, a research and extension specialist in the School of Education, helped the library obtain matching funds from the North Carolina Department of Cultural Resources' Special Services Division to purchase equipment for the blind and visually handicapped. With this money, the library purchased a Visualtek Read/Write/Type Microviewer system in 1980 that enables

people with low vision to view standard print, handwritten or typed materials, and microfiche, magnifying regular print four to sixty times and microfiche 200 to 650 times.

In addition, the library acquired a talking calculator, a cassette player/recorder, a braille writer, a large-screen videocassette system, two lighted floating-arm magnifiers, and two Shafer reading stands. The equipment, formerly housed in the Microform Reading Room on the second floor of the library's East Wing, now occupies the Special Facilities Room on the mezzanine of the 1990 addition to the D. H. Hill Library.

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### Mary Elizabeth Poole and the Documents Department

The NCSU Documents Department received 97 percent of all documents offered to depositories, the highest in the state other than the regional depository at UNC-Chapel Hill, according to a survey conducted by the superintendent of documents in the early 1970s. The survey also showed that only NCSU and UNC-Chapel Hill received the microprint edition of nondepository items listed in the *Monthly Catalog* and showed NCSU as the only depository in the state receiving complete files of government research reports on microfiche. In the fall of 1977 the library became an official United States Patent Depository Library, one of twenty-eight in the nation. The patent collection on microfilm is now complete going back to its beginning in 1790.

Mary Elizabeth Poole, head of the Documents Department, became known nationally as "The Documents Librarians' Documents Librarian" because of her work in compiling and publishing monumental indexes to government publications, indispensable tools in documents work. Her tenure in the D. H. Hill Library began in 1944, first as reference and documents librarian, and after 1957 as a full-time docu-

ments librarian. The indexes she produced grew out of projects to improve access to federal documents in the D. H. Hill Library. The first edition of her well-known *Documents Office Classification* was published in 1945. For thirty-five years she maintained this resource and published its fifth edition in 1977. At the March 31, 1977, annual meeting of the Friends of the Library, it was announced that Poole had contributed the largest cash donation ever received up to that time by the library, a check for \$14,150. This check was for royalties she received for the "Classes Added" thirty-volume edition of the *Monthly Catalog of U.S. Government Publications, 1895-1924*, published in 1976 by Carrollton Press. Poole compiled the documents classification numbers for this edition. She continued to donate royalties to the library and by 1990 more than \$23,000 had been received. She worked single-handedly and unselfishly for many years to build an outstanding federal documents collection. When Poole retired in July 1980, the Documents Department had a staff of nine and a documents collection generally recognized as one of the most complete and best organized in the country. The Government Documents Roundtable of the American Library Association awarded Poole the prestigious James Bennett Childs Award in 1978 for her outstanding contributions to the profession; in 1982 she received the Watauga Medal for her contributions to NCSU. Jean Porter, who had been assistant documents librarian since 1974, succeeded Poole as head of the Documents Department.

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### The Budget Crisis of 1980-1981

The decade of the 1970s was a time of relative prosperity for the D. H. Hill Library with rising book funds and low inflation rates. By 1979-1980 the book-periodical expenditures had reached more than \$1,550,000, the

highest in the library's history. The number of periodicals received had grown from 6,325 in 1969-1970 to almost 8,000 in 1979-1980, but a budget crisis during 1980-1981 made it necessary to curtail ordering drastically. The library's state appropriation for books-periodicals-binding of \$1,337,972 provided a slight increase over the previous year, but it was not enough to counteract the high rate of inflation that hit the budget in the early 1980s. Although the number of serial titles did not increase significantly, expenditures for serials rose almost 17 percent, consuming 34 percent of the budget. Book expenditures decreased 34 percent as a result of the high proportion of the budget needed to continue serial subscriptions. The book-periodicals funds were exhausted by December of that year. With the concurrence of the provost and the University Library Committee, the library placed a moratorium on new orders for books and serials and canceled approximately 560 subscriptions. Faculty departments reviewed the entire subscription list, and additional serials were considered for cancellation during the following year. Fortunately, the budget received a sizeable inflationary increase in 1981-1982 and no further serial cancellations proved necessary.

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### The Friends of the Library in the 1970s

The Friends of the Library and its members played an active part in the unprecedented growth of the library's collections during this period. Eight presidents, each one providing effective leadership in dealing with the challenges of the time, served during the decade: Charles Aycok Poe, 1970-1971; Ellen Winston, 1971-1973; Richard Walser, 1973-1974; Henry M. Shaw, Sr., 1974-1975; William Joslin, 1975-1976; Ray H. Kees, 1976-1978; Lodwick Hartley, 1978-1979; and Beth Paschal, 1979-1981. At the 1971 annual meeting of the Friends, Poe announced the acquisition of the

500,000th volume: the facsimile edition of *Astronomicum Caesareum* by Petrus Apianus, a gift of the Friends. This addition to the History of Science collection was described by Derek J. de Solla Price in *Science* as,

... a superbly elegant folio volume that must stand forever as one of the high points in the history of the printer's craft, and without doubt as the most luxurious and intrinsically beautiful scientific book that has ever been produced.

Under the leadership of President Ellen Winston, the membership adopted an updated constitution at the 1972 annual dinner held on April 6. This new document established the official name of the organization as the Friends of the Library of North Carolina State University, outlined the purposes of the organization, and officially established the officers and a board of directors: a president, a vice president, a secretary *ex-officio* (the NCSU library director) and a treasurer *ex-officio* (the vice chancellor for finance and business of NCSU). The constitution set up a Board of Directors consisting of the officers, the director of NCSU Foundations and Development *ex-officio*, and sixteen members elected by a majority of members present at the annual meeting.

The annual Friends of the Library dinner, held in the spring of each year since 1963, features authors and other interesting speakers and has become a university tradition. The annual dinners have provided opportunities to recognize life members and contributors. During 1980–1981, the year of the one-million-volume campaign, dinners were held during both the fall and the spring. On October 24, 1980, the Friends of the Library joined with the English-Speaking Union in one of its most memorable and best-attended dinner meetings, featuring Robert W. Burchfield, chief editor of the *Oxford English Dictionary*. Burchfield, who visited the United States under the sponsorship of the Axe-Houghton Foundation, spoke on the English language

and the way it is changing as a result of modern social movements.

The Friends of the Library awarded life membership to those who donated \$1,000 (increased to \$1,500 in the 1980s) or more in cash contributions or materials. From 1963 to 1972, only eleven individuals received this honor: Ida Myrtle (Mrs. Eugene Clyde) Brooks, Mary Louise (Mrs. John W.) Cell, Jonathan Daniels, Eva J. Elkan, Elbert E. Foster, Lodwick C. Hartley, William N. Hicks, Henry L. Kamphoefner, Arnold Krochmal, Elsie H. (Mrs. Hugh S.) Lee, and Ellen Winston. By 1980–1981 this number had reached eighty-three. In 1979 Henry Kamphoefner, dean emeritus of the School of Design, and his wife Mabel gave the library six pieces from their art collection: an oil painting on canvas titled "Split Yellow," by Ron Taylor, 1967; a tempera and paper collage by Leslie Laskey, 1960; a 7-foot by 7-foot metal relief on wood entitled "Bread and Fishes on the Water" by Emaus, a Benedictine monk of Cuernavaca, Mexico; a 1700 map of Rome; a Native American grey wool rug; and a 1970 soft sculpture of yellow, red, and green wool on a wood backing by Sue Ensign. The late Richard Walser, past president of the Friends of the Library, gave two paintings the same year—a watercolor titled "Nancy Jones House" by Mildred T. Gaylord and "Form #1" by James Campbell Posey, 1965.

During the 1970s, gifts of more than 65,000 books, journals, and other materials from alumni, faculty, and friends of the University enriched the collections. Cash contributions and special funds of more than \$330,000 helped the library to purchase valuable materials and to increase the quality of the collections. Annual monetary contributions from the Friends of the Library ranged from \$8,100 in 1969–1970 to \$27,086 in 1979–1980. The Friends of the Library's annual monetary contributions were deposited in the NCSU Foundation, an umbrella trust fund for private contributions for University-wide purposes. Friends of the Library funds, recorded



separately, were used as needed to purchase materials that enhanced the quality of the collections. Purchases of items other than books and journals had to be justified. There were no separate library endowment funds during the first nine decades of the library's history. In addition to annual mail solicitations, the Friends carried on two major campaigns during the decade: a corporate membership campaign (1974-1975) and the one-million-volume drive (1979 to 1981).

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### **Corporate Membership Campaign**

Henry M. Shaw, Sr., vice-president of the Friends of the Library in 1973-1974 and president the following year, organized a committee of local leaders from industry and business who made personal calls on firms to solicit corporate membership in the Friends and, for the first time, gained the active participation of the NCSU Foundation Office in a campaign for the development of the library. Shaw was the retired president of the North Carolina Products Corporation of Raleigh. To become a corporate member, firms made an annual contribution of \$200 or more. The fund-raisers were Donald E. Bland, assistant vice president, North Carolina National Bank; John Graham, vice president, Superior Stone Company; Ted Haigler, Burroughs Wellcome Company; and Ray H. Kees, president, North Carolina Equipment Company. University Foundations and Development, under the leadership of Rudolph Pate and C. W. Hart, developed a brochure on corporate membership for use by the solicitation committee. The brochure described the services and special resources of the D. H. Hill Library useful to business and industry and listed additional resources available with corporate memberships. At the time of the 1975 annual Friends of the Library dinner on March 27, more than \$12,000 had been pledged by twenty-eight industries and businesses. Many of these

industries have continued to make annual contributions into the 1980s. The library used corporate contributions to fill gaps in its technological collections.

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### **One-Million-Volume Campaign**

In December of 1978 Chancellor Joab Thomas expressed disappointment in the size of the library's collection of 729,000 volumes and challenged the library to reach one million volumes. He wanted NCSU to become a member of the prestigious Association of American Universities but believed that this could not happen unless the library had at least one million volumes. For many years, membership in the Association of Research Libraries had been one of the goals of the library, but the size of both the collection and the budget had been too low to qualify.

Another event may have been a contributing factor to Thomas's one-million-volume challenge. In 1978 Phi Beta Kappa, the undergraduate honor society in liberal arts studies, turned down NCSU for membership. The organization notified NCSU of the decision in a letter dated July 19, 1978, from the secretary of Phi Beta Kappa to Robert S. Bryan, chairman of the Department of Philosophy and Religion and head of the committee on Phi Beta Kappa membership. The major reasons given for the rejection related to low enrollment in liberal arts fields, the low number of majors and enrollment in foreign language fields, as well as the newness of certain liberal arts programs, including the honors program in the School of Humanities and Social Sciences. The letter mentioned the library briefly in the final paragraph: "the Committee hopes that the projected capital improvement request for the library is approved." The "projected capital improvement request" referred to the expansion of the D. H. Hill Library building. Neither the size or the quality of the library's collections contributed to

the rejection of NCSU for membership in Phi Beta Kappa. However, newspaper stories and editorials in the *News and Observer*, the *Raleigh Times*, and other state newspapers stated that the inadequacy of the NCSU library's collection in the liberal arts was one of the major reasons that Phi Beta Kappa turned down NCSU for membership. This inaccurate publicity added fuel to the idea that a major effort was needed to increase the library's collections, especially in liberal arts fields.

