

JOHNS HOPKINS UNIVERSITY  
ORAL HISTORY COLLECTION  
MS.0404

Charles "Zan" Baughan  
Interviewed By  
Mame Warren  
On  
October 2, 2002

Johns Hopkins University  
Oral History Collection

Interviewee: Charles "Zan" Baughan (CB)

Interviewer: Mame Warren (MW)

Subject: Charles "Zan" Baughan's life and work

Date: October 2, 2002

MW: This is Mame Warren. Today is the 2<sup>nd</sup> of October, 2002. I am at Evergreen House in Baltimore with Charles "Zan" Baughan. Now, we've got to start off by the same question everybody always asks me; where does the name Mame come from? Where did the name Zan come from?

CB: It's been in the family for years and it's short for Alexander. I didn't like Charles, I didn't like Alex. It was my grandfather's name too, so that's where it came from.

MW: That makes sense. Well, yours is more traditional than mine.

CB: No one's heard of it.

MW: Well, it makes you unique though. So let's start back at the beginning. What brought you to Johns Hopkins in the first place?

CB: Well, my mother. She was working there. And I just needed a summer job. So I started working there hourly, worker in the library.

MW: When are we talking about?

CB: Probably 1955. Lou Keithey [phonetic].

MW: Who is Lou Keithey?

CB: He was the assistant librarian at the time. There is the first floor in Eisenhower, back where the sculpture court is. That was named for him. I don't know if it's there anymore or not with the renovation.

MW: So you go back to well before the Eisenhower Library.

CB: Yes.

MW: I would love to have you help me to understand how the libraries functioned before the Eisenhower.

CB: Well, I think we had 11 outside libraries with 11 librarians or people taking care of them. And almost every department there. And then the faculty and graduate students, of course like I said, 11 outside. They had their own library, their own librarian, and their own graduate students. Any other graduate student that came in there generally they had to know what they wanted before they could get it. Or the librarian was very cautious about giving out information or giving out books because they didn't know if they were ever going to get them back or not. And all the other people there at the library all had keys so they can come and go when they wanted to. But you could only get in there from like 8:30 to 5:00.

MW: And which library were you in?

CB: I was in all of them. One of the functions I did was go around if there was a sickness or somebody was on vacation and minded the store and/or we shifted everything around, move stuff around, move stuff in and out. But I was basically a substitute. Any time anybody was out if something else wasn't going on.

MW: So when you say outside libraries...

CB: We had one in Latrobe, Aeronautics, Maryland. Physics, [inaudible], Biology, Chemistry. The main library was on the second floor of Gilman. The third floor was a history library. First floor was a classics library. And on the fourth floor was documents. I think it was 11.

MW: And there was no central control over—

CB: There was central control. At the time it was John Berthel, Lou Keithy, and I think Warren Hoff's [phonetic].

MW: And tell me who each of these people was and what did he do.

CB: John Berthel was head librarian. Lou Keithy was assistant librarian, and Warren Hoff's was assistant librarian. And I think Emily Schulp [phonetic] may have been assistant librarian at the time. She was in charge of cataloging, acquisitions, serials and all.

MW: And where did these people live? Where were their offices?

CB: Second floor of Gilman. As you came in the main entrance to Gilman, Lou Keithy, John Berthel, and Hoffs' office was to the right, where history of science is now. And to the left—probably romance languages is up there now. That's where acquisitions and cataloging were. At one time they were moved down to the Goodwillie [phonetic] room on the first floor.

MW: To what room?

CB: Goodwillie room.  
[0:05:00]

MW: Goodwillie room? Never heard of that.

CB: That's underneath the main reading room.

MW: Why is it called the Goodwillie room?

CB: I don't know. Because it was named after a donor, Goodwillie.

MW: Never heard that name before. That's a new one on me.

CB: It's over in Eisenhower.

MW: So how did what we now know as the Hutzler Reading Room—

CB: That was the main library at the time. That's where the core catalog was for all the rest of the departments and all. That was the main card catalog.

MW: Help me understand how it worked. If I'm a student and I'm coming in looking for a specific book, how do I do that?

CB: Well, back at that time you went to the main reading room, looked up the catalog card or see if we had it. And then if we had it, as an undergraduate you were not allowed into the stacks. Somebody had to go get that book for you and bring it back. And then you could read it there in the reading room or check it out for several days.

MW: And if it were in the physics library, did the student go to the physics library?

- CB: They would go to the physics library and also sign it out there. But I'm not sure undergrads at that time they could actually check one out overnight. The big thing that we did was the fact the undergraduates were not able to go through the stacks and browse. Only the graduate students and faculty were.
- MW: And was there frustration on the part of the undergraduates with that, or was that just the way it was?
- CB: When we moved into Gilman and opened up the stacks to the undergraduates, it was like they'd gone into a candy store. The research and everything else really skyrocketed. They discovered stuff that they hadn't thought existed. Didn't even know existed. Before, if they wanted one specific book, that's all they could go to and get it. Or, somebody would actually go there and get that one book and bring it out to them.
- MW: So there was no such thing as browsing the stacks and finding relevant material.
- CB: No. But we were blamed by the faculty and all for disrupting research. Because it used to be the faculty could go to a certain area in the stacks, get what they wanted and knew what was there or know who had it. Once we opened up Eisenhower and the kids could go get it, they would go there and it may not be there. Somebody would have it checked out. Or it could be around the library somewhere else.
- MW: So take me back to that time and I guess the politics of that time. Whose idea was it to form a central library and how was it accomplished?
- CB: Well, of course don't forget, I was only about 16 or 15 at the time. And to the best of my knowledge when John Berthel came in, we had no space whatsoever. We were totally out of space. All the libraries were out of space, and something had to be done. So John got—I think Albert Hutzler was on the building committee and they, With Lou Keithy and the rest of them decided to get a building going. They had to. We were out of space all over. We did not have any interdisciplinary—if you want to call it back-and-forth. A biology graduate student couldn't get into the physics library at night or anything else. It was costing so much money because if they had a book and both physics and biology needed it or chemistry and biology needed it, they had to buy an extra copy for it. So you were having 10, 12 copies of certain books. It didn't make any sense at all. Plus, it was labor-intensive. But it did work.

The faculty all had their offices right around the core of Gilman where the books were. So they could come out of their office, go into the stacks with their keys and get whatever books they want and go back to their office. Now, the librarians for everybody knew who was working on what. So if somebody wanted a book, they just go to their office and take it. And they'd leave a note sometimes, other times not. And the politics was they didn't like going to a central library.

MW: The faculty.

CB: Right.

MW: So the faculty didn't have to check things out?

CB: Well, in theory they had to, but they didn't.

MW: What a mess that must have been.

[0:10:00]

CB: Yeah, it was. It really wasn't, because it was small then. You know? We didn't have — I don't know what the faculty size was or undergraduate size was. It wasn't much. We had more graduate students in relation to what we have now.

