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Library history is an important part of the library profession. Despite this, it seems to receive little attention in modern library school programs. This is unfortunate, because an understanding of library history can greatly enhance our understanding of why modern libraries have developed into what they are today.   An analysis of one library is the easiest way to accomplish this as a single library can be seen as a microcosm of the larger library community. Based largely on archival research, this paper briefly reviews the history of the Washington and Lee University Library from 1938 to 2003 and evaluates it in relation to the development of academic libraries in general during that same period.

Headings:

      Libraries—Washington and Lee University—History—20th Century.

      Academic libraries—United States—History—20th Century.

      Washington and Lee University—History—20th Century.

A BRIEF HISTORY OF THE WASHINGTON AND LEE UNIVERSITY LIBRARY, 1938-2003

By

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Acknowledgements

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Introduction

The Academic Library, Past and Present

The library has been an important repository of information for well over five millennia. Mesopotamian literature dates to the third millennium B.C. and a temple at Nippur, which is located in modern southeastern Iraq, included an archive full of the clay tablets upon which the Mesopotamians wrote.[i] These ancient libraries were also quite well organized; single works were tied together and labeled and catalogs listing the title and number of tablets that comprised the work existed.[ii] The library at Alexandria was nearly three hundred years old when Julius Caesar came to the aid of Cleopatra in 48 B.C. and is believed to have contained over seven hundred thousand scrolls at that time.[iii] The ancient libraries of the Mediterranean world were not alone as the Chinese also succumbed to the library-building impulse. One imperial report from the first century B.C. tells of the ample space provided for book storage in the palace.[iv] Although it was slow, this pattern of library building extended around the world in the following millennia.

Curiously, these early libraries were not associated with any organized educational entity; rather, they were tied to monasteries. Indeed, the earliest Western university only dates to the twelfth century.[v] There were few textbooks in the early universities because these universities predated printing.[vi] When manuscript books were available, they were typically rented to the students with price depending on the length of

the book.[vii] Beginning in the sixteenth century, books became more readily available and the size and importance of the library grew.[viii] The difference between the manuscript library of the Sorbonne in 1338 and the library at Oxford in 1605 evidence this; the Sorbonne contained 1,722 manuscript volumes and Oxford owned 5,611 volumes in both manuscript and printed format.[ix] The holdings at Oxford increased greatly following an agreement with the Stationers Company (Great Britain's copyright registration body) in 1610. This agreement required that one copy of every book registered be placed in the library.[x] Deals such as this not only expanded the library but also enabled curricular expansion, which further increased the size of the European academic library.

Higher education in the American colonies was largely based on the European universities and its development often mirrored that of the colonies themselves.[xi] These early American universities all started their libraries with donations of books or funds with which to purchase books and they grew rapidly; by 1766, the library at Yale contained approximately 4000 volumes.[xii] Following the American Revolution, libraries continued to reflect the social situation around them. As the country grew in size and wealth, so too did the universities and their libraries. These early libraries usually had no proper librarian, but rather had to rely upon a faculty member, whose primary responsibility was instruction, to oversee the collection.[xiii] In addition to an increase in size, the number of collegiate institutions also greatly increased in the nineteenth century. The introduction of hard sciences to the curriculum in the mid-1800's also led to an increase in the importance of the library.[xiv] This expansion of collecting focus and the following growth required a change in the way the library was envisioned and the collection was housed. Early on, the library was usually kept in locked cabinets in the

president's office or some other room devoted to another purpose, but as the prosperity of the institution and the size of the collection grew, the library received a room of its own.[xv] It was not until 1840 that the first building solely devoted to a library was built on a college campus by the University of South Carolina.[xvi] Harvard, Yale, Williams, and many others soon followed the University of South Carolina's example.[xvii]

Between 1876 and 1936, the library underwent further changes. The year 1876 was pivotal in library history; the American Library Association was founded, *Library Journal* was established, the Library Bureau, which manufactured library equipment, was launched, the Dewey Decimal system was publicized, and Cutter's *Rules for a Printed Dictionary Catalogue* was first published.[xviii] This period also saw the rise of the research library. The focus on research required a substantial increase in the number of books in library collections. As a result, libraries received their own buildings and stacks began to be opened, at least to faculty, graduate students, and upper-level undergraduates. With the dawning of the twentieth century, it became clear that libraries required professional leadership, though this often did not mean someone who held a degree from a library school.[xix] Library hours expanded to meet the increased needs of students and the first courses on the use of the library were being offered.[xx] While the preceding four hundred years of American academic library history saw many changes and advances, the most recent half-century has proportionally undergone a much more rapid transformation.