In December of 1978 Chancellor Thomas and Provost Winstead proposed that the library reach one million volumes by July 1, 1979, requiring the addition of 180,000 volumes in six months. Littleton and King met with Winstead to point out that this goal would actually require four years to achieve with the staff and book funds then available to the library. The University administration insisted that a "One-Million-Volume Goal" be announced and that plans be made to develop a major campaign to obtain gift books and monetary contributions to meet the goal as soon as possible. A Library Collection Policy stated that a concerted effort would be made to add volumes in subject fields in which the collection lacked research strength, with special emphasis placed on the humanities and social sciences. In January of 1979 the library administration sent a memorandum to the library committee chairpersons of academic departments announcing that the University administration and the library staff had set a goal of 1,000,000 volumes to be reached as soon as possible, but no later than 1980. It urged that departments increase requests for current books and requested the help of academic departments in checking the library's holdings for deficiencies so that needed books could be ordered.

The one-million-volume goal became a rallying point for library growth and improvement. Thomas saw this goal as a means to gain greater library support as well as to increase public awareness of the need to

strengthen the library. Improving quality as well as the total number of volumes, particularly in the humanities and social sciences, was an integral part of the campaign. Friends of the Library President Beth Paschal visited school deans, alumni association officials, and the head of Foundations and Development to map out a solicitation program for materials and funds. The Foundations and Development Division and the Alumni Association lent full support to the chancellor's challenge. The Friends of the Library enlisted the support of faculty members, students, alumni, the NCSU Woman's Club, and numerous citizens and industries throughout North Carolina. Both the Agricultural Extension Service and the North Carolina Extension Homemakers Club, through their statewide networks, made special appeals to their members and urged them to donate materials and funds. The Alumni Association mailed a brochure to 18,000 alumni requesting cash contributions and gifts of books and collections.

Chancellor Thomas provided \$100,000 for the purchase of books and periodicals from special contingency funds and \$10,000 from funds provided him by the Alumni Association. The Harrelson Fund Committee provided \$10,000 for the purchase of books and periodicals in mathematics and the history of science. Monetary contributions, ranging from \$1,000 to \$25,000, came from the Z. Smith Reynolds Foundation; Carolina Power and Light Company; Joseph and Doris Meritt; Ellen Winston; the Josephus Daniels Foundation; Hugh Murray; and Banks Talley, Jr. Talley's contribution established a special collection of books on English country houses and gardens.

The Friends of the Library held a fall "book luncheon" in 1979 and invited all who attended to bring a gift book for the library collection. The first Friends of the Library Fall Luncheon was held November 16, 1979. The program included a panel of faculty members from the English department—authors Guy Owen, Richard Walser, and Mary C. Williams and moderator

Suzanne Britt Jordan—on the subject of southern writers.

Under the tireless leadership of King, Caster, Waltner, and Houser, the staff gave top priority to the adding of volumes. The weeding of the collection and the removal of catalog cards for lost volumes had to be discontinued until the library reached its goal. The library received a total of \$197,672 in cash contributions and extra funds and 26,764 volumes, at an estimated value of \$352,627. The staff added 180,000 volumes in two years and, by February 1981, reached the one-million-volume mark.

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### **Celebration of the Acquisition of One Million Volumes**

The Friends of the Library celebrated the acquisition of the one-millionth volume at its annual dinner, a gala event held on April 21, 1981, at the McKimmon Center attended by approximately 200 faculty, alumni, students, and friends of the University. Littleton, as the secretary of the Friends, announced that "North Carolina State University had joined that distinguished group of ninety universities in the United States with library collections of over one million volumes." Fifteen of these universities were in the Southeast. Introduced by Chancellor Thomas, the main speaker, Thomas Lambeth, executive director of the Z. Smith Reynolds Foundation, spoke on "Libraries, Foundations, and the 1980s." A twenty-three page booklet, *Special Report on Reaching One Million Volumes*, described commemorative acquisitions and listed more than 1,000 individuals and corporations contributing to the campaign.

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### **The Z. Smith Reynolds Foundation Collection of Science and Technology**

The Z. Smith Reynolds Foundation provided a \$25,000 grant to assist the library in developing a significant collection of 900 volumes in the history of science and tech-

nology, dating from 1775 through the 1950s. Choice items include an autographed copy of Roy Chapman Andrews's *The New Conquest of Central Asia: A Narrative of the Explorations of the Central Asiatic Expeditions in Mongolia and China, 1921-1930* (New York, American Museum of Natural History, 1932); the four-volume *Contributions to the Natural History of the United States* (1857), by Louis Agassiz; Jean S. Bailly's *Histoire de l'astronomie ancienne* (Paris, 1775); and the sixty-six volumes of the *Three Centuries of Science in America* series (New York, Arno Press, 1980).

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### **Dard Hunter Books on Papermaking**

Among the commemorative gifts were four rare books on papermaking by Dard Hunter. The late Dard Hunter (1883-1966), who is said to have known more about the early history and craft of papermaking than any person of his time, set up his own private press, Mountain House Press in Chillicothe, Ohio, in 1917. He handcrafted paper and printed limited editions of books on papermaking. R. Heath Reeves, associate professor of Wood and Paper Science at NCSU donated Hunter's *Papermaking by Hand in America* (Chillicothe, Ohio: Mountain House Press, 1950). The library's copy is number 92 of an edition limited to 210. Chester Landes, associate professor emeritus of Wood and Paper Science at NCSU, gave three limited editions, autographed by Hunter, to the library: *Old Papermaking in China and Japan* (Chillicothe, Ohio, 1932); *Papermaking in Southern Siam* (Chillicothe, Ohio, 1936); and *A Papermaking Pilgrimage to Japan, Korea, and China* (New York, Pynson Printers, 1936).

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### **Growth of the Collection**

The acquisition of the one-millionth volume represented nine decades of collection building, of which half had been ac-

quired during the 1970s. The collections developed greatest strength in subject fields in which graduate programs of the University had concentrated: the physical and biological sciences, agriculture, forest resources, engineering, textiles, sociology, economics, architecture, and design. Holdings in entomological materials, which were already outstanding as a result of the acquisition of the Tippmann and the Metcalf collections in earlier years, were further strengthened in the 1970s by the additions of collections of Kenneth Knight (mosquitoes), Clyde Smith (aphids), and the H. Eldon Scott Memorial Collection.

The holdings in the humanities and social sciences greatly increased through gifts and purchases of outstanding collections and individual books. As a part of the one-million-volume campaign, several large collections were purchased from book dealers at a relatively low cost per volume. From Kraus and Company the library purchased collections on the subjects of Judaica, German literature and history (in German), history and philosophy of education, and ethnic and race relations. Collections purchased from S. R. Shapiro of New York included French history and literature, Spanish history and literature, a Caribbean collection, Russian literature, *Festschriften*, a Hungarian book exhibit, and histories of science.

Collections from deceased professors Lodwick Hartley and Benjamin White enhanced the library's holdings in eighteenth-century English literature. Hartley, an outstanding eighteenth-century scholar, head of the English Department for nearly thirty years, and an activist chairman of the University Library Committee for ten years (1955–1965), bequeathed to the library his personal collection of some 1,600 volumes in the humanities and literature, including a number of rare eighteenth-century items. At the time of his death in 1979, he was serving as president of the Friends of the Library. With contributions to the Lodwick Hartley Memorial Fund, the library purchased a collection of 366 titles reprinted

in facsimile entitled *The Life and Times of Seven Major British Writers: Dryden, Pope, Swift, Johnson, Sterne, Richardson, Gibbon*.

A major gift came from William and Mary Joslin of Raleigh in 1976. It consisted of 750 volumes and documents collected by several generations of their forebears, and it was formerly housed in the Hinsdale House in Raleigh. Included are collected editions of major nineteenth-century English and American authors, such as an early edition of Herman Melville's *Typee: A Peep at Polynesian Life* (London, John Murray, 1846).

Gifts of North Caroliniana and southern literature from Guy Owen and Richard Walser provided the library with almost complete holdings of major Southern and North Carolina writers of fiction, poetry, and history. English professors A. Sidney Knowles and Henderson Kincheloe provided current books of English literary criticism, fiction, poetry, and nonfiction over a period of three decades.

Throughout the 1970s and into the 1980s, Arnold and Connie Krochmal donated hundreds of books and cultural materials to the library. Their gifts included collections of both rare and current books on Judaica, economic botany, and Soviet studies.

In 1971–1972 the library used Friends of the Library funds to purchase a superior 1,500-volume collection of German literature from Mount St. Agnes College in Baltimore. The collection includes the complete works of major German authors, mostly in German, and biographies and critical works in English that filled a major gap in the library's holdings.

The personal library of the late Preston W. Edsall (formerly head of the Department of History and Political Science), consisting of more than 800 books and several important journal files in the fields of political science and public policy, came to the library in 1972 from his son, the Reverend Hugh Edsall.

Funds provided by Mary Elizabeth Poole strengthened the federal documents collection by adding missing sets to the collection. The Poole funds also were used to



purchase a new 32-inch world globe, "The Diplomat Traditional," for the Reference Room, to replace the long outdated globe purchased in 1950.

In 1979 the library acquired the 9,000-volume library of the late George Rosen (formerly professor of the history of medicine at Yale University) from his widow. It was one of the most valuable acquisitions in the library's history. Representing a lifetime of book collecting, the collection contains important works in the fields of history, sociology, economics, literature, and the history of science, about half of which are in German, French, Spanish, or Italian. Two hundred are rare sixteenth- and seventeenth-century works. Valued at \$80,000 to \$100,000, the collection was purchased for \$50,000 with special funds received during the one-million-volume campaign.

Other valuable but smaller collections purchased with Friends of the Library funds during the one-million-volume campaign included 59 important works on textiles throughout the world; 416 books in the German language from the personal library of the German scholar Harry Bergholtz; and 2,000 volumes in philosophy and religion from the estate of the late Ellis Hollen, professor of theology at the Southeastern Baptist Seminary in Wake Forest.

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### Increased User Demands

Enrollment almost doubled during the decade, increasing from 12,857 in 1970–

1971 to 22,866 in 1980–1981, and the faculty placed more emphasis on library use and research. These two factors, plus the growth of research industries in the Research Triangle Park and North Carolina in general, increased the use of materials and reference services dramatically. During 1980–1981 almost 500,000 books, bound journals, documents, microforms, slides, and other media were lent to students, faculty, and other library users, which was 200,000 more than in 1970–1971. The total number of photocopies produced on the library's fourteen photocopy machines in 1980–1981 exceeded two million—almost triple the number of copies made ten years earlier. In 1980–1981 the number of volumes lent to or copied for other libraries reached almost 20,000 items, double the number in 1970–1971. The library had become a major resource for the state.

The larger collection and the increased use of the library caused crowded conditions and a shortage of seats for students. All seating except carrels had to be removed from the bookstack to make way for shelving. In January 1976, just five years after the construction of the first bookstack tower, the library notified the University administration that it was time to begin planning another library addition and submitted capital improvement requests for the 1979–1981 biennium. Planning and building for a higher level of service and increased technological capabilities provided the challenges of the 1980s.

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## CHAPTER SIX

### *The University Library System, 1981-1987*

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#### PLANNING AND BUILDING FOR THE FUTURE

**L**ong-range planning, building expansion and construction, as well as the installation of new information technology occupied a good part of the library staff's time during the period from 1981 through 1987. The NCSU library reached a milestone in 1983 when it became a member of the Association of Research Libraries (ARL), receiving recognition as one of the major research libraries in North America. The library's collections and budgets grew at a steady rate; use of the libraries by students, faculty, and industrial research personnel rose significantly as enrollment soared to more than 26,000 students. The number of research industries in the Research Triangle Park grew to more than fifty and the number of people working there to more than 30,000. The TRLN online catalog and other new technologies improved library operations and gave students, faculty, and industrial personnel easier access to the collections and services. An era came to a close when the leadership of the NCSU library changed on July 31, 1987, with the retirement of Isaac T. Littleton, who had served for twenty-three years as director of the library.