MW: So who was the moving force? Was it John Berthel?

CB: Yes. And the library administration.

MW: Who was the library administration?

CB: That was the assistant directors; Keithy, Schulp, Warren Hoffs. How did they win them over? I'm not sure they ever really won them over. At one point what the story was, was the provost said "It will be done." And it was done. Because up until that point they were fighting back and forth about doing it or not doing it. And [inaudible] wanted it done, but it was also the university could not afford the library the way it was being run and the cost of it. And we needed a central library. And we had to turn the key, you know, turn it to the twentieth century.

MW: So it must have been a huge job of persuasion within the faculty. But also to come up with enough money to build this building.

- CB: It was \$3.5 million I think, or \$3.2 million at the time, which is a lot of money.
- MW: What was your position at that point?
- CB: I was just working any and every place at the library, doing whatever needed to be done. Taking care of the stacks, all the books.
- MW: Were you in any way part of conversations deciding what the building would be like?
- CB: Yes, up to the extent once we knew we were going to get the building, how we were going to put the books, where they were going to go, what floor they were going to go. And then also setting up the whole move to consolidate the 11 libraries into one.
- MW: Tell me about the whole process.
- CB: It was a mess. It really wasn't that bad. But you had to decide what was going to be kept and wasn't going to be kept, what was going to go into storage, which we were going to use the Gilman stacks as storage. And then we did have a lot of stuff that different libraries had to be basically coordinated and brought together at one time because of different call number designations. And then initially we had 220 faculty offices which lined the Eisenhower Library. And we tried to put faculty next to their books and graduate students next to their books. And it worked for a little bit, but we got into major problems because it was more faculty than there was studies. And then we got accused of playing politics and all because certain faculty couldn't get a study. And it was up to the library to decide who got studies and who didn't, which faculty got them and which ones didn't. So the faculty library committee said uh-uh, this won't work. We'll let the department chair decide what faculty and which departments get them. And from that point on we were pretty good.
- MW: That sounds like it was a pretty wise decision.
- CB: Still the decision has to be made, every year with new faculty coming and going. Only tenured and tenure-track faculty were allowed to have a study. And to my knowledge that's the way it still is. But there's still not enough to go around at this point because now you have tenure and tenure-track, you've got visiting faculty coming in and all. And so you have to have somewhere to

put them. And I'm sure you know, there was no room on campus for the last ten years.

MW: So the whole concept of putting the majority of the building underground, whose idea was that?

CB: I don't know. It had to be the building committee or the library advisory committee. The story goes that they just didn't want the Gilman Clock not to be seen from Charles Street. And I don't know if that's true or not true. Actually what I think it was, they just didn't want the building to overshadow the rest of the campus.

MW: I think you're right.

CB: Which would have been pretty big sitting up there. But initially they thought that being underground, as we needed space, we would tunnel out towards Gilman and then build other libraries underground where biology was, chemistry, physics, and all the upper quadrangle.

[0:15:04]

But as the school got bigger and all, that wasn't really feasible. Plus as we started moving to different areas on campus, it wasn't feasible. And we also found out when we did studies that the underpinnings of the other buildings wouldn't take being done. You couldn't dig down without building foundations suffering. So it didn't happen. But it was a very good concept. It was going to be like a wagon wheel. You go into the center of the quadrangle, go down, and then you could go to all different libraries.

MW: I hadn't heard that before. So the move. I'll bet you were a major participant in that.

CB: It took about a year.

MW: Tell me how that was accomplished.

CB: I'm trying to think. I haven't thought about this in 40-something years. Since 1963 I guess we started moving. Basically we had literally lined up the call letters. But we had put them together, found out where everything was in the different buildings, where it was in the main building. And then used a moving company which we literally worked day and night with to move the stuff and bring it together, coordinate it, and move it in. We had boxes built that were exactly three-foot long. Same length as the shelves. And

about 12 or 14 inches wide. So you could take a shelf of books off, put them right in the boxes and move them and then put them on the shelf.

And as we went along, you couldn't go back and forth to different libraries and all, so we had to lease space. We had to count every book and every shelf and know what was what. So if we had 500 shelves that were in biology that needed to go in, we'd leave space for 500 shelves and then go to pick up something else and keep going. And it really worked great. It took a lot of time. Biggest thing we had the first six months was communication. Because we didn't have phones or anything in there. We didn't have walkie-talkies and nothing would work underground. So if we ran into a snafu we had to somehow or the other get back and forth to the movers and stop what we were doing and straighten it out.

MW: Boy, the things we take for granted today.

CB: Right. We still can't get communication underground.

MW: Underground, right. It's still a big challenge down there, isn't it? Where did Milton Eisenhower fit into all of this?

CB: He was one of the driving forces. I'm just not sure where he came in. He worked with Berthel I know, and with Hamburger on it. I don't really know.

MW: Which Hamburger? Albert Hutzler, you mean?

CB: Hutzler, Albert Hutzler. I was thinking of Ferd Hamburger.

MW: So Albert Hutzler was a real driving force too?

CB: Right, absolutely. Off the record, I'm just not sure—was Eisenhower there then?

MW: Oh yes.

CB: He came in '55, '54?

MW: He was president from the early fifties through —

CB: See, they started construction around '61 or '62.

MW: And it opened in '64 and was named for Eisenhower. And so I wonder whether that was—

CB: I know he and Albert Hutzler were the driving force getting the money and all, there. But I didn't have much to do with Eisenhower at that time.

MW: I just wonder whether he was a presence or operating in the background.

CB: I'm sure he definitely was. I'm trying to think who the provost was at the time. I don't remember.

MW: I don't know back then.

CB: I do know, but I forgot.

MW: Tell me about John Berthel. I've never talked with anybody who knew him. I'm sure I have talked to people who knew him, but we've never talked about John Berthel. So tell me about him. What was he like?

CB: As far as I'm concerned, he was a great person. A great mind. He was a people person. He loved what he did. And I think if it hadn't been for John, we would not have gotten a library. We would not have come around. I think he took an awful lot of bad raps and all for bringing it together. And anybody else would have said to hell with it, it's not worth it. I don't have to put up with it.

[0:20:00]

But he had the light and the vision that he wanted, and he just kept pushing it.

MW: How did the faculty express their displeasure?

CB: I think several times the faculty — I don't want to say senate, because it's not the senate.

MW: The assembly.

CB: The assembly. Berthel was brought up for that for things that were going on or to explain this, that, and the other. We didn't really get enough money to do what we needed to do. Most of the furniture when we moved in to Eisenhower, we took an awful lot of what we had, which was leftover '40s and '50s, and a lot we got from surplus into the building. But the faculty resented John for putting it all together, for moving the books away from them. But most of

them liked John. It wasn't a question of they didn't like him; they just didn't like what he was doing.

MW: And he stayed for a good period of time once you all were in the Eisenhower Library.