This paper will examine the academic library in the United States between 1938 and 2003 by focusing on the history of the University Library at Washington and Lee University during that time period. Further, this paper will serve to continue the work of Betty Ruth Kondayan, a retired librarian at Washington and Lee University and its first

library historian. This timeframe was chosen because many important changes occurred during this time, both at this university and in libraries in general. This period includes the expansion of an old building and the creation of a new one, reclassification of books, World War II, increased automation in library work, the advent of the computer age, and an explosion in the size of collections, the library budget, and the number of college students. The history of the academic library is a reflection of the history of libraries in general. Knowledge of library history enables modern information professionals to understand the development of the profession and the role of the librarian. Although this role has changed, there are still elements that remain the same and solutions to old problems can often be applied to the issues faced today.

The Washington and Lee University Library, 1776-1937

In 1776, Henry Graham, the rector of the Liberty Hall Academy[1] traveled from the Shenandoah Valley to Philadelphia and purchased "sundry books and apparatus for the use of the Acadamy [sic] to the amount of 160£."[xxi] His initial purchases for the Academy included approximately three hundred books, which formed the nucleus of the institution's library.[xxii] In 1801, Washington Academy received its first significant addition to its collection in the form of a gift of fifty-five volumes from Dr. John Rogers.[2] A fire in 1803 damaged the collection, but it appears as though most of the library was

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[1] It had been renamed in that year from Augusta Academy, the name it was given at its founding in 1749.
[2] The school was renamed in 1796 to honor George Washington who had donated $20,000 worth of James River Canal Stock, saving the struggling institution from financial ruin.

saved.[xxiii] The library grew little over the next thirty years and by 1830, numbered only seven hundred volumes.[3]

Between 1836 and 1861, the library began to develop rapidly. In 1836, Henry Ruffner, Washington College's[4] president, became its first official librarian. At the time, the faculty appointed a librarian at the start of each session who would continue in this role until the end of the session unless he resigned or was removed by the faculty.[xxiv] During his twenty-five year tenure, the collection tripled in size to around 2,000 volumes in 1855. In 1852, the first separate librarian's report appeared around that time, as did a regular budget line for the library.[xxv] In 1842, a committee was appointed to oversee the collection of archival material related to the College; also around that time, the first periodicals were acquired and accessibility was increased through the opening of the library every day[5].[xxvi]

The advent of the Civil War led to a major disruption in the College's operation as student enrollment dwindled. In 1864, the famous raid on Lexington by General Hunter resulted in the theft of half of the books and the vandalism of many of those that remained.[xxvii] Despite this, the new librarian, John W. Fuller, recovered around 1,000 volumes and the collection at the beginning of his tenure in 1865 included around 2,169. By June 1867, the collection had grown to 4,340 volumes, periodical subscriptions had increased, and a library committee had been formed.[xxviii] During the postwar period, hours again decreased to only a few per week, there were few contemporary books, and it

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[3] Between 1817 and 1820 book purchases amounted to $300. For comparison, Edward Graham, the brother of William, received $550 per year as a mathematics professor.

[4] The name was changed again in 1813 from Washington Academy to Washington College.

[5] During the first half of the nineteenth century, few academic libraries were open more than a few hours a week.

was difficult to find books after they were moved into a new building due to a lack of cataloging.[xxix] This new building was completed in 1882 and had been planned specifically to house the library; it contained a spacious reading room , two stack rooms, offices for the librarian, president and treasurer, and a large hall used as an art gallery and, at one time, a gymnasium.[xxx] Finally, in 1883, the library collection was cataloged under 256 subject headings; although it was an amateur effort it greatly enhanced the student's ability to find books in the collection.[xxxi]

In 1895, Anne Robertson White became the first female librarian at Washington and Lee University.[6] During her tenure, she had the support of the members of the faculty in her efforts to receive more money for the library but she was often rebuffed; she claimed that only ten books had been purchased in 1901, and in 1904-1905, the library budget was $525.42 out of a total operating budget of $145.359.07, or .36%.[xxxii] She oversaw several important developments in the University library including the first mention of rendering assistance to the students in 1897, classification of the books into the Dewey Decimal system in 1896, and an increase in the library's hours of operation in 1899 from 9-4 for the book rooms and from 9-6 for the reading room on Monday through Saturday[xxxiii]. Additionally, A new library building was completed in 1907. The Carnegie Library was predominantly funded by a $50,000 gift from Andrew Carnegie could hold up to 120,000 volumes, had a large central circular reading room flanked by two more reading rooms and six seminar rooms.[xxxiv] Again, the library housed other non-

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[6] Washington College was renamed to Washington and Lee University in 1870 following the death of General Robert E. Lee, who had been the College's president from 1865 until his death.

library activities including a lavatory for the sports teams, a meeting place for the YMCA and a banqueting hall in the basement.[xxxv]