Chancellor Thomas left NCSU in July 1981 to assume the presidency of the University of Alabama, having achieved many of his goals for the University. During his

years as chancellor, research programs doubled and academic standards improved. At the Friends of the Library dinner held to celebrate the acquisition of the one-millionth volume in April 1981, he proudly spoke of the library's growth as a symbol of the excellence of North Carolina State University. But he knew library seating for students remained totally inadequate and that collection growth required additional bookstack space. Before leaving NCSU, Thomas managed to place the expansion of the library building as the top priority among capital improvement projects for the campus. As a result, NCSU received planning money for an addition to the D. H. Hill Library from the UNC Board of Governors in fiscal year 1981-1982.

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#### Building Planning

Building the library's second bookstack tower proved to be a ten-year saga. In December 1981 the library submitted two alternate, detailed capital improvement requests for the 1981-1983 biennium. The full plan asked for 172,000 square feet of new space and 75,000 square feet of renovated space that would accommodate 2 million volumes and 3,000 seats at a cost of \$25 million. Campus planners did not think that the North Carolina General Assembly would appropriate

that level of funding and asked that the project be reduced by about one third, as phase one of a three-phase project. The library then submitted an alternate plan for 80,000 square feet of new space and 9,524 square feet of renovated space. Neither of these plans received funding from the 1981–1983 legislature.

With the prospects of increased computerization of library operations, the University administration felt uncertain about the direction that a new building should take. For years, campus planners had said that the library building could not be expanded toward the University Plaza (“the Brickyard”), and they were saving a parking lot to the west of the Erdahl-Cloyd Wing for library expansion. At one point discussions occurred about the possibility of building a second library bookstack tower to the west of the Erdahl-Cloyd Wing, which would have meant either splitting the collection by subject fields and duplicating circulation and reference functions or using the existing tower as a storage facility and the new one as an open-stack facility. Either scheme would have increased considerably the cost of library operations. The library staff wanted to construct the addition adjacent to the existing bookstack tower to the south, toward the Brickyard in the area then occupied by the monumental concrete outside steps leading to the main entrance of the original bookstack tower completed in 1971.

In December 1981 the NCSU administration asked the library to re-evaluate its capital improvement plans and to invite library consultants to review the building plans as well as the use of technology by the library. In preparation for the visit and future building planning, the staff, under the direction of Donald S. Keener, compiled and wrote a ten-year planning document dated January 4, 1982, and entitled “A Plan for the Library Services at North Carolina State University, Raleigh, N.C.

through 1992.” The report contained a comprehensive description of the library building, services, collections, and the current use of technology, as well as a first draft of a long-range plan for future library development. Personnel in all library departments participated in the preparation of this document. Although hurriedly prepared, it gave all library departments the chance to articulate goals and to make projections of needs over the next ten years.

Two library consultants, LeMoyné Anderson (then director of libraries at Colorado State University) and Richard DeGennaro (then director of libraries at the University of Pennsylvania), studied the library facilities and recommended future directions with particular emphasis on the impact of technology on long-range space needs. They spent five days on the campus, from January 11 to 15, 1982, gathering information and writing a final report. Their report confirmed the need for additional library space and outlined several options for expansion. The consultants also confirmed that books and journals would continue to be the mainstay of library services at NCSU: “We cannot look to new technology as a solution to the Library’s short or long-term need for space to accommodate books, readers, and library services.” They recommended that the library add two floors to the East Wing vertically and store lesser-used material following construction of a remote-storage building. After careful study of the recommendations, the library staff did not agree that the consultants’ report offered the best solutions to the library’s space needs and responded with an alternate proposal.

The University administration, faced with five rather diverse recommendations (the library’s two capital improvement requests, the library’s plan through 1992, the consultants’ report, and the library’s alternative proposal), appointed an *ad hoc* advisory building-planning committee, chaired by Larry Champion, head of the English Department, to review all the planning docu-

ments and make a final report. By mid-April 1982, the planning committee submitted a report that, along with the other planning documents, would provide the architects with sufficient data so that advance planning could begin. The committee decided that it could not make definitive proposals, but it recommended minimum capacity figures of 750,000 additional volumes, 1,000 to 3,000 additional seats, additional space for microforms, and expansion of the special collections area.

On April 1, 1982, the Trustees Buildings and Property Committee selected Six Associates, Inc., of Asheville as the project architects. Acting chancellor Nash Winstead appointed an eleven-person *ad hoc* Library Building Committee representing the library, the Physical Plant, faculty, and students to work with the architects. In late May the committee met with principal architect John Rogers of Six Associates to begin detailed design plans. The architects and the committee rejected immediately the proposed site west of the Erdahl-Cloyd Wing and discarded the divided collection concept.

The architects employed a "squatters" approach in their planning procedure. John Rogers and his team of architects and engineers moved into the library and worked intensively around the clock for five days. On May 29 they presented the committee with an entirely new and innovative concept that called for expanding the bookstack tower on the east side, overlapping the existing East Wing, and extending the building to the south in the area occupied by the concrete steps leading to the original tower. The design included a 138,000-square-foot addition to the bookstack tower and a single ground floor entrance from the University Plaza, as well as 190,000 square feet of renovated space in the East Wing. This plan would have solved some of library's traffic and control problems, and it would have provided capacity for more than 2 million volumes and seating for almost

3,000 users. The plan had two flaws: it was far too extensive for the \$9.3 million appropriated for the project in 1984; furthermore, its construction proved to be impractical because the library could not have operated during the massive construction and renovation stages of the project.

After months of intensive work, it became clear that additional funds would not be forthcoming for the plan proposed by Rogers and his associates. An idea proposed by Winstead, at a meeting with campus planners, seemed to be the best solution to the problem: scrap the architect's original plan, eliminate all renovations in the East Wing, and build only the south addition to the tower. The design changes to make the south addition workable proved so extensive that the architects virtually had to redesign the entire addition. In the meantime, principal architect John Rogers resigned from Six Associates, further complicating the task of the designers. Architects from Six Associates worked during most of 1985 in redesigning the addition. The new plan included a main ground floor entrance from the Brickyard, a reading room to the right, stairs leading to the first floor of the original bookstack tower lobby and circulation desk, and a balcony on the first floor overlooking the reading room. The 80,000-square-foot addition contained bookstacks for an additional 550,000 volumes.

Site preparation (underground work and demolition of the outside concrete steps leading to the main entrance of the 1971 tower) began in August 1985 and ended in February 1986. After the opening of bids on June 10, 1986, construction started in October 1986 by the general contractor, Navarro Construction of Pittsburgh, Pennsylvania. The architects set August 1988 as the completion date. Financial difficulties caused the original contractors to abandon the project, and new contractors had to be employed to complete the work, delaying the opening of the building two years beyond the original targeted completion date. The addition finally opened



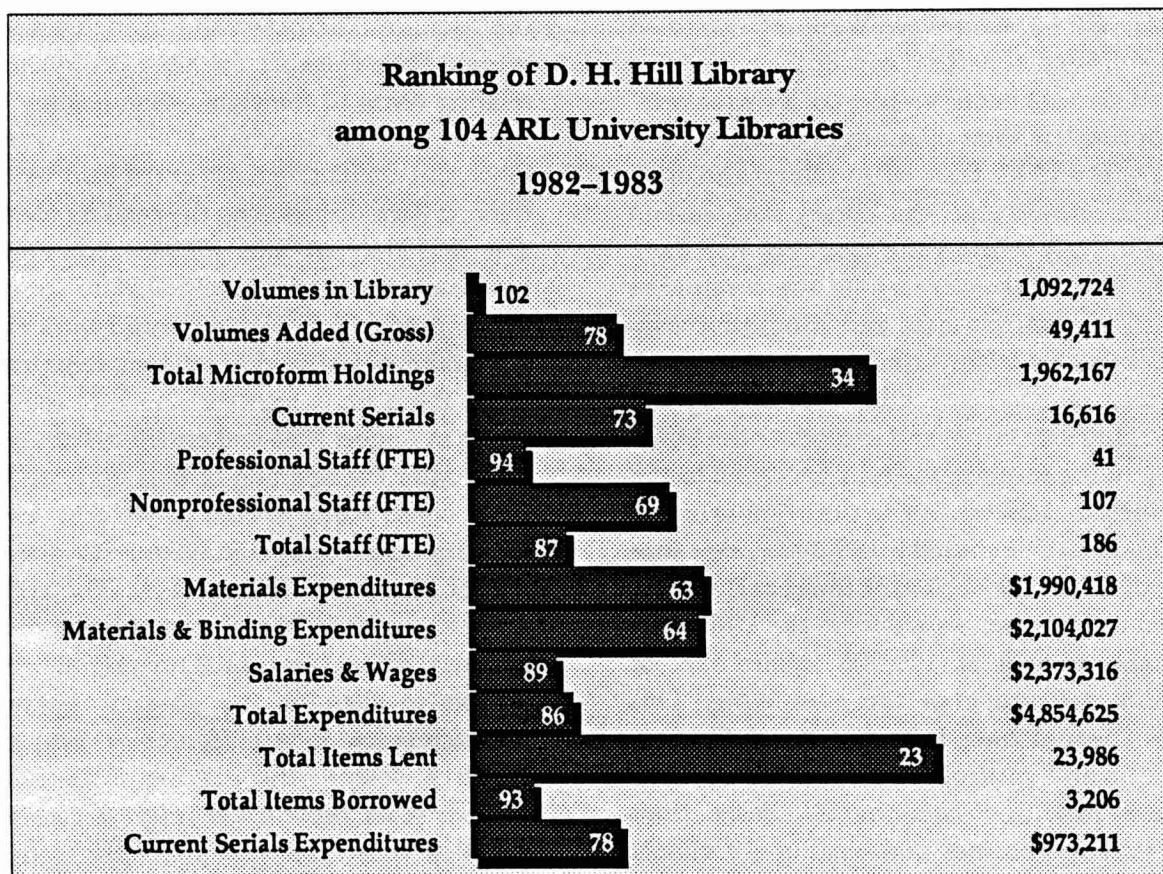
for use on October 1, 1990, after a gala ribbon-cutting ceremony.

### Association of Research Libraries (ARL) Membership

As a result of rapid growth of budgets and collections during the 1970s, the Association of Research Libraries, at its meeting held in Banff, Alberta, Canada, on May 4, 1983, voted to accept the NCSU library as a member of the association. To qualify for membership, the University and the library had to meet a rigorous set of statistical criteria for four consecutive years. The criteria used to determine qualifications for membership were the number of Ph.D. programs offered by the University; size of print and microform collections; number of volumes added; expenditures for books, periodicals, and binding; number of pro-

fessional and support staff; salaries and wages; and the number of current serials. During this period 104 major university libraries and thirteen national, public, and special research libraries in the United States and Canada comprised ARL's membership. Through its newsletters, publications, and meetings, the association provides information on issues of special concern to research libraries. ARL also publishes annual statistics on holdings, staff, and expenditures of its members and an annual survey of salaries of ARL library personnel, helpful management tools that provide benchmarks for measuring progress.

The NCSU library appeared for the first time in the 1982-1983 *ARL Statistics* and in the May 23, 1984, issue of *The Chronicle of Higher Education*. In that year the NCSU library placed eighty-fifth in its overall index score among the 104 university members. The index was, at that time, a composite score based on holdings of volumes and



microforms, staff size, expenditures for materials and staff, and volumes added.