CB: Yes. Eisenhower used to kid him and said his office—that's one thing, when all the faculty got after him about, his office up on Q level. Eisenhower used to kid, he said it was better than his office. It was a nice office.

MW: And so once everything got settled into the Eisenhower Library, did it work the way people had hoped?

CB: Up to a point it did. The faculty I don't think ever forgave Berthel though for bringing it all together. They were just too used to being right by their books and getting what they wanted, having their own sort of like personal librarian that would do everything they needed. They were really put in competition with the undergraduates, is what it amounted to, once we opened up the building. And they were in competition with the undergraduates for the first time, which they never had been.

MW: That was a pretty big shift on this campus.

CB: Oh god, it was horrible. It was a horror show, truthfully. It was great for the undergraduates, but it did take several years of getting used to for the faculty. And even the graduate students.

MW: Did the undergraduates at the time appreciate what a major shift was taking place?

CB: I think they did. But of course undergraduates have never been in any power or anything else at the university. So it didn't matter. Things were being lost that never got lost before. Things were being stolen, moved around so people couldn't find them. Some of the undergraduates had their own little library set up with their own call number system that they'd put them in. So they'd have the books, nobody else would have them. Don't forget, we only had a card system initially. And we had the forerunners of the computer system there. And we used to take pictures of the sides of the books and have to type all the call numbers in at night as to who got what book out. And when doing that, it's no optical scanning or anything else. So if you type the wrong letter in or wrong number, that book was lost. So that was a big snafu at the time. I remember we used to process film—I didn't process the

film, people would have to do it. They used to use just buckets to really do the film and up and down the process and get it—the old microfilm readers to put the film on and then go frame-by-frame to see who checked it out, what the number was, and then print it out. And it was all keypunch. And it was loaded with errors. And that didn't go over well, either.

MW: So tell me where Zan fit into the picture at this point.

CB: I was basically keeping the stacks going, moving all the books around, taking care of security, all the upkeep of the building, the maintenance of the building, assigning all the faculty studies, all the graduate students' carrels. And just doing, again, any and everything that needed to be done there.

[0:25:00]

MW: You must have been a pretty busy guy.

CB: Yes.

MW: So I'm intrigued by your image of these students having their own private library.

CB: Well, it wasn't much. But every summer we would try to do to keep everything straight—there was close to a million books there. So we would hire in a team of maybe 10 or 12 students, either Hopkins students or some high school students, and we would go through and read every shelf in the library, put everything together and find everything that had been mis-shelved and all. And we'd just come upon these small little libraries that were set up and put them back together, move them around.

MW: Did you ever know who was doing it?

CB: No. There was no way. But we usually found them within a year. And you found them every day. As we were filing books and all, you'd come up to something that wasn't right. And you'd just pull it out. Because you can't file one book unless you actually file two with numbers on each side. So you'd catch them real quick. But they loved to put Es and Fs in the E category, and they'd put Fs in—or the HBs in the HD category. I mean, something real simple that you could go back and get. Because what happened once we got the computer system and all going—I say computer; I'm talking about the really, really basic thing that we had. They would know who had a book out. And a lot of the undergraduates, since

they had them, had the access to them, didn't want to be bothered to bring a book back for people. And of course the same thing was true with faculty and graduate students. Undergraduates could request a book to be brought back. And the faculty didn't really like that. If they had a book out, they didn't want to have to bring it back if some 18 year old just came in there working on something and they didn't know what they were doing when they needed it for their research.

MW: You must have been a real diplomat, too.

CB: You had to be. But really, we had great faculty to work with.

MW: Were there any particular members of the faculty who stand out in your mind who were real advocates for the library?

CB: Mame, I'd have to think about it. Ferd Hamburger was. He was a good friend of the library. We had so many faculty that were basically advocates of it. And then we had some that weren't. A lot of them knew that even though they didn't like it, it had to be done. Pure and simple. But there was an awful lot. I couldn't begin to name them.

MW: One of the reasons I was so interested in sitting down with you is because you have the broad span of history in your life's experience. In particular, you've seen quite a few library directors come and go. Can we walk through the various administrations and have you introduce me to these people and tell me what you thought their contributions were and perhaps what their weaknesses were? So you've told me a little bit about John Berthel. Tell me what he was like as a person.

CB: John was a really good guy. That's all I can tell you. He thought about everybody. But one thing you have to remember, back there with John Berthel and all, it was a whole different atmosphere for employees. It was like a big family. And you took care of everybody and everybody took care of you, the people that worked there. We partied together, played together, have crab feasts and do an awful lot. So you knew everybody. No one made any money whatsoever. The money was just not there at all. I think everybody started with a month's vacation. But then the thing was, well, we got a month's vacation, but we don't have enough money to go anywhere. We don't make enough to use it. But John was a really great guy. And I think David Stam came in after him. In between there though Dr. Pawelczyk [phonetic] was the interim—actually

Pawelczyk was interim twice, I think between Berthel and Stam and Stam and Scott Bennett, probably.

MW: So Pawelczyk was somebody who was—

CB: Pawelczyk was a Welch librarian.

[0:30:00]

MW: From down at the Welch Medical Library?

CB: Right.

MW: Did you get to know him?

CB: Oh yes.

MW: Tell me about him.

CB: He was so busy down there. He would come up here and all, but basically we were running ourselves. I can't say running ourselves, but he was just making sure everything was right and going to the meetings and all that had to be done, had to go to. But he knew some of the problems and all. I'm trying to think back with Pawelczyk. He wasn't there that much. He was a nice guy and he came in. And he was just basically an interim. I'm not even sure how long he was there. May have been six months.

MW: So then David Stam arrived.

CB: Right.

MW: Tell me about him.

CB: David was a book man as such. Rare books, bindings, starting on computers and all. David got the bindery started, the preservation stuff going. David came in as probably the first one who had any money to work with whatsoever. He was able to bring salaries up, got money. And there again, David was a very knowledgeable, good guy who brought us into the preservation field and just did stuff. We finally got air conditioning worked on. I think in David's era we finally got Gilman stacks air conditioned, where we had all the books stored. And he was a driving force behind all that. I think he came from Newberry Library in Chicago.

MW: I'm sorry, that's where he came from, the Newberry?

CB: Uh-huh.

MW: So why did he have money when John Berthel hadn't?

CB: Different administration. And by that time John would have been moved over to be—I think they called it university librarian, but actually he was moved over to Garland Hall, had his office in Garland Hall and didn't run the day-to-day operations at all.

MW: Really? John Berthel's office moved?

CB: No. John Berthel was moved.

MW: He stopped being librarian—

CB: Right, and became a university librarian and was moved over to Garland Hall.

MW: Oh, I didn't know this at all. So John Berthel and David Stam were here at the same time?

CB: Uh-huh.

MW: Tell me how that worked.