Finally, in 1922, Washington and Lee University hired its first professionally trained librarian, Blanche P. McCrum; it was under her administration that many of the patterns that underlie modern academic librarianship were established.[xxxvi] As is usually the case, her biggest challenge was obtaining an increase to the library budget. Her final report included a study of thirty-eight Southern schools showing that only four of the schools spent less for library service, twenty-three had larger collections, three of the institutions had smaller appropriations, and twenty-one had a larger staff.[xxxvii] In that report, she also cited a study showing that the University spent only $13 per student in library funds as opposed to the $32 that twenty comparable American colleges were spending.[xxxviii] Despite these monetary troubles, she accomplished much during her time at Washington and Lee. She developed a library instruction and paper-writing course for all freshmen jointly taught by library staff and English faculty; established a modern browsing room with easy chairs, art, and current literature; created special collection displays; and modernized cataloging techniques.[xxxix] Further, she also acquired important aids to scholarship like the British Museum catalogue, began the rental of popular works, opened the stacks to the public in 1936, and began performing user studies to determine needs and weaknesses.[xl] In 1937, she left her position to become the head librarian at Wellesley.[xli] During the coming years, the library continued to evolve and underwent many significant changes that will be discussed in the following chapters.

War and Growth: 1938-1950

In the twelve years following Blanche McCrum's departure from Washington and Lee, four Librarians rotated through the role: Susan Lancaster served as the Acting Librarian from 1937-1938, Foster E. Mohrhardt filled the position between 1938 and 1946, Richard Shoemaker was the Librarian from 1946-1947 and Henry E. Coleman Jr. began his tenure in 1947. In addition to the leadership changes, the continuing effects of the Great Depression, the expansion and renovation of the Carnegie Library, growth in the collection, the interruption of World War II to campus life, and a steady reclassification effort marked this period.

Depression and Growth

The Great Depression impacted all facets of American society including its colleges and universities. The resulting decrease in library expenditures was quite a change; although twenty of the largest research universities spent well over $100,000 annually between 1929 and 1932 this had decreased to around $80,000 by 1935 and slowly grew back to $100,000 between 1937 and 1941.[xlii] Although the budget was not nearly as high at Washington and Lee, this trend also appeared there as the collection grew extremely slowly. The library contained a total of 72,095 volumes during the 1934/35 academic year, 73,765 volumes during 1935/36, 77,887 volumes during 1936/37, and 79,925 volumes during 1937/38.[xliii] By the 1938/39 academic year, however, that number had jumped dramatically to 101,000 volumes and 143,334 volumes

by 1949/50.[xliv] Despite the acquisition slowdown resulting from the Depression, libraries were still able to grow their collections due to deflation, which offset the budgetary constraints placed on academic libraries.[xlv]

Since its founding, the library at Washington and Lee had been severely understaffed, a fact that Blanche McCrum complained about constantly.[xlvi] Indeed, during the 1938/39 academic year, the library was staffed by a skeleton crew of two professional librarians and three library assistants.[xlvii] That same year the Librarian, Foster Mohrhardt, wrote in his Report of the General Library that Washington and Lee was "one of the few colleges in the country that does not have a reference librarian."[xlviii] By the next year, the staff had grown by one professional and one assistant, but the staffing situation was still a cause of concern.[xlix] This "inadequate staff" made it impossible to do work efficiently; five of the staff was engaged in cataloging, everyone worked at the circulation desk, and little time was devoted to reference work.[l] The lack of organization and staff also led to inconsistencies in the cataloging work performed and did not help to decrease the backlog of over 30,000 volumes, valued conservatively between $75,000 and $100,000, stored in the basement waiting to be cataloged.[li]

The presence of large quantities of uncatalogued materials had a downside; there was no inventory control so it was impossible for the staff to know when items went missing. The theft of books was probably more common than one would like to think, especially since Washington and Lee adheres to an honor system whereby those bound by it will not lie, cheat, or steal. Thefts did occur, however, and typically those stolen items were never seen again. On March 4, 1942, though, Foster Mohrhardt, the Librarian, received a letter from G. William Bergquist of the New York Public Library

alerting him to a potential theft after a young man had come to the library to offer a group of books for purchase. The presence of the Washington and Lee Library's embossed stamp on the title page and its book plate in the books, though in some cases this had been covered by the current owner's book plate, had raised New York Public's suspicions regarding the legality of the present owner's claims to the books.[lii] Bergquist noted that although his library was only interested in three of the books, they had kept all of them "on approval" in order to give him time to contact Mohrhardt.[liii] He also included the name and address of the seller, a list of the books, and requested that Mohrhardt respond quickly regarding a legal sale by Washington and Lee to the seller.

Mohrhardt expressed his gratitude to Bergquist for writing regarding the books in a letter dated March 7.[liv] He explained that the seller had enrolled at Washington and Lee in September 1938, but had been dropped in February 1940 due to "scholastic deficiencies."[lv] Mohrhardt remembered the seller and had "always [been] suspicious concerning his activities."[lvi] He then explains that it would have been easy for the seller to steal books due to the presence of open stacks and informed Bergquist that most of the books on the list came from the uncatalogued duplicates collection.[lvii] On March 10, Mohrhardt