In volume size the NCSU library ranked among the lowest (third from the bottom) because of the late start it received after World War II in acquisitions funding, but it ranked thirty-fourth in microform holdings, considerably above the median. In all other categories it ranked well below the median except for the number of volumes lent to other libraries (23,986 items compared to the median of 13,584). In his annual report for 1983–1984, the director of the library stated that “The low rankings of the number of professional staff, and wages and salaries further confirm our staffing deficiency.”

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### Growth of Library Budgets

After 1978–1979, when the UNC Board of Governors’ incremental funding for the five-year library improvement program ended, the library received state-appropriated budget increases in three ways: increased enrollment funds, inflationary increases in the book-periodical-binding budget, and change budget monies for new programs. The UNC Board of Governors provided increased enrollment funds in 1981, 1982, 1984, 1985, 1986, 1987, and 1989, totalling more than \$1.3 million. In 1985–1986 the library received a state appropriation of \$502,992 to purchase Tandem computer equipment to implement the TRLN Bibliographic Information System. The funding for the computer equipment came from a change budget of the UNC system to establish a system-wide computerized network; the UNC system change budget of \$4 million for the 1985–1987 biennium included funds for the installation of computer systems in the sixteen libraries of the UNC system, to be linked by telecommunication lines. All increases in the state-appropriated library budget (increased enrollment funds, inflationary in-

creases, and the change budget for the purchase of Tandem computer equipment) came from the UNC Board of Governors as part of a statewide plan to improve libraries in the sixteen constituent institutions.

State appropriations during this eight-year period doubled the NCSU library’s total expenditures from \$3.2 million in 1978–1979 to \$7.2 million in 1986–1987. The book-periodical-binding budget received inflationary increases from 1981–1982 through 1986–1987, and annual expenditures for books, periodicals, and binding rose from \$1.2 million in 1979 to more than \$3 million in 1986–1987. The state acquisitions budget received a 30 percent inflationary increase in 1981–1982, making it the largest increase in the acquisitions budget in the history of the library; in subsequent years, through 1986–1987, inflationary increases ranged from 5 to 8 percent. The rising costs of books and journals continued to be a problem, but these costs were counteracted somewhat by the inflationary increases in the budget. Expenditures for acquisitions totaled \$2,057,498 in 1981–1982, which was a \$500,000 increase over the previous year. The total included not only the state budget but also \$17,869 from the Friends of the Library, \$5,000 from the Harrelson Fund, and \$11,831 from a Title II-C grant. The large increase in the materials budget came without additional staff, and the library director pointed out in his 1981–1982 annual report that “the major problem the library has is *the serious imbalance* between its staffing level and the large increase in user demands and in the size of the book-periodicals-binding budget.” In the early 1980s the library developed a backlog of uncataloged materials estimated to be 30,000 monographs and 3,000 serial titles, caused primarily by inadequate staff and further exacerbated by the one-million-volume campaign and the necessity to implement internationally adopted cataloging

rules published in the second edition of *Anglo-American Cataloging Rules*, commonly referred to as AACR2.

The University provided \$75,000 in overhead receipts (funds for indirect costs of the institution's research projects) as a supplement to the library's budget during 1980–1981, slightly more than 2 percent of the University's receipts that year. However, this figure dropped to \$65,000 in 1981–1982 and remained static until 1990–1991. The library's share of overhead receipts declined whereas it should have been rising because of the rapid increase in the University's research programs during this period.

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### Staff Changes in the Early 1980s

Retirements and new positions caused important new staff appointments. Lillie Caster, head of the Monographic Cataloging Department since 1973, retired on July 1, 1981. She provided expert leadership during an eight-year period of momentous changes. At her retirement, Cy King, assistant director for Collection Development, said: "Mrs. Caster has had the responsibility of guiding the department into the computer age," and he stressed that she "has a particular gift for conducting workshops and lecturing," qualities that helped in the large amount of staff training required to implement computerized cataloging and the new cataloging rules. Evelyn Noblin, who had been a mainstay as a catalog librarian for thirty-five years, retired six months before Caster did, on December 30, 1980.

Walter High, assistant head of the Monographic Cataloging Department, replaced Caster as the head of the department. After receiving an M.L.S. at UNC–Chapel Hill, he came to NCSU in 1976, successfully organized the shelflist conversion project, and became assistant department head in 1978.

In 1981 the library, by using increased enrollment funds, established two new professional positions: a second professional

position in the Serials Department, assistant head of the Serials Department; and an assistant head of the Textiles Library. In 1983–1984 the library, again with increased enrollment funds, established five professional (EPA) and 7.5 paraprofessional (SPA) positions, thus alleviating some of the library's most serious staffing deficiencies in public and technical service departments and restoring positions lost during the previous year because of the state's fiscal retrenchment. The library still had urgent personnel needs, particularly in library systems, collection development, and in the general administration of the library.

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### Collection Development and Technical Services

Cyrus King, assistant director for Collection Development (until his retirement in December 1984), and Margaret Hunt, assistant acquisitions librarian, carried the primary responsibility for spending the increased book-periodical budgets. The active participation of academic departmental library committees provided the basis for collection development as a joint responsibility of the library and the faculty. Librarians of the branch libraries and reference librarians also made significant contributions in the selection of materials. The library received on standing order the titles published by university presses, an arrangement made several years previously, and in 1982–1983 it placed a blanket order with Yankee Book Peddler for titles published by three major publishers in sciences and technology: McGraw-Hill, John Wiley, and Prentice-Hall. The blanket orders reduced the amount of pre-order selection and searching and assured receipt of titles at the earliest possible moment. The library added from 45,000 to 50,000 volumes annually during this period, including a large number of older titles from the library's desiderata files. With the rise in the cost of

periodicals, beginning in the early 1980s, the library spent just under 50 percent of its annual budget on serial subscriptions. Several large microform sets were purchased, including the United States patents on microfilm from 1790 through 1945 (purchased in 1981–1982), and the library's video holdings were strengthened with the addition of several hundred cassettes. The bound-volume collection grew from 1 million volumes in 1981 to more than 1.3 million in 1987.

In June 1982 the library became a full member of the Center for Research Libraries (CRL), a nonprofit institution located in Chicago where little-used research materials are housed and made available to member research libraries. The NCSU library decided not to acquire materials held at CRL, such as state and foreign documents, esoteric journals, and foreign dissertations. Cooperative activities with UNC–Chapel Hill and Duke University also became more important in the early 1980s as a result of the organization of the Triangle Universities Library Cooperation Committee and TRLN. Before placing a journal subscription, the Acquisitions Committee determined its availability at CRL, Duke, and UNC–Chapel Hill and evaluated the need for an on-campus subscription. The collection development officers of the three institutions began to meet quarterly to discuss purchases and ways that resources could be shared.

A major reorganization occurred in the technical services and collection development division with Assistant Director Cyrus King's retirement in December 1984. He chose to retire effective December 31, 1984, after twenty-two years of service on the library staff, first as the head of the newly formed Acquisitions Department (1963 to 1971) and then as assistant director (1971 to 1984). Serving during a period of exponential growth, he left as his legacy outstanding collections, consisting of more than one million volumes, built during his

tenure. One of the most popular staff members among faculty and staff, King's wide acquaintance with faculty and the University's programs, and his zeal and energy in developing the collection could not be duplicated. His retirement party held at the NCSU Faculty Club in the fall of 1984 was a joyous occasion attended by hundreds of his friends and admirers.

Littleton announced changes in the technical services and collection development division in the 1985 winter issue of the library's *Focus*. Nell L. Waltner, with the new title of assistant director for Technical Services, replaced King. The change in title reflected the restructuring of the responsibilities and duties of the position, with greater emphasis on the coordination of the technical-processing departments in Acquisitions, Cataloging, and Serials. Waltner had been the head of the Acquisitions Department since 1971. Margaret Hunt, whose title had been assistant head of Acquisitions and who had shared with King responsibilities for selecting materials for the library's collection, became head of Collection Development and Acquisitions. Hunt took over much of the work that King did with gifts and gift collections and with faculty departmental committees. The departure of King, who spent much of his time in selecting materials and working with faculty members in strengthening the collection, made more obvious the need for a larger staff in the Acquisitions Department and especially a cadre of subject bibliographic specialists to manage collection development. Programs of collection assessment and management were two of the greatest needs of the library. An initial effort at collection assessment occurred in 1985 when Paul Metz, serving as a Council on Library Resources intern, conducted a portion of the National Collection Inventory Project (NCIP), a program sponsored by the Association of Research Libraries to assess collections of major research libraries in North America. In 1985 and 1986 the



Acquisitions Department acquired two new employees—Jane H. Baldwin as the assistant acquisitions librarian, responsible for the acquisition of serials, and Ronnie Pitman, who worked in a new position responsible for monograph acquisitions.

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## Preservation

In the early 1980s the issue of the preservation of library materials gained national attention as paper made from wood pulp in the latter half of the nineteenth century began to disintegrate. The first printed books, published by Gutenberg and the earliest printers during the fifteenth century and printed on paper made from cotton rags, have lasted for 500 years. During the latter half of the nineteenth century, however, wood pulp began to be used for the bulk of the paper used to produce books and other publications. These materials are now gradually deteriorating because of the high acid content in the paper. The deterioration process occurs faster if the materials are housed in areas with high temperature and humidity. Concerns about the preservation of library materials became a major topic in national library associations and especially in the Association of Research Libraries. Millions of dollars will be required to preserve deteriorating collections. It became apparent not only that individual libraries must develop preservation programs, but also that cooperative efforts among libraries must be organized to deal with it.

In response to this new-found problem, the library launched a conservation effort in the early 1980s, spurred on by the volunteer work of Frank (Orion) Pozo, reference librarian. Working in his free time, Pozo treated dry leather bindings with lanolin and neat's-foot oil to make them less fragile and chaired a Library Preservation Committee beginning in 1982. The committee had a broad charge to examine and identify deteriorating materi-

als, both bindings and paper in books, especially those printed between 1850 and 1950; to identify rare and valuable materials that should be placed in the special collections room; and to develop a disaster plan for the library. In addition to Pozo, the original committee consisted of Linda Fuller, Ebba Kraar, and Jean Porter. It expanded later to include Ann Renegar, Phyllis Garris, Cindy Levine, Eleanor Cook, Maurice Toler, and John David Smith of the History Department. The committee met monthly during most of the 1980s and gave oversight to the problems relating to preservation. With the support from the committee, University Archivist Maurice Toler arranged to have sixty-five volumes of the *Technician*, from 1920 through 1986, microfilmed. Three copies were purchased for distribution to University Archives, the library's Microform Reading Room, and the State Archives in Raleigh. Pozo represented the NCSU library on the Triangle Universities Library Cooperation Committee on Preservation and, with acquisitions librarian Margaret Hunt, served on the TRLN Preservation Committee whose aim was to secure grant funding for a cooperative preservation project of the three TRLN libraries.

The Preservation Committee soon discovered that the heating and air conditioning of the D. H. Hill Library's East Wing did not properly control temperature and humidity required for long-term preservation of books. As reported in the Long-Range Planning Committee's final report, "Heating and air conditioning of the library's East Wing has been a problem" since the system was installed in 1965, "but in recent years, especially since the building was placed on the campus's chilled-water 'loop' system, the annual summer mildew problem has been more severe." The Preservation Committee found that in the summer of 1985, the books housed in the East Wing were subject to the worst "fungal attack" in recent history. Mold and mildew became rampant that summer. The air-conditioning system obviously did not hold humidity down below 70 percent during the

summer. An extra chiller for the East Wing was added to the air-conditioning equipment for the new 1990 bookstack addition, which seems to have taken care of the mildew and mold problem. The committee initiated a workshop for librarians in the area on disaster planning, conducted by Lisa Fox (director of the SOLINET Preservation Program), jointly sponsored by the Capital Area Library Association and the D. H. Hill Library, and funded by an LCSA Title III grant.