CB: It worked fine, because Berthel was—I hate to say it, but he was put out to pasture and David ran the library.

MW: So what did the term university librarian mean?

CB: You know as much as I do.

MW: And he has his office at Garland Hall?

CB: Uh-huh.

MW: How long did that last?

CB: Several years.

MW: Well, you just taught me something I had no idea about.

CB: It should be in the records.

MW: Well, I'm sure it probably is. But I didn't know to look for it. Isn't that interesting. And what era would that have been? David Stam came in—

CB: I don't really know the name of the—

MW: That would have been under Muller, probably.

CB: Probably early seventies.

MW: That would have happened either under Lincoln Gordon or Steve Muller.

CB: I don't remember. I really don't.

MW: There's an interesting question, to track that one down. I know I would get some surprises from you. So let's talk some about David Stam. What was he like as a person?

CB: There again, he was a good people person. He was really good with the faculty. I think because he came in and John went over to Garland. He was more involved with the faculty and went to a lot of different faculty meetings, had a lot more interaction with the faculty. One thing the library was always lacking, even the assistant directors and other people were not involved that much with other departments. The library wasn't—very little social action, which David brought to it. And I think they sort of knew the library was there and going to be there everybody, you know, try to get along and get problems solved before they got out of hand or something. But David was very active with the faculty and the library committee and all.

[0:35:09]

MW: And where did you fit into the picture at that point? Were you close with the director?

CB: Yes, I worked with them every day. I think back then initially I was basically a stack master. Then I was assistant to the librarian at that time. A real title, stack master.

MW: Never heard that title before either. Stack master, I like that. That sounds very powerful.

CB: And then I think in the seventies I was assistant to the librarian.

MW: And that was David Stam? Under David Stam?

CB: Yes, I'm sure it was. It may have been under Berthel and then with David too. And then the title assistant director for support services.

MW: Did each of these titles —

CB: Nothing. [Laughter]

MW: Were you still doing exactly the same work and just had a different title?

CB: Basically, yeah. A lot more into the management of the library with the different librarians and working together with different department heads. We were all department heads, so it was just an easier way to work together.

MW: At any point during all this did you sneak off to library school, at any point?

CB: I learned everything I learned from the librarians from years ago; how to do this, how to do that. The only department I never worked in over there was the cataloging department.

MW: But otherwise you spent some time in every other department?

CB: Yes. I've had in the library alone, circulation, reserves, all of them at one time or another I worked with, was in charge of. And even special collections. Special collections wasn't special collections. In the basement of Gilman Hall Lou Keithy and I would put together anything regarding the university or the library that we thought was important and put it on the shelves down there. And that was it.

MW: Bless you for doing that. What kinds of things are we talking about?

CB: All the records. Any basic records they had and anything that we had around. It was down, I think, in the north basement. The whole floor was loaded with stuff we put in file cabinets and all. And what's happened to it in between I have no idea. Some went to special collections and other things were moved around. Some are microfilmed. All the registrar's records we used to keep. Can you believe that? We didn't have any room, but they didn't have anywhere else to put them, either.

MW: Well, thank you very much for doing all of those things.

CB: We didn't do anything with them. We just basically saved them until somebody could come in there and do something.

MW: Was there ever any tensions with other librarians that you didn't have a library degree?

CB: No, not really. Because I wasn't really doing library work per se. I mean, as far as ordering books or cataloging or anything else. So I didn't have any problem there. Most librarians, truthfully as we came up there, very few had library degrees. You sort of worked your way up.

MW: Is that a more recent phenomenon to have—

CB: Oh, you've got to have it now. No ands, ifs, or buts.

MW: Yes, it seems like it.

CB: But I had my undergraduate degree and the master's degree. Worked on the master's at MAS. I didn't get it. I think I lacked ten credits for having an MAS. I just got tired of—I've been in school 30-something years. I said to hell with it.

MW: It's not going to make any difference when I start playing golf full-time anyway.

CB: No.

MW: So you mentioned that David Stam was particularly interested in preservation.

CB: Preservation, rare books, binding.

MW: And do I understand it was quite a large department? At some point was that under his administration?

CB: No, it was nothing. That's what he brought in. He basically brought that in and brought John Dean in from Newberry. He had the bindery and all there.

[0:40:00]

MW: Tell me, who is John Dean?

CB: John Dean, he worked with David at Newberry. David brought him in to head our bindery operation under me. And we got the bindery started. And then Daisy Troxel [phonetic] and Polly Von Mitzel [phonetic] were our bindery staff, along with Lottie Downey [phonetic]. And that was it. And John Dean came in and we started a whole new department. Literally brought us into the 20<sup>th</sup> century. We stabbed and drilled everything and glued it, and we doing everything wrong. I mean, totally. And then when Polly Von Mitzel died, she left I think \$50,000 or \$60,000 to the library to start a bindery. And then David and John started the bindery and then we moved into the new computing center and moved out of the basement, moved into there and started everything. John went around the country everywhere he could and got bindery equipment, different things. Started a program on teaching people in the bindery what to do, how to do it, what we needed help in. We got equipment and everything else, any used equipment we could get anywhere we could get it and brought it in and got it started. A lot of it came from government surplus and all. And then of course now they're over with the preservation department over in Rowland Hall. It's not Rowland Hall anymore, what is it, uh, the old physics building.

MW: Oh, how can we—how can I not—he gave \$50 million. Zan Krieger. Krieger Hall.

CB: Right. Krieger Hall.

MW: Krieger Hall. Yes. For \$50 million you can have a hall named for you too.

CB: That's right. It will always be Rowland Hall, it was that for so long.

MW: It depends on how long you've been around, right?

CB: Right.

MW: This preservation department must have taken up quite a bit of space from what you are describing.

CB: It did. It did. It was the basement, the north end of D level. And it was perfect because it had been the computing center. Had the raised floors, had own air conditioning units and all down there. We could work on stuff. John set up training programs, set up basically a school, trained all the people. And actually I think,

unless they've left, two or three of the people that are there now were the original people. Martha Jackson, Lena Warren.

MW: I need to turn the tape over.

[Break in audio]

Well, you know, there are all kinds of nooks and crannies in the Eisenhower Library that I have not ever been in. Is this still functioning? Is the preservation department still—

CB: No. Special collections is down there now. That's where we put all special collections.

MW: Special collections is on A level.

CB: No, that's just the main office. All the storage—

MW: Oh, you're talking about what we call the cages, are in D level.

CB: Right, yes.

MW: Oh, that's where you're talking about?

CB: Uh-huh.

MW: So that was the preservation department.

CB: Bindery and preservation, yes.

MW: That is a large area.

CB: It was big.

MW: So did it shut down completely?

CB: No, no. it's over in Krieger. It was moved to Krieger.

MW: All right.

CB: It's a fairly large operation over there.

MW: See, all of this is in your brain and I'm so glad to be getting this down, the history of what was where. And how large is the preservation department now?