The Preservation Committee, through its dedicated efforts, made important contributions to preservation in the NCSU library. The committee's work laid the foundation for the development of a more structured preservation program.

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### Japan Center Fellows

The state of North Carolina, under the sponsorship of Governor James B. Hunt, Jr., established the North Carolina Japan Center on the NCSU campus in 1980 to encourage closer economic ties between Japan and North Carolina. Financed from state funds, the center sponsored a fellows program to promote the study of the Japanese language and culture by North Carolinians. Each fellow, many of them NCSU faculty members, took an intensive course in Japanese for a year, followed by a visit lasting several months in Japan. Two library staff members were selected as Japan Center fellows: M. Ronald Simpson, head of the Technical Information Center, and reference librarian Ann Baker Ward. Simpson studied Japanese in 1980-1981 and spent five months visiting and working in libraries in Japan from August through December 1981. Ward, appointed as a fellow in 1981, visited Japan in the summer and fall of 1982. Both staff members held seminars on their Japanese experience and continued their study of the Japanese language and their interest in Japan Center activities. Simpson prepared a bibliography of Japa-

nese journals held by the library after attending a conference on "Japanese Scientific and Technical Information in the United States" at the Massachusetts Institute of Technology. Published in 1982, the bibliography contains 350 journal titles, of which almost 200 were currently received by the NCSU library.

Soon after the establishment of the Japan Center, the library received three gifts to augment its holdings in Japanese culture. The Japan Foundation (a Japanese government organization formed to improve international cultural exchange) donated 150 current books on a wide range of cultural topics, all in English and published in Japan. In 1984 the Japan Foundation gave \$3,000 for the purchase of books, and Mitsubishi Semiconductor America, Inc., located in North Carolina, donated a collection of books on Japan and its culture.

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### Recognition of Support Staff

One of the major strengths of the NCSU library system has been the high quality of its SPA support staff, a large number of whom have made careers of paraprofessional library work. The library has had, and continues to have, an unusually high ratio of support staff to professional staff, in comparison with other university libraries (documented by the "Downs Report" [1968] and the Jesse-Ringo Report [1958]). Typical of the high caliber of library support staff is Bonnie Baker, selected from a campus-wide field of twenty-five nominees as the 1982 NCSU Employee of the Year. She joined the staff in 1962, working in the serials-binding section until she transferred to the Monographic Cataloging Department in 1974. When the late Melba Franklin, a well-known figure in the Circulation Department for thirty years, retired in 1977, Baker replaced her. Baker worked for ten years as the circulation desk supervisor before transferring to the Curriculum Materi-

als Center. All departments and branch libraries have been fortunate in having long-term, capable paraprofessionals who have helped to make up somewhat for the comparatively small number of professional librarians throughout the library system. Veteran paraprofessional staff members who have worked in the library for twenty or more years include the late Jeanie Yarborough (Director's Office); the late Audrey Cordes (Cataloging); Edward Walker, Evelyn Powell, and Betty Hyman (Circulation); Annalise Koch (Reference Department); Doretha Blalock, Luisa Gray, Carol Clark, and Ruth Lane (Collection Management); Mary Ellen Brady (retired, Acquisitions and Curriculum Materials Center); Ann Renegar (Cataloging); Margaret Sugg (retired) and Maude Jones (Interlibrary Center); Sherry Johnson (Design Library); Mary Doyle (Reserve Reading Room); and Bell Buffaloe and Mary Hines (Mail Room). Because space is limited, only long-term staff members with twenty or more years of service can be mentioned here, but paraprofessional staff members have always made outstanding and essential contributions to library service.

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### Long-Range Planning

Bruce Robert Poulton, chancellor of the University of New Hampshire system, succeeded Joab Thomas as chancellor of NCSU on July 1, 1982. Soon after his arrival the University began a self-study in preparation for accreditation by the Southern Association of Colleges and Schools. The self-study and the Southern Association's visiting committees concentrated entirely on the development of a University-wide long-range planning process. Before the mid-1980s, departments had set goals on a biennial basis when budget requests were submitted, but there had been no University-wide long-range planning process. Poulton en-

couraged each unit of the University to appoint long-range planning committees even before a University-wide planning process had been developed.

The director of the library appointed ten staff members to a Long-Range Planning Committee (LRPC) to study current operations of the library and to develop a procedure for long-range planning. The committee consisted of both EPA and SPA staff members and represented all divisions of the library system. Jinnie Y. Davis, then assistant head of the Monographic Cataloging Department, chaired the committee with the following members: Carol Clark (Collection Development and Acquisitions), Thea Fischer (Veterinary Medical Library), Margaret Hunt (Collection Development and Acquisitions), Donald S. Keener (General Services), William C. Lowe (Reference Services), Loretta K. Mershon (Serials), Jean M. Porter (Documents), Ann Baker Ward (Interlibrary Center), and Gary Wilson (Reference).

During the first year (1985) the LRPC wrote three documents that served as a framework for planning: the "Mission Statement of the NCSU Library System," "Guiding Principles of the NCSU Library System," and "External Factors Affecting NCSU Library System Planning." These statements appear as appendices in the *Final Report of the Long-Range Planning Committee* (November 1986).

The library director requested that the LRPC give high priority to the development of performance appraisal procedures for EPA librarians. Library departments had evaluated EPA personnel informally, but no uniform, library-wide formal evaluation process existed. The LRPC's EPA Performance Appraisal Subcommittee, chaired by Jean Porter, developed two documents, the "Guidelines for Librarian's Annual Activity/Performance Appraisal" and an "Annual Activity/Performance Appraisal Form." Receiving the approval of the library's department heads and the library administra-

tion, both documents have been used with slight revisions since 1984 for annual EPA evaluation. In commenting on the new EPA annual performance appraisal program, the director of the library stated that,

This procedure will be an integral part of the Library's planning process with the staff participating in the redefinition and adaptation of the library's goals in a changing environment.

The LRPC established task forces to make in-depth studies of library operations in ten areas: administration and budget; organizational structure and staffing; branch libraries; personnel and staff development; collection development; technical services; public services; communications; library automation; and physical facilities, security support services, and equipment. Seventy staff members, approximately half of the permanent library staff, volunteered and were assigned to one of the ten task forces. Task force members received training in basic planning concepts and methods, including participation in two workshops conducted by Duane Webster, then director of the Office of Management Studies of the Association of Research Libraries. Each task force studied the current status of library operations in their assigned areas and wrote two reports: (1) a description of current conditions and procedures and (2) an analysis of the issues that arose during the study with findings and recommendations.

At the request of the LRPC, a subcommittee chaired by Walter High wrote a "Statement of Five-Year Goals for the North Carolina State University Library System." It was later approved by the LRPC, library department heads, and the library administration and shared with the University administration. After three years of work by staff members, the LRPC issued the *Final Report of the Long-Range Planning Committee*, the most comprehensive and thorough survey of library operations conducted up to

that time. The report was distributed in November 1986 to library staff and all University administrators and academic department heads. The report's introduction says:

The initial planning effort has been time-consuming and, at times, frustrating. Task force participation weighed heavily upon an already over-burdened and over-extended staff. On the positive side, the planning effort has improved communication among staff in different departments and at different organizational levels, increased understanding and knowledge of the library as a whole, and contributed to the library staff's development. The staff is encouraged by the creation of an environment for change and by evidence of an organized effort to prepare for the future.

The report projected a vision of the future for the NCSU library and recommended specific actions and staff positions that should be established if the library hoped to keep abreast of its future responsibilities in managing and providing up-to-date information services to its clientele. Its recommendations stressed the urgent need to strengthen technological capabilities and to increase staffing throughout the library system, especially in the general administration of the library, collection development and management, and library systems. For example, the committee's recommendations included the establishment of a personnel or staff development/human resources officer; another professional librarian "to assist the director in handling day-to-day administrative responsibilities"; subject bibliographers to strengthen collection development and management; a preservation officer position; and a full-time communications officer.

To develop a guiding vision for the rapidly growing area of new information technologies, a Subcommittee on Strategic Planning for Automation (including the library's new systems librarian, John Ulmschneider) was then appointed. Chaired by Jinnie Y. Davis, the subcommittee submitted its final report



in May 1987, laying out the library's goals, objectives, and tasks related to automation.

During the three-year period of long-range planning, important developments occurred in the University and in the library. In late 1984 and 1985 NCSU received a tract of 750 acres of state-owned land located across Western Boulevard near Dorothea Dix Hospital. The new property, transferred to NCSU by the North Carolina Council of State and approved by Governor (and NCSU alumnus) James B. Hunt, Jr., is now called the Centennial Campus. It will provide space for the future development of new University and corporate research facilities, living and teaching facilities for students and faculty, and recreational areas. The library's long-range planning report recognized that library facilities and information services must be an important element of the planning for the Centennial Campus and appended a proposal for "a model electronic library to provide online access to materials from all over the campus to researchers on the Dix property."

Jinnie Y. Davis, who chaired the LRPC, was appointed to a new position, assistant to the director for planning. Davis came to the library in 1981, working as assistant head of the Serials Department and as assistant head and acting head of Monographic Cataloging. She received her Ph.D. degree from the School of Library and Information Science at Indiana University.

In the summer of 1986 I. T. Littleton announced to the University administration that he would retire as director of the library on July 1, 1987, less than one year after the publication of the LRPC's final report. Library departments and divisions acted on many of the findings of the LRPC during the planning effort or immediately afterward, but most of its major recommendations had to await new funds and the arrival of a new library director. The reports generated by the LRPC and its task forces were indeed timely because they pro-

vided the new director with a description of the current status of the library system and outlined some of its most urgent organizational and staffing needs.

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## TRLN and the Online Catalog

TRLN continued its development as a cooperative effort of the Triangle libraries, supported for five years, until 1983-1984, by federal Title II-C grants totalling \$1.3 million. Participation of staff members from all three libraries was an integral part of TRLN systems planning. The TULCC Technical Committee became the TRLN Coordinating Committee, with general oversight of the network's development, including supervision of the task forces working on the various subsystems in process. In 1982 the library staffs began to use the Online Editing System to edit local records in the archive tapes in preparation for the planning and implementation of the BIS public access catalog. From the beginning, those who planned TRLN envisioned it as eventually becoming an integrated library system with an online public access catalog that would include not only author, title, and subject searches but also keyword and boolean searches; a circulation subsystem; and a serials/acquisitions module. In 1982 the three library directors appointed a joint committee to draw up detailed specifications for a circulation system. Advisory committees on acquisitions/serials control and cataloging policy worked on specifications in these areas.

In anticipation of a circulation system, the NCSU library director appointed a barcode committee to devise a procedure for attaching barcode labels in volumes. In December 1985 the library took the first step to barcode materials when the Monographic Cataloging Department began to insert barcode labels in each new item cataloged. The committee's plan included barcoding new items through the OCLC cataloging system. Returned and

recataloged items, added copies, and added volumes would be barcoded through the TRLN BIS online catalog.

The 1983–1984 annual report of the NCSU library director stated that the library “is committed to the implementation of a computerized online catalog and an integrated library system through the Triangle Research Libraries Network” and pointed out that the next major threshold in its progress was to obtain permanent funding for its staff and computer installations on each campus. The three TRLN libraries had to increase their financial support of TRLN in 1983–1984 because federal funds were no longer available. Each campus began to pay an equal share in the costs of staff, equipment, and maintenance. In October 1986 the Research Triangle Foundation, through the Triangle Universities Center for Advanced Studies, Inc. (TUCASI), awarded TRLN \$1.675 million over a five-year period to support new development by the network.

The library directors, knowing that future funding and development of TRLN would depend on support from the top administrators of each of the universities, wanted to involve them in the control and funding of the network. The TRLN Organizing Committee (with William C. Lowe representing NCSU) drew up a governing structure for TRLN, and in the summer of 1984 the chancellors of the three institutions signed a “Memorandum of Understanding” that created a board of directors and the position of director of TRLN. The board consisted of the library directors of the main library systems and the provosts on each of the three campuses, as well as the librarians of the separately administered libraries at UNC–Chapel Hill and Duke (the Health Sciences Library at UNC–Chapel Hill and Duke’s libraries of Medicine and Law and the Fuqua Business School Library). After a national search Jeanne Sawyer assumed the position of TRLN di-

rector, reporting to the board of directors. The “Memorandum of Understanding” provided greater stability and security for TRLN’s future. At its first meeting on September 25, 1984, the TRLN board elected Samuel Williamson (UNC provost) as chairman and I. T. Littleton as vice-chairman and approved the TRLN 1984–1985 budget of \$288,296. This budget supported two professional positions and eight technical and clerical positions.

In 1985–1986 the NCSU library received funds exceeding \$500,000 from the change budget of the UNC General Administration for the purchase of a Tandem computer and auxiliary equipment to implement the online public catalog and other TRLN systems. The TRLN online system represented one node in the UNC system-wide telecommunications network that would be connected to the systems in the other fifteen UNC libraries. The NCSU library systems staff, working with the TRLN staff, loaded the NCSU database of bibliographic records into the computer, and public author-title online searching on twelve Telex computer terminals became a reality on June 16, 1986; by November 1986 subject searching became available. Implementation of BIS was a major staff activity during 1986–1987. The library’s TRLN Liaison and Implementation Committee, chaired by Jinnie Davis, organized training programs for users and staff and developed BIS instructional guides. On May 1, 1987, the library stopped filing author and title cards in the card catalog and redirected staff toward maintaining and correcting bibliographic records in the database. By the end of the fiscal year, eighteen public and nine technical computer terminals in the library were online. Beginning in the 1986–1987 fiscal year, users could search catalogs at the libraries of both UNC–Chapel Hill and Duke University. Owen states that:

With network hardware installed, the introduction of the software supporting

multi-institutional searching meant that TRLN had achieved what no other online system in the world is capable of accomplishing. It became possible for a patron at Duke to search local holdings, then to forward that search to UNC, to NCSU, or to both, and to obtain a merged retrieval set of the holdings of all three libraries. Here at last was the distributed network of three universities' collections "utilized as a single unified resource as outlined in the first proposal for Title-C funding for the system's development in 1977."

In the fall of 1984 the combined size of the TRLN databases passed the million-record mark with 442,167 records belonging to NCSU.

By the fall of 1986 faculty members, students, and nonuniversity users could search the three catalogs from their homes and offices by using microcomputers connected via telephone to the dataswitch in the NCSU Computing Center. The library systems staff provided direct online access for the Veterinary Medical Library and assisted branch librarians in acquiring telecommunications equipment so that all NCSU branch libraries could eventually have direct access. On January 30, 1987, the library held a reception and a program to introduce the BIS system to the campus. Attended by Chancellor Poulton, Provost Winstead, library staff members, faculty members, and students, the brief program consisted of presentations about TRLN and the BIS online catalog by staff members. Afterward, Winstead and Littleton participated in a ribbon-cutting ceremony and staff members demonstrated on the use of BIS terminals.

When the NCSU database went online for public use, it included more than 90 percent of the library's monographs but only a small percentage of its serials records. In October 1986 TRLN received a grant for \$170,242 to convert serials records of the three university libraries to BIS. Funded under Title II-C of the Higher Education Act and administered by Duke University, it covered a fifteen-month

period, extending through December 31, 1987. At NCSU one professional librarian and two support staff worked on this project, putting serials bibliographic records (not holdings records) into the database. Each of the university libraries worked in a different part of the alphabet to prevent duplication of effort. Unfortunately, this project was not renewed after 1987, but it did provide tremendous assistance in converting thousands of serials records.

In addition to the development of TRLN systems, the library staff continued to take an active part in SOLINET and in the national OCLC network. The SOLINET membership elected Littleton to a three-year term on its board of directors in 1983. He served as chairman during 1985-1986, a time of considerable controversy about SOLINET's contract with OCLC as well as SOLINET's financial future.

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### The Curriculum Materials Center

The Curriculum Materials Center (now the Learning Resources Library in the College of Education and Psychology in Poe Hall) continued to expand its collections of teaching materials as well as media equipment and software, increasing especially its video capability and replacing many films with videocassettes. The center not only provides service to the students and faculty of the education school but also to school administrators and teachers in the community, the North Carolina Department of Public Instruction, the Department of Community Colleges, the Media Review and Evaluation Center, and other agencies.

The staff consists of the coordinator/librarian and assistant coordinator, funded by the education school, and one half-time library clerk position funded by the library system since 1980-1981. Four coordinator/librarians have served since Inez Ray's retirement in 1980: Jane Hutchinson, August

1980 to December 1982; Jane Butler (acting), January to July, 1983; James Jarrell, July 1983 to December 1984; and Margaret Link, January to June 1985 (acting) and since July 1985, the current coordinator/librarian.

Margaret Link had been assistant coordinator of the CMC since 1983. Before joining the NCSU library staff, she had headed the Circulation Department at the University of Nebraska at Omaha. Her M.L.S. is from Florida State University. Under Link's leadership computer applications have been applied increasingly to the operations of the center. In 1986-1987 the library agreed to catalog the elementary and secondary textbooks in the center's extensive collection (previously not in the library's main catalog), and they, too, are now in the NCSU library's online catalog.

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### Staff Changes, 1985-1986

Changes of leadership affected two of the public service departments. Ann Smith, who had been head of the Interlibrary Center since 1973, retired on June 30, 1985. During her fifteen years of service, Smith participated in the development and implementation of resource-sharing programs through the North Carolina network, OCLC, SOLINET, and TRLN. An article about her in the 1985 spring/summer issue of the *Focus* stated that "her contributions in this effort have strengthened library service throughout North Carolina." Faculty members and graduate students appreciated especially her uncanny ability to identify the most arcane references and to locate sources for their myriad research projects.

Ann Baker Ward, who had worked for twelve years as the humanities reference librarian, returned to the Interlibrary Center to replace Ann Smith. Ward joined the library in 1970 in this position before transferring to the Reference Department. She completed the M.A. degree in English at

NCSU in 1982 and also holds the M.L.S. from Appalachian State University.

William Robert (Bob) Pollard, head of the Reference Department since 1971, took early retirement on February 28, 1986. He served the D. H. Hill Library for twenty years, as catalog librarian, reference librarian, and as department head. During his tenure, the library gained a reputation for courteous, friendly, and efficient service at a time of unprecedented growth of the University's enrollment and academic programs. Under Pollard's direction the reference staff more than doubled in size. He helped initiate new services, including online bibliographic searching, expanded library orientation, and instruction for students and faculty members. He also developed an outreach program to academic departments in which reference librarians with subject expertise acted as departmental liaisons, providing seminars on subject bibliography and online searching. Pollard took the leadership in building an outstanding reference collection and made significant contributions to TRLN as NCSU's representative on the TRLN Systems Advisory Committee.

Following a national search, Marta Lange replaced Pollard as head of the Reference Department on August 18, 1986. With an M.L.S. from the University of Michigan and an M.A. in Spanish from the Universidad de Salamanca, Spain, Lange came to NCSU from the University of Houston-University Park Libraries, where she had been the head of Information Services. Bringing fresh ideas and initiatives, Lange immediately began the development of a basic library skills workbook for use in freshman English classes, a major advance in library instruction. Lange continued in this position until her death in June of 1992.

In addition to the Curriculum Materials Center, three other branch libraries changed leadership in 1985 because of two resignations and the death of design librarian



Maryellen LoPresti on January 30, 1985. Caroline S. Carlton, who served as interim design librarian, became the permanent head later in the year. Carlton holds an M.L.S. degree from the University of California at Los Angeles and had previously worked as library services technical supervisor at the University of Wisconsin at Madison.

Both Pamela Puryear, forest resources librarian, and Georgia Rodeffer, textiles librarian, resigned in 1985 to accept other positions. Both had introduced online bibliographic searching in their respective libraries and had improved library instruction and reference service for students and faculty. Puryear accepted the position of director of the Tobacco Literature Service after the retirement of Carmen Marin in 1984.

John P. Abbott became the new head of the Forest Resources Library in Biltmore Hall on July 31, 1985. Abbott, who received his M.L.S. from Florida State University, had worked at Texas A & M as a reference librarian. Shortly after Abbott came to NCSU the University began to make plans for a new building adjacent to Biltmore Hall to house a natural resources center. The Forest Resources Library would move to larger quarters in the new building and expand its collection to include holdings in the geosciences and other related fields. Abbott became involved almost immediately in the planning of the space for the new Natural Resources Library.

Barbara Best-Nichols took over the position of textiles librarian on March 1, 1985. With the M.L.S. degree from North Carolina Central University, she previously worked for Northern Telecom in the Research Triangle Park as an information specialist. Catherine Pollari, who had been assistant textiles librarian since 1982, served as interim textiles librarian until Rodeffer's replacement could be appointed.

William C. Horner, the library's first systems librarian, retired on December 31, 1985, after fifteen years of service. He developed the library's first computer-output

microfiche catalog for serials and working collections, built its first database from MARC tapes, and introduced the library's first Reserve Reading Room computerized system (ORRIS-1) using the mainframe computers in the NCSU Computing Center and in the Triangle Universities Computing Center. Library Systems had a full-time staff of three and the equivalent of one position in part-time wages at the time of Horner's retirement.

A national search for a new systems librarian began in January 1986. The search committee chose John E. Ulmschneider, then systems manager for the library of William and Mary College. He received his M.L.S. from UNC-Chapel Hill. In his previous positions Ulmschneider had played central roles in the installation of large-scale automated systems, including an integrated library system (VTLS at William and Mary) and office automation.

Ulmschneider, when appointed head of Library Automation and Systems on June 23, 1986, faced major challenges. The BIS system became operational in May but still needed further development and fine tuning. Ulmschneider worked with the TRLN systems staff in "debugging" the new system and maintaining the Tandem equipment housed in the D. H. Hill Library. The BIS system had been under development for almost ten years and staff expectations on all three campuses were extremely high. Response time on the library's computers was too slow and the new systems librarian communicated in the most positive way with TRLN staff to improve it. He also began immediately to work with the NCSU Computing Center and the TRLN systems staff to arrange dial-up access to the NCSU online catalog.

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## Office Automation

The D. H. Hill Library began to use microcomputers for the first time when Horner introduced the NBI office automa-

tion system in 1984. Microcomputers were located initially in the director's office, the Library Systems offices, the Reference Department, the Acquisitions Department, and the Friends of the Library office. The system's three functions covered word processing, data processing, and communications. The systems staff developed programs for maintaining vacation and sick leave records for every salaried staff member, several systems for creating and maintaining mailing lists and printing mailing labels, and local bookkeeping systems for the nonbook budget and the labor payroll. Horner envisioned that the system would eventually provide electronic mail and access to campus communications networks. He insisted on the use of a single word-processing system throughout the library, which created some dissatisfaction among staff members who had used other software packages. Ulmschneider favored greater flexibility, and his arrival signaled a change to a greater variety of hardware and software and a move away from the centralized NBI system. Microcomputers began their spread throughout the library system, replacing typewriters in most departments and providing new capabilities by the use of word processing, spreadsheet, and data-processing software.