CB: It's probably square footage about the same. They don't do what they used to do. We don't have the training programs anymore. They cut all that down. Under Scott Bennett that sort of went out to save money.

[0:45:00]

I can't say to save money, but it was cut down and they did away with all the training. Most of what we were doing was training people—hopefully training them not only here, but for all around. And then they would go out into the field with their knowledge and all. And it just couldn't be done. We trained our people well and kept them.

MW: Sue Martin followed David Stam. Tell me about her.

CB: Sue came in from California. She was brought in I think to bring us into the computer age. She was a computer person.

MW: And David Stam had not been?

CB: David was just starting computer. He was more preservation. Books and all. But Sue was brought in to, at least to my knowledge, to get the computers going, bring in all the information technology. Longaker brought her in. I think Longaker was provost then. And there again she was very good with faculty, a real people person. I think she was the first one that actually went to all the departmental meetings of the different departments each month so she could get the word and give the word on what was going on.

MW: That must have been a full-time job.

CB: Well, it was something that was really needed and should have been going all the time. I think since then it has dropped off. I think with Scott it dropped off. But when Sue was there, she would at least know what departments are doing, what they needed, who they were bringing in, what they were bringing in, who needed what areas brought up, where the money was coming from. And then what our problems were too.

MW: And she actually did this herself rather than delegating?

CB: Yes, she did. She wanted to do it. It was the best thing going. She got to know the chairman and the faculty. Like I said, know what people were coming in, what areas are you going to emphasize and not emphasize, where we had to put more money in and all.

MW: Why do you think it was important that she do that rather than someone else?

CB: Because it hadn't been done before at all. And I just think it was just because of the prestige there, you know, had that librarian go there and not some delegate. Because decisions that had to be made, other people couldn't make them. She could make them.

MW: And has that tradition carried on?

CB: No, I think it stopped somewhat under Scott when Longaker left. I don't know any more. I don't know. I'm sure it's not going on now.

MW: Why did David Stam leave? He wasn't put out to pasture; he went somewhere else.

CB: You said that; not me.

MW: Well...

CB: He got a very prestigious job at New York Public as assistant director, I guess.

MW: But I have read his annual report right before he left. This was not a happy man before he left. Talk to me about that. You must have been aware. Everybody must have been aware, because it's quite a document.

CB: I would have to go back and read the document. I don't remember even what was in it.

MW: Well, I'm asking you what the feeling was like. I'm not asking you about the document. I have that.

CB: He needed support and money. I mean, it all boils down to money, which they weren't getting. And I can't tell you any more than that, literally. I know about the report and the problems that happened because of it and all.

MW: And see, I don't know what the ramifications of it were.

CB: I don't either. I really don't. I didn't even know David was even doing it. I do know that he had problems getting money, that they

wanted programs they couldn't get through and all. But I really don't remember what was in the report or anything else.

[0:50:07]

MW: I guess the most important question is did he leave because he was so unhappy, or was he asked to leave?

CB: I don't know. I have no idea. Couldn't tell you.

MW: All those things happen behind closed doors, don't they?

CB: Yes. I don't know.

MW: So Sue came in. And was she quite different from David Stam?

CB: Yes, she was different than David. And both Sue and David were workaholics. They just ate, slept library all the time. But Sue was more of a—I can't say more of a people person, but she seemed to get along pretty well with the faculty. Later on I don't think she got along with the faculty as well as David did. But each one had their different strengths and weaknesses and all. But Sue was a good person. Good librarian.

MW: You going to tell me any more?

CB: I liked Sue. I was really surprised when she left because she was able to get so much through, get storage through, started storage stuff. We were running out of room and all. Got an awful lot of stuff done.

MW: How important is the director within the library?

CB: I think very important in certain ways. Other ways, certain things had to be done. It's just like anything else; certain things are going to run regardless and other things weren't. It depends on the programs, the way we wanted to go, how we wanted to go with different things, where the money was going to be spent. For years under John Berthel and even David we did not have the money. We did everything we possibly could to save money for books. And that was the main theme; money for books, money for books. This suffered, that suffered. Furniture wasn't ordered, people didn't go on any trips. There wasn't any such thing as going to conferences and this, that, and the other. Maybe the librarian went and that was all. Every bit of spare money we had went to purchase books or do stuff for the library. You made do. You just made do,

made do. I probably spent at least one day a month going down to Jessup and buying used furniture, trying to get anything we could so we could save money. I used my car for years to haul library books back and forth, to go out and pick up gifts that were given to the library and all, because we didn't have any money for a vehicle or anything. But everything, we just literally made everything do. Everybody pitched in. And we had no money. And David was the first one to get some money. Scott got more. Sue got even more. Jim Neal was just great at getting money in.

MW: And when you say money, are you talking about from donors?

CB: Not only donors, but from the University. Getting done what we were doing, what we needed to do, what the programs needed. Of course don't forget, back and forth through all that was good times and bad times.

MW: Tell me what you mean.

CB: Well, there was money and then there wasn't money.

MW: Within the university?

CB: Within the university, within the budget and all. And we got what we were able to get. Percentage-wise, I don't think we ever got over three percent raise in a budget, the overall budget. Some years it wasn't—I remember certain years under Berthel where we got no raises at all for the staff.

MW: Really?

CB: New people that came in would get more money than some of the older ones that were there.

MW: I bet that went over well.

CB: Oh, it did.

MW: Tell me about that.

CB: I can't tell you about it. That's all I know. It's what the market would bear, I guess.

MW: I bet that was a problem.

CB: We just didn't have the money. We just did not have the money. We just tried to make everything we possibly could do, stretch. Everybody was give and take. If I had any money left over and somebody else needed something, it would go there. But there was very little money ever left over from anything.

[0:55:08]

MW: Scott Bennett followed Sue.

CB: Uh-huh.

MW: And I have met Sue Martin and Scott Bennett. And I can't imagine two more different people.

CB: They were totally different. Scott was not a people person at all. Well, I say that, but he just didn't appear to be a people person. He sort of basically stayed up in the office to himself. He was almost I want to say a loner, but I don't think he was. But he wasn't a bad guy. I don't know what he [inaudible] from Hopkins or what was going to happen or what he wanted to do.

MW: One of the things that he told me about that I wondered whether you were involved in was the sit-in with the African-American students.

CB: Yes, yes.

MW: Did you get caught up in that?

CB: Yes. I was right in the middle of it. And that was something.

MW: Tell me about it from your perspective.

CB: I haven't even thought about it in so long, Mame. It was something that Scott got caught up in which was not his fault or anything else. It was just a pure, honest mistake or miswording or something. I'm not even sure what it was. All I remember is about 12:30 one night I got called in there because we had problems down on the main floor with the exhibit and all. And was it the black—black student—I forgot even now what it was. Some display.

MW: Right. They were unhappy with what was up for—

CB: Scott of all people would never have done anything at all like that. I mean, he was just not any way, shape, or form would he have ever let anything like that get by. And just a goof-off, I guess.

MW: It seems to me from what I understand that Zan was the man for any situation that needed to be taken care of.

CB: I got called in on most of them.

MW: You seem to be the one who was called.

CB: Well, I knew so many people in the administration and the faculty and all. There was a lot of stuff you could smooth over and a lot of stuff that you could talk to. There were a lot of students you could talk to. We had a lot of students that worked for us that knew what was going on. And you just do what you can. And it was a great place to work and a great place, great people and everything. And you didn't want to see anything happen or any negatives that would happen there. And you just plain did what had to be done. And everybody that worked for me, it was the same thing. Everybody busted tail to get stuff and to do it right.

MW: What do you think it is about Johns Hopkins that inspires us all so much?

CB: Well, before it was a big family. And everybody was in the same boat. Right now I'm not sure. They come and go so fast that you don't even get the chance to know anybody. Before, I mean, there in the library for years and years and years we had people like myself that worked 30 and 40 years there. So you got to know the people, you got to know their families, you got to know their grandkids. You stayed together, you stayed in touch, you did things together and all. As far as I'm concerned it was one, big, happy family. My mother worked 40-some years there. My wife worked 30, 33, 35 years there. My father was there 15 years.

MW: In various parts of the university.

CB: My mother was basically in charge of University housing. Sharon was the director of student employment and career development. But we were all just there together. It was our world and we didn't want to see anything happen to it, so we tried to make it work the best we could. And we had great people. I mean, not just the library, it was all over. We had really good people to work with and do. And everybody was in the same boat we were; they just

didn't have the money. You just did what you had to do. Sometimes it was right, sometimes it was wrong.

[1:00:00]

MW: Did students appreciate what you were doing for them and did they understand that the money wasn't always there to do what they might want?

CB: I think some of them did. Other ones I have no way of knowing. Now as we go back and I still see students that worked for me 30 and 40 years ago and all, yes, they really appreciated it. The biggest thing I've heard, they appreciate us when we opened up Eisenhower. For them that was the thing that really opened up everything to them.

MW: What have they said?

CB: They had no idea that certain things existed. They had no idea how they could get things. They had no idea that other books on subjects existed until we opened up the stacks and they could go in and browse and all. And now with the computers we've got over there—of course now it's different. They can get anything. You can do a two-month project probably in two weeks with a computer. But before they didn't know what was there. It just opened a light. They saw the light, so to speak.

MW: One of the things that happened fairly soon and seems to happen everywhere fairly quickly is the building filled right up.

CB: Oh yeah. I never will forget when we opened it up and dedicated it, the Eisenhower, one of the things that was said it would last for, I don't know, 40 years or 50 years or the foreseeable future and all. And we knew good and well that it couldn't. Too much stuff was coming in. You just couldn't do it. And we hadn't taken everything. We had a lot of stuff in storage. We had about 250,000 books over in Gilman. But it just wasn't going to last.

And with the administration and with—I think it was Muller. You just cannot keep building buildings to house books. Something had to give somewhere. You didn't have the money to do it.

MW: So what did you do?

CB: Well, we got the storage going. Storage facility over in Moravia.

MW: Tell me how that came to be. How did you find this place?

CB: It actually started with David.

MW: David Stam?

CB: Mm-hmm. And with Sue. Mainly Sue. And Scott. All of us. We had no alternative. We looked and looked at different buildings, different areas, different places. And finally found Moravia, which was ideally suited for stacks and putting books and all up. And for growth, we grew a little bit. Grew a lot over there as a matter of fact. I think they put another section in the last two years since I've been gone in there. But initially I think we probably had close to a million books over there. We only had room—actually, Eisenhower was open, ideally we probably had room for about 850,000, 900,000 books. And we probably went in there with 700,000 or 600,000. And we knew it was going to be filled up.

MW: How did it get decided what would go into storage?

CB: Past records, departments that no longer existed, areas that weren't being used. And we would just talk with faculty. That's one of the things the faculty library committee would talk about. We had certain cutoff dates and certain things and certain areas were useful for research but not for teaching purposes and all in the back years. I think certain engineering departments were done away with back in the fifties. All those books were put into storage. And then it was restarted again. So they were brought back out. Believe me, Mame, that was a major problem, too, with all the administration. And there again I was involved every summer with moving stuff back and forth. We'd put stuff in, move it back. Put it in, move it back. I had to rearrange Gilman twice and totally take everything out and redo it because we didn't have space to do stuff. We literally took the reading room and put all the books we could get in the stacks and then just ran them in there and put different things in. We had to take one side of the stacks we used for dead storage and the other side for stuff that was coming in. Just a waste of—I can't say a waste of money, but we just had spent too much money for too little space.

[1:05:00]

MW: I've been looking through a bunch of records. And I came across a memo that you wrote in 1986 about the Hut and the storage in Gilman and that Bob Shareholtz [phonetic] had let you know that

everything had to move. And I thought oh my gosh, what did he do?

CB: That was basically we were going to take about a fourth of every floor in Gilman that we had to move books out of to make room for the new air conditioning units and all that were going to be put into the renovation of Gilman. And we just moved stuff back and forth and around different places, got rid of things. As we talk, things are coming back. But that's one thing that really got David in trouble, was getting rid of material.

MW: Tell me what you mean.

CB: Well, we had no choice. We had nowhere to go or anything else. And we had to get rid of material in Gilman. And David and—I'm trying to think of the assistant librarian over there—just basically got rid of stuff. And I think some of the stuff went to a book dealer and then the book dealer put stuff out on the shelf which never should have gone to the dealer to begin with. And got into some problems.

MW: Meaning the book dealer was trying to sell things from the Hopkins collection?

CB: Right.

MW: I bet the faculty wasn't very happy about that.

CB: No. And stuff that was supposed to have been thrown out didn't get thrown out. But the faculty didn't even know they were throwing stuff out. It was Dr. Pritchard [phonetic] who was I think the — Pritchard and Stam I think.

MW: Who is Dr. Pritchard?

CB: He was in charge of special collections and collection development for several years there. He was a Hopkins graduate. Got his PhD from Hopkins. German department. But we had to get rid of stuff.

MW: And I also found references to a lot of things being sold from the Peabody. Duplicates?

CB: There again, it was a way we raised money for things.

MW: Tell me about what was done there.

CB: I don't know that much about it. I do know they had a sale on some of the stuff that was down at Peabody at auction.

MW: So you weren't involved with that?

CB: Not really. I was as part of the administration, but not the nitty-gritty or anything else. I know a catalog was made. I still have the catalog—or did have them, I may have thrown them away—of what was for sale and what was being offered and all. And it was a way of raising money. Because there was no money. But that was Cynthia. That was her project.

MW: And you're saying that this caused problems?