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## New Services

In addition to TRLN's BIS, other technological advances improved services to users. In 1984 the library, with assistance from the schools of Humanities and Social Sciences, Education, and Agriculture and Life Sciences, acquired a V-Star Videotape Projection System for the Erdahl-Cloyd Theater. By using this equipment, staff in the media center could project videotapes on the theater's twelve-foot screen with improved sound quality. The V-Star equipment could also be connected to microcomputers to project computer graphics

on the screen, thus increasing the theater's usefulness to faculty and students. The Media Center's expanding collection now contained several hundred videocassettes covering a variety of subject areas and including many feature films.

The library joined the Inter-University Consortium for Political and Social Sciences (ICPSR) to gain access to its vast machine-readable social science data and resources. The archive of ICPSR contains files on a wide range of social phenomena from more than 130 countries, including census data, election returns, legislative records, and vital statistics. The consortium functioned as a partnership between the Center for Political Studies at the Institute for Social Research at the University of Michigan and its more than 270 member universities and colleges. Located at the Triangle Universities Computing Center when the library joined in 1984, the databases could be searched online by computer terminal. Reference librarian Ebba Kraar King served as the first coordinator of this program and conducted training workshops for faculty and graduate students in the use of the ICPSR data files.

In early 1985 the Reference Department installed "InfoTrac," an information retrieval system that allows users to search a bibliographic database on a laser disc by using microcomputers. The database consists of citations to general interest periodicals (those indexed in *Readers Guide*), as well as the *New York Times* and the *Wall Street Journal*. Periodicals in specialized fields of business, economics, computer science, management, trade, and industry are also well represented. Initially, the library provided four IBM PC-XT microcomputers attached to Hewlett Packard printers. This service became popular immediately with students because they could perform bibliographic searches and print out citations on a given subject free of charge.

The Documents Department began using CASSIS (the Classification and Search

Support Information System), an online system, to tap the vast storehouse of technological information contained in United States patents. By using computer terminals, the users of the patent depositories can search patent titles by keyword, obtain lists of patents assigned to a particular class or subclass, search by patent number, and obtain all classifications of a particular patent. Patents may then be reviewed by using the library's complete collection of United States patents on microfilm.

Other technologies introduced during this period included a new computer-based bindery record system from Heckman Bindery, which accelerated the preparation of materials for binding, and the Vendacard coin-operated system for photocopy machines. Companies and academic departments could purchase Vendacards and do their own copying, thus reducing requests for staff-produced copies.

In the spring of 1987 the NCSU library and other major libraries in the state each acquired telefacsimile machines as part of a networking arrangement sponsored by the North Carolina State Library and funded through the Library Services and Construction Act. This program provided a faster document delivery system for libraries throughout the state by speeding up the transmission of journal articles and other printed materials.

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### Increased User Demands

Library directors Porter Kellam and Harlan Brown first reported in the early 1930s and 1940s that heavy use of the D. H. Hill Library by Wake County citizens, particularly by high school and middle school students, interfered with service to NCSU students and faculty. Brown posted policies prohibiting use of the library by school students. In spite of these policies, Wake

County high school and middle school students have flocked to the D. H. Hill Library for more than sixty years for materials to supplement the resources in local school and public libraries. In the mid-1980s reference librarians reported that service to NCSU students and faculty suffered because of the attention that had to be given to Wake County middle and high school students as well as students from the five area colleges. In August of 1985 Littleton and NCSU public service librarians met with representatives of the Wake County Public School System, the Wake County Public Libraries system, and area high school principals and librarians to discuss ways of improving library service to area students by all types of libraries in the county. The group reached agreement on a plan to decrease high school student use of the D. H. Hill Library by having local teachers and principals encourage greater use of high school and public libraries by students and to coordinate student assignments so that they did not require university library materials. The Wake County school library system developed a procedure to permit students who have special needs to use the D. H. Hill Library only after they had exhausted school and public library resources.

The requests of Wake County adult citizens to use the NCSU library's research and literary materials have been high, partly as a result of poorly funded county public libraries in earlier years and, in recent years (when county library funding has been plentiful), partly as a result of the collecting policies of the Wake County Public Libraries system. The current administration of the Wake County Public Libraries emphasizes the acquisition of books that have high circulation rates, such as best sellers and popular fiction. Such a policy prevents the building of research, classic literary, and even local history collections. Wake

County does not have a main public library with a centralized reference collection; it has only regional branch libraries. Reference, research, and serious reading materials in the public library system are scattered among branches and may require days or weeks to obtain. Wake County public library service depends heavily on interlibrary borrowing from other libraries in the state. Although not funded to be a public library for Wake County, the D. H. Hill Library has in fact served as such for many residents of Wake County because of the inability of the Wake County public libraries to provide, in a timely manner, much of the serious informational and classical reading materials needed by the citizens of Wake County.

In 1986 the Capital Area Library Association (CALA) established a community-wide Task Force on Research Facilities for Students to assess the research resources that are available to high school and middle school students in Wake County. Appointed by I. T. Littleton, president of CALA at the time, and chaired by Charlotte Martin, a former member of the Wake County School Board, the members of the task force represented public school teachers, Wake County public libraries, Wake County public schools, college and university libraries, and citizens. This study commission increased public awareness of the inadequacies of public and school libraries and helped public school libraries obtain additional funding to strengthen their collections. During the spring of 1986 the *News and Observer* and the *Raleigh Times* carried front-page stories, follow-up stories, and editorials about the heavy use of the NCSU library by middle and high school students and the need to improve library resources in public and school libraries. At a public meeting held in 1987, the CALA-appointed task force made its final report, recommending ways for the community to improve library resources and service for all

students in the area and proposed CALA committees to give continuing study and oversight to what had been identified as a major community deficiency.

Another factor in the increased use of the NCSU library was the unprecedented growth of industry in the state during the 1970s and 1980s, particularly in the Research Triangle Park. The library's strong holdings in scientific and technical fields are especially suitable for professional personnel and researchers in industry, government, and business. The library's resources were and still are made available to professional residents of the area and to all Friends of the Library members if they register and pay a small fee for a borrower's card. An estimated 1,500 outside borrowers were registered in 1986-1987, and outside borrowing accounted for about 11 percent of the total circulation. During the eight-year period from 1979-1980 to 1986-1987, the number of items (journal articles and books, not pages) copied for companies and other libraries increased by 49.4 percent, from 13,666 to 20,413, reflecting increased use of the library's collections by industries in the state. Since 1986 many companies, particularly in the RTP, have purchased Vendacards, permitting their personnel to make photocopies. These copies are not included in the total number of copies reported by the Photocopy Services. The Research Triangle library truck service, that began for the NCSU library in the late 1950s, provides a daily lending and borrowing service among the Research Triangle university libraries, the North Carolina State Library in downtown Raleigh, and the companies in the RTP. The books, documents, and photocopies transported to and from NCSU have tripled over the past ten years.

The NCSU library director reported that in 1986-1987 the overall use of the library reached record highs: 120,000 reference questions, 3,500 automated bibliographic searches,



330,000 items loaned directly to borrowers, more than 3.3 million photocopies (a 16 percent increase), 27,000 interlibrary loan transactions, and 652 reference requests from business and government by the Technical Information Center.

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### **The Friends of the Library, 1981–1987**

Contributions of both materials and cash increased significantly as a result of three special campaigns led by the Friends of the Library: a renewed corporate membership drive, the University-wide State of the Future Campaign, and the David Clark matching-grant program of the NCSU Foundation. The Friends of the Library presidents serving during the period were Raleigh planner George Stephens, Jr. (1981–1983), Carol Caldwell (1983–1984), Raleigh attorney Charles Blanchard (1984–1986), and Judge William A. Creech (1986–1989). The Friends of the Library Board of Directors established categories of membership in the Friends of the Library for the first time in the early 1980s, when George Stephens was president.

Stephens appointed a corporate membership committee in 1981, headed by Thack Brown of the Burroughs Wellcome Company and David Benevides of IBM, to solicit contributions from industries and businesses in North Carolina. Burroughs Wellcome, IBM, and the Josephus Daniels Charitable Foundation each donated \$5,000 to the Lifetime Corporate Endowment, and eight companies contributed \$250 or more under the Corporate Patrons program. Two bronze plaques, one listing the industries that had made Lifetime Corporate Endowment contributions and the other listing the Corporate Patrons, hang in the lobby of the D. H. Hill Library near the main circulation desk. Officials from the Foundations and Development Office organized a team of business and professional leaders to call on companies in the Research Triangle to solicit support for the NCSU library on a continuing basis.

Carol Caldwell presided in 1984 at the annual Friends of the Library spring meeting held at the National Humanities Center in the RTP, the first and only time that the group has met off-campus. Charles Blitzer, director of the National Humanities Center, spoke on "The View of the Castle—the Smithsonian Institution." Blitzer had served for fifteen years as the Smithsonian's director of education and assistant secretary of history and art. Littleton, as secretary of the Friends, reported that gifts valued at an estimated \$55,000 had been received, including \$35,000 in cash, a record amount up to that time in a single year. At this meeting Littleton announced that members of the NCSU Class of 1932 had pledged \$32,000 to be given over a three-year period to the library. He conferred life membership on five members of the class who organized the campaign for raising the money: the late Romeo Lefort who chaired the committee; Carroll Mann, Jr.; Guy Mendenhall; the late Hugh H. Murray; and Joseph Sherrill. Thomas L. Quay, professor emeritus of botany, also received life membership for his pledge of \$10,000 in books and cash to establish the Violet Wells Quay Collection in the D. H. Hill Library.

Another fund-raising effort began on July 1, 1985, when the NCSU Foundation announced the matching-grant program using the David Clark Fund for Excellence for the establishment of a library endowment. The announcement stated that the David Clark Fund would provide one dollar for every two dollars contributed to the Friends of the Library by those who had not donated in 1984–1985 or previously and by those who increased their contributions in 1985–1986. The program lasted for three years, from 1985–1986 through 1988–1989. Letters to all Friends members from President Charles F. Blanchard urged them "to take this rare opportunity to provide an endowment so that the quality and growth of the Library collections and services are assured in future years." The library re-

ceived more than \$16,000 from the David Clark Fund for Excellence in 1985–1986.

In 1985–1986 the library also benefited from the University-wide State of the Future Campaign, conducted by the NCSU Foundations and Development Division as a part of the University's centennial celebration of the institution's founding in 1887. Literature about the campaign and pledge cards encouraged donors to contribute or make pledges to the library as one of several agencies of the University. At the Friends of the Library dinner on April 9, 1986, presided over by Blanchard, Littleton announced that many staff, faculty, and others had contributed or pledged to the library during the State of the Future Campaign a total of \$233,597. Sixteen life members were recognized at the 1986 Friends dinner, a record number in any one year up to that time.

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### Special Contributions, 1981 through 1987

The Harlan C. Brown History of Ideas Collection honored the memory of the former director of the library, who died on October 10, 1982. Because of Brown's broad interests, the collection consists of first editions or special editions of landmark books that contributed to intellectual development in a variety of disciplines. More than \$6,000 was amassed for the collection in 1983. In 1985 a first edition of Sir Charles Lyle's *The Geological Evidences of the Antiquity of Man with Remarks on the Theories of the Origin of Species by Variation* (London: John Murray, 1863) was purchased for the collection from funds donated by his widow, Helen Brown.