CB: No, not with that—well, I don't know about that sale, whether it cause problems. There were some things in the newspaper. There were some bad vibes about, you know, why we were getting rid of some Audubons and this, that, and the other. But the material we got from Gilman, old material, material that wasn't going to be used anymore and stuff that was outdated and just sitting there was the stuff that got thrown out. And somehow or another some stuff ended up over at a booksellers or book store. Or they may have even—I don't even know whether they bought it from us and then resold it or what. I have no idea.

MW: A while ago you made reference that through the years you got to know an awful lot of people on campus. How was that helpful to you?

CB: If you wanted anything, wanted to know anything or wanted anything done or wanted something done in a hurry, you just picked up the telephone. The painters, the carpenters, the air conditioning people. It didn't matter who. The faculty, undergraduates, graduate students. Just like when we came in here today, all those guys.

[1:10:00]

I'd fish with a lot of them, we hunted together. We were good friends. And we had to work with plant operations constantly. Everything that was done there to keep the building up and maintained and all.

MW: And so were you the person who coordinated all of that?

CB: Yes. I had to tell them what needed to be done, when we could do it, when we couldn't do it, how we were going to do it, what was working, what wasn't working. Calling in all the complaints from the faculty and graduate students, our employees. Because we had about 150 employees there. And believe me, there was constant complaints or something needing done or not working. Our air conditioning wasn't working, it was too hot or too cold or humidity was up or something had to be done here and there. Everybody wanted stuff painted.

MW: And you were the clearinghouse for everything?

CB: Everything came through my offices, yes.

MW: I don't envy you. That's quite a job.

CB: In more ways than one. But it was fun. It really was. That's a thing I really miss. Because you never knew from one minute to the next what was going to happen, who was going to do what or what was going to be involved with it or anything. It was always one surprise after another.

MW: Who were the really critical people to know?

CB: Critical?

MW: Yes. Who was it that when you look back you say, boy, it's a good thing I made buddies with so-and-so?

CB: The administration in Garland. Plant operations.

MW: Who in the administration? What kind of people are we talking about?

CB: Ross, Longaker, George Benton. I mean, all of them. We interacted with everybody, just about.

MW: Who is George Benton?

CB: He was vice president back under—with Stam, I think. He was—

MW: Vice president for?

CB: Administration. Plant operations, security. I mean, everybody.

- MW: Would you have been involved in interacting with the provost's office?
- CB: On certain things maybe. Different committees or something that I may have been on. But there again when Sue came in, our administration had a lot of interaction with the university administration for the first time. So we got to know people. And I still talk to Dick Longaker occasionally when he comes in, or he'll call from California wanting something or wanting to know something.
- MW: Why do you think that was different under Sue?
- CB: We were up to a point totally out of the social loop of the university. And then Sue came in and brought people back into it. Not brought them back into it; never in it to begin with. But, I don't know.
- MW: When I look at Johns Hopkins, it just seems to be compartmentalized in a lot of ways. And the one place that seems to have the potential for a lot of different people coming together is the Hopkins Club. Was that ever an important factor?
- CB: No. At one time it was. I take that back. Back in the, I guess late sixties, early sixties—in the sixties at least a lot of faculty met over there. It was the unofficial faculty meeting place where an awful lot—I mean an awful lot—got done. And faculty and administration would sit down together, have a few drinks, talk over problems, see what could be done. It was the unofficial-official meeting place, if you want to call it that, where a lot of young faculty, graduate students, and administration were sort of schooled in what was going on and what could be done, what couldn't be done, what they could do, what they couldn't do. But in the seventies and eighties I don't think—I would go over there occasionally after the late sixties and you wouldn't even see anybody over at 5:00 or 4:00 or even 6:00. You might see two or three people. But before that it was always a group that met and discussed things.
- MW: Yes. It seems like something was lost there.
- CB: And there was a group that played pool together every lunchtime on the second floor. Deans. A lot of deans, a lot of faculty and all. You know, things were discussed, deals were made.

[1:15:11]

MW: So where did that kind of activity move to?

CB: I have no idea. I couldn't tell you. I don't know.

MW: I don't either. It's a genuine question

CB: I know that things take forever to get done now. Didn't used to.

MW: We need to really put some action back into the Hopkins Club, give people a place to do things. When we sat down here in this room, you said something about a mummy.

CB: Well, here at Evergreen everything was—that was one thing that I also had was security here at Evergreen and all.

MW: You were responsible for here because of the—

CB: Up to a point. And the fire line—

MW: Was that because of the Garrett Library being here?

CB: Right. Not the house, just the Eisenhower Library. And as a result, we'd go through different things. I was also on a restoration committee for here when we redid it ten years ago. So we'd go through different parts and look at different things.

MW: So I bet you see this place in a different way than I do.

CB: It looks great now.

MW: I've seen some pictures of when it was torn apart. It's quite a job that was done here.

CB: Yes.

MW: And how about the Peabody? Were you very involved with that?

CB: Air conditioning, heating. Humidity control, maintenance, upkeep up to a point, up to four or five years ago. Worked together a lot with Jim Zeller [phonetic] when he was down there to get things done that we needed to get done. Because the university is such that they would not go down there and take care of it. Our plant operation people here did not go down there. So we had to work through Jim to get stuff done.

MW: What was Jim Zeller's position at the Peabody?

CB: I don't know. I don't know what his official title was. But he was in charge of basically all the maintenance and—basically the business end, I assume, of it.

MW: And then he moved up to Homewood and is still a director very much with the library from what I understand.

CB: Yes.

MW: And would you interact with him at that point?

CB: Yes.

MW: Tell me what the relationship was there.

CB: We were just basically good friends. If I needed anything, I'd call Jim. That's all. Or I'd ask him what was going on. Most of the time you could ask people what you could do or what you couldn't do. What you could expect, what you couldn't expect, what to push, what not to push, what the problems were. And we had certain deans and all around the university that you got friendly with. And they would tell you, this is the problem, this, this, this. But forget it. And you can't come in the other way or anything; this is the way it is. And they would tell you a lot of things. This is it, this is that. And you never heard it, you never mentioned it. You just knew what was going on.

MW: I can tell there's an awful lot inside your brain that you're not sharing with me, Zan.

CB: Probably.

MW: How about the various presidents of the university? Were they interactive with the library? Were they important players in the life of the library?

CB: Well, Eisenhower definitely was. Both times when he was here. It seemed like Gordon's administration was under turmoil most of the time when he was here. Muller was; we worked with Muller an awful lot. And I think Muller did more for the university than any other president we've ever had other than, you know, modern times. He got the money in, got the recognition and all. And off the record, I just think he got a bum rap. But it was the times. But Steve, regardless of when you met him where you met him, or

anything else, it was like he was your long-lost friend. I don't think he ever forgot a face or a person's name or anything else.

[1:20:00]

MW: From what I understand he was pretty good.

CB: Yes.

MW: What do you mean he got a bum rap?

CB: Well, while everything was going on at the hospital when they redid everything, moved everything around and all. There just was no money to do stuff.

MW: What do you mean, move things around?

CB: Well, at one time he was president of the university and the hospital. And then the money problems started hitting. And I think the hospital sort of blamed—I don't really know for a fact, but I think they blamed Muller for—I don't know if there wasn't enough money to go around or what. But I don't think they wanted to be under the head of one single entity. I don't know anything about all that stuff except the fact that it did happen. I couldn't tell you.

MW: You've mentioned Ross Jones. And you and I both know that Ross a is very, very essential player on campus. Ross has supposedly retired.

CB: Right. Supposedly.

MW: What makes him so special and what makes him such an essential person?

CB: He's a great guy. He's been around the university. Knows everything. I think probably as far as the administration and all, he's been through—he's probably the only one left. For years he was the only one left that knew what was going on or what was happening as secretary of the board of trustees knew that area, knew the other area. Knows everybody and is a university man through and through.

MW: Yes. I've heard from so many people that he was Mr. Johns Hopkins. And I don't think that's any exaggeration at all. You know who we haven't talked about, is our most recent director and dean of the library, Jim Neal.

CB: Right. It's the university's loss, really, when he left. I think it was a tragedy that he left here. Because Jim I think did an awful lot for the library. Raised money, got the name out. He was a great person, he was a representative for the library and all. And I don't know, he said there were only two jobs in the country he would take, and one of them was at Columbia and the other one somewhere else. Because when I was talking about how I was going to retire he says, "Why don't you give me about three or four more years and we'll both go out together?"

And I said, you know, "What happens if you leave?" He says, "I'm not leaving." I said, "What do you mean, you're not leaving?" He said, "I'm not leaving unless one of these jobs come open." And it wasn't three months later. So no, Jim was great. He got the money in, got things going. But just really, really sorry to see him leave.

MW: I'm going to pop another tape in.

CB: Okay.

[Break in audio]

MW: This is Mame Warren. This is tape two with Zan Baughan on October 7<sup>th</sup>, 2002. Well, it sounds to me like the logical conclusion of what you just said is because Zan retired, Jim Neal left.

CB: No, I don't think that's true. [Laughter] I can't remember—all our directors, everybody else, they were all, in their own ways they were strictly library people, you know, doing everything that they possibly could for the library. And Jim just stood out a little bit ahead of some of them. The presentations he would give, the speeches that he would give and all were just great. He could bring the money in, he could get along with all the donors and all. And not that the rest of them didn't do it either, but Jim was a master at that.

MW: It was under his directorship that the position switched from being director of the library to being dean of the university libraries. So what did that mean? Did that have any impact?

CB: Well, he had an awful lot of impact. It should have been done years ago.

[1:25:00]

Because he went to meetings with the deans, he knew what money was coming in, he knew what they had, what was going to be built up, what wasn't going to be built up. The prestige was there. He had a vote as far as money or budget and everything else coming to the library. He had at least a say right there on it. No, that should have been done years ago. And it just wasn't. I can't say they've seen the light, but I think Todd is now going to be dean of university libraries, too. So it must have worked. They kept it, because they could have changed it. And it meant a lot to the employees, too. When your boss is one of the ones controlling stuff, it means a lot. At least your voice is being heard or you know you've got a friend in the court so to speak.

MW: So the library staff valued that?

CB: Oh yes, absolutely. And especially the librarians and directors and all. Because we'd meet once a week and all, but then we'd decide what's really important and all. And everybody has a say in what happens. And then Jim being a dean, going over and then he can push for certain areas to be done, not done, money.

MW: Money is the answer, isn't it?

CB: That's exactly right. You can't do it without the money.

MW: Within the staff of the Eisenhower Library are there any people who really jump out at you as being stars, being particularly important?

CB: I think it's like an automobile. They all go together to make it run. And you've got certain characters, certain ways, certain people want to push for this, certain people want to push for that. And it all just meshes. And it's been great. It just really all goes together. Everybody has their own axe to grind and want to do things, but we all sit down on the administrative committee and pass things back and forth. And some see the light and some don't. But it really just meshes together. It really works good, or has. They may not like it, but it does.

MW: When you think back on your long career at the Eisenhower Library, are there any particular anecdotes, any particular occasions that stand out in your mind?

CB: That's a tough question, Mame. I don't know. Well, I think the biggest thing was moving to Eisenhower Library. Just got everything going, brought things together and all. We couldn't

have been where we were if that hadn't been done. That was the catalyst of getting everything done. We just basically came into the 20<sup>th</sup> century there. There's so many things that have happened over the course of the years that I couldn't really tell you. Computer age, that's really brought us into it right now.

MW: Were you involved in the transition from the card catalog into having a computer catalog? What was your role in that?

CB: No, just the administration committee and the decisions that we made and where the money went to get it done.

MW: I'll bet, though, physically you had to deal with moving those catalogs.

CB: [Crosstalk] catalogs, yes. I mean, the space. That was the other thing, deciding what went where and all. And the renovation of the building, the last renovation of the building that took place.

MW: What were the big issues there?

CB: Space. Strictly space. The library has changed a little bit, different things have changed. Basically computers are changing everything. You put stuff around the alterations for the kids to work in and all. Over the course of the years the graduate student carrels were way too small. They were too small when they were even built. A person can't go into a three-by-two foot area to use as a desk and do research. There's just no way. The graduate students all wanted the faculty offices. And most of them made deals with the faculty where they would go in there.

[1:30:00]

So the undergraduates actually took over the graduate carrels at night to study and the graduate students went into the faculty offices. But with the renovation and computers coming in there, things change. That was the big thing with all the money to put into computers and space for them. And then of course we needed people to run them, technology and all. So everything is changing around. But when I left I think we were still getting close to 700,000 people in the library a year.

MW: I'm going to close that door. Well, Zan, we've covered a lot of ground here today. What haven't we talked about that we should?

CB: I don't know. Maybe just it's been such a great place to work and people to work with. And fun. It was always a fun place to be. You may not think it at the very moment it was fun, but when you look back, it was. But with me and with plant operations, Bill Campbell and all that were there years ago, we just needed to work totally with plant operations to keep the library up and running. We needed to work with faculty to see what they needed. But it's just been a nice place to work. People that you couldn't believe how many nice people were faculty and undergraduates, graduates. I mean, it's been a great place. That's all I can tell you. And I've loved every minute of it.

MW: Not everyone can say that about his career.

CB: Probably not. But it's the only place I ever worked. I started at the library when I was 15, and I stayed there until I retired.

MW: That implies that it was good.

CB: And that was through college off and on, summers and all. Even holidays when I'd come back from college I'd work part-time for money. And that was great.

MW: Thank you, Zan.

CB: No, thank you.

MW: This has been great, to capture your memories.

[End of Audio]