The NCSU Class of 1932 pledged \$32,000 but contributed more than \$39,000 to the library in celebration of the fiftieth anniversary of the class. Class members presented the third installment of the gift at the Alumni Luncheon on May 3, 1985. The funds were used to purchase rare and significant books in the sciences and the history of science.

Among other items, purchases included the sixty-six-volume collection *Three Centuries of Science in America* and a sixty-three-volume set called *The Development of Science*. Rare items purchased for the collection include the first edition in English of Sir Isaac Newton's *Principia: The Mathematical Principles of Natural Philosophy* (London, Benjamin Motte, 1729), Voltaire's *Letters Concerning the English Nation* (London, C. Davis and A. Lyon, 1733), and Albert Einstein's *Zur Einheitlichen Feldtheorie* (Berlin, Academie der Wissenschaften, 1929).

In 1985 the library received its largest private contribution up to that time, an endowment totalling \$141,137 from the estate of Ellen Winston to provide support for the Sanford Richard Winston Music Collection, established in 1969. The basis of the collection comprised Sanford Richard Winston's personal library of books, librettos, and recordings, supplemented by materials purchased with annual contributions from Ellen Winston since 1969. This growing collection includes the definitive printed editions of musical scores of the major classical composers, musical criticism, history, and biography. Funds from the endowment have been used not only for books but also for music on compact disc and in other formats and for listening equipment. The library published *The Sanford Richard Winston Music Collection* in 1971 and in 1983. The 1983 edition of the bibliography listed more than 1,600 titles under broad subject categories that had been added through 1982.

The Stanley Suval Memorial Collection of History, established in 1986, honors the memory of the late professor of history, a highly respected scholar of German and European history. His personal library forms the basis of the Suval collection, which has been enhanced by donations from friends and colleagues.

The Harry and Irene Kelly Collection consists of the papers and books of the late vice chancellor and provost. Many of the books, letters, and reports in the collection were acquired when Kelly was United States

adviser to Japan after World War II. Kelly served also as chairman of the federal delegation to the United States-Japan Committee on Scientific Cooperation from 1961 through 1969 while he was provost at NCSU.

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## Littleton Retires

In the summer of 1986, after Littleton's announcement that he intended to retire as director of the library on July 1, 1987, Provost Winstead appointed an eleven-member search committee to nominate possible successors. Its members were William B. Toole, dean of the School of Humanities and Social Sciences; Herman A. Berkhoff, School of Veterinary Medicine; Richard H. Bernhard, Industrial Engineering; J. Patrick Rand, School of Design; Henry Schaffer, director of the Computing Center; William H. Simpson, office of the chancellor and secretary of the committee; and five library staff members elected by their peers: Linda Fuller, Walter M. High, Margaret R. Hunt, Karen Steelman, and Nell Waltner.

The announcement of Littleton's retirement plans brought unexpected outpourings of recognition and appreciation for the library. The *Chancellor's Centennial Report* (1987) featured a story by Littleton about the growth of the NCSU library from a small college library with less than 200,000 volumes in the 1960s into a major university research library system in the 1980s, under the heading "Building a Resource for Research." The Friends of the Library and the library staff made plans for events to celebrate this growth on the occasion of Littleton's retirement.

The twenty-fifth annual Friends of the Library dinner, held on March 31, 1987, presided over by President William Creech and attended by more than 250 persons, feted the retiring library director. Poulton declared the library to be the heart of the University and appointed Littleton "cupid emeritus" for

taking care of the heart so well. Littleton then recognized eighteen new life members for their substantial gifts to the library. Clyde Edgerton, author of *Raney*, and his wife, Susan, provided the evening's entertainment by readings and the playing and singing of songs, including "Kamikaze Chickens," written especially for the occasion. After the program former president Charles Blanchard, who chaired a committee to solicit contributions for a gift, presented Littleton with a sterling silver tray engraved with his years of service. As reported in the *Raleigh Times*, Littleton's wife, Dorothy, received a trip for two to England and was told that she could take Littleton along "only if he behaved himself." In response, Littleton thanked everyone for their generosity and praised the many people, especially staff, Friends, and University administrators, who had made possible the growth of the library's collections and space. He paid special tribute to the late Harlan Brown, the previous library director.

The library staff organized two special retirement events, held at NCSU's McKimmon Center, on June 5, 1987. The first I. T. Littleton Seminar occurred in the afternoon, followed by a reception and dinner in the evening. The afternoon forum dealt with the topic of "Cooperative Academic Library Networks" and included talks by the directors of two statewide networks of academic libraries. Edwin B. Brownrigg, then director of the University of California Division of Library Automation, spoke about MELVYL (the online catalog of the nine-campus system), and Ward Shaw, executive director of the Colorado Alliance of Research Libraries (CARL), discussed the CARL network. The speakers described the governance structure, the financial foundation, and future capabilities of their networks as well as problems related to telecommunications. They were followed by Frank Grisham, executive director of SOLINET, who spoke on regional networks and their role in supporting and

helping in the development of local area networks. A panel discussion, moderated by I. T. Littleton, on the issues raised and how they compared with TRLN, included comments by Edward G. Holley, professor of library science at UNC-Chapel Hill; Jerry Campbell, vice provost for library affairs and university librarian at Duke University; and James Govan, university librarian, UNC-Chapel Hill. The texts of the papers by Shaw, Grisham, and Brownrigg appeared in the summer 1988 issue of *The Southeastern Librarian*, edited by Jinnie Y. Davis and Margaret Ann Link and entitled "The First Annual I. T. Littleton Seminar."

More than 200 persons attended the reception and dinner in the evening. Walter High, representing the library staff, presented Dorothy Littleton with a bouquet of flowers and gave her the honorary title of assistant director emeritus for years of behind-the-scenes support. The *News and Observer* called it an evening thick with praise. Edward G. Holley acted as master of ceremonies and introduced the featured speakers, staff members, and colleagues whom Littleton had worked with over the years: Vice-Chancellor and Provost Nash Winstead; former library assistant director, Cyrus B. King; SOLINET Executive Director Frank Grisham; Clemson library director Joseph Boykin; University of South Carolina library director Kenneth Toombs; UNC-Chapel Hill University Librarian James Govan; University Librarian of Duke University Jerry Campbell; former head of the Monographic Cataloging Department Lillie Caster; and library Assistant Director Nell Waltner. It turned out to be a roast, spiced with humor, good-natured jesting, and some serious tributes of appreciation. Govan dubbed the retiring director "a southern gentleman." Campbell told the retiring director to "Walk out backwards so we'll think you're coming in." At the end of the program William C. Lowe told the audience that friends had contributed \$3,500 to the

I. T. Littleton Seminar Fund, to be used to underwrite a continuing series of seminars on emerging library issues.

The library staff distributed a commemorative brochure that stated: "After twenty-eight years at the D. H. Hill Library, first as its associate director and since 1964 as director of libraries, I. T. Littleton will retire on June 30, 1987" (actual retirement took place July 31). It continues:

During Dr. Littleton's tenure, NCSU's collections have grown by more than one million volumes; its book, periodicals, and binding budget has risen from \$114,000 in 1958 to \$3.1 million today. [Its total annual expenditure increased from just over \$300,000 in 1959 to \$7.3 million in 1986-1987.] The library's physical space has expanded three times, including the ten-story addition to the bookstack tower now under construction. The staff has increased from 49.5 FTE employees to 165 employees.

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## A New Director

On May 13, 1987, the University announced that Susan K. Nutter would assume duties as the new NCSU director of libraries on August 1, 1987. Nutter had twenty years of library experience, seventeen of them on the staff of the Massachusetts Institute of Technology, most recently in the position of associate director for collection management and technical services. She already had some familiarity with the D. H. Hill Library and the other university libraries in the Research Triangle because she had spent a year in 1979-1980 at the UNC-Chapel Hill library as a Council on Library Resources Management intern. Nutter's year of internship coincided with the early planning of TRLN, and she had the opportunity both to participate in the discussions of the three library directors about TRLN and to attend meetings of TRLN planning committees.

In spite of the progress that had been made in the development of the NCSU



library during its first ninety-eight years, there were unresolved problems to be addressed, many of which had been outlined in the library's long-range plan. The staff, still too small, needed to be strengthened and reorganized, especially in the areas of library administration, collection management, and library systems. Newer CD-ROM technology, additional microcomputer equipment, and newly developing online databases had to be added to keep the library's information sources up-to-date. Nutter would have a unique opportunity to provide her own style in the furnishings of the tower addition still under construction and, in her status as new director, to garner the support needed to meet the technological and information needs of the 1990s and the twenty-first century.

Library development at NCSU has gone through distinct periods in its 100 years, beginning with a single reading room that grew into a collection-oriented university library with increasing budgets, staff, and space during the 1970s and 1980s. Economic conditions and advancements in newer technologies have gradually moved the library to envision itself as a provider of information in the technologically rich environment of the twenty-first century, with a greater emphasis on access to information rather than ownership of the largest collection of published material possible. Certainly electronic access to information, regardless of its location, offers an alternative to the library's ownership of all the information its users require.

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## The Second Century Begins

Susan K. Nutter came to the position of director of libraries with boundless energy and a positive leadership style, resolved to modernize the administration and operations of the NCSU library system. As a condition of her appointment and setting a new prece-

dent for the library, she became a member of the University's Administrative Council, a policy-making group of the University's top administrators who advise the chancellor.

The new director began immediately to unify and strengthen the administration of library services, first, by designating "NCSU Libraries" as the official name of the library system, thus emphasizing the centralized administration of all libraries on the campus. During 1988 Nutter took several steps to create a new image for the NCSU Libraries and to prepare for the celebration of the NCSU Libraries' centennial year in 1989. The Libraries employed David Burney, of Burney Design, to create a new logo for the NCSU Libraries and the Friends of the Library. Nutter introduced the new logo at the Friends of the Library dinner on April 29, 1989.

As a prelude to the centennial year, the Friends of the Library sponsored the Libraries' first booksale on November 19 and 20, 1988. More than 6,000 volumes were offered, consisting primarily of gift books that were duplicates or out of the range of the Libraries' collections. Members of the Friends of the Library were invited to a preview sale and reception on Saturday evening, and the sale was opened to the general public on Sunday. Proceeds from annual booksales go into a Preservation Fund that supports a formal preservation program for the Libraries' collections.

Under Nutter's leadership the library system moved into a new era of its history and its second century of service. Nutter has emphasized especially electronic access to library materials, combined with increased staff for the management of collection development. She has strengthened and reorganized the Libraries' administrative infrastructure, including the establishment of an office of Personnel Services, headed by a librarian for professional development and education. Nutter and the library staff have outlined clear goals for the future development of the

NCSU Libraries and incorporated them into a University-wide planning process initiated in 1988. During her first four years as director, Nutter and the library staff have planned and carried out the opening of the new addition of the D. H. Hill Library on October 1, 1990, as well as the opening of the new Natural Resources Library in Jordan Hall. In 1991 the Burlington Textiles Library moved to the new College of Textiles building on the Centennial Campus, the first library unit on the University's new campus. The development of library services for the Centennial Campus is included in long-range plans of the NCSU Libraries and will assume increasing importance during the Libraries' second

century. The role of the Friends of the Library as a fund-raising organization has been strengthened with a greater emphasis on endowment funding.

Increased financial support from NCSU, the UNC system, and the North Carolina General Assembly, as well as federal agencies, private foundations, and individuals, will be required to assure continued growth to support the research and teaching programs of the University and the use of increasingly sophisticated new technology. With this support the NCSU Libraries can improve its standing among research libraries and meet the needs and the high expectations of the twenty-first century.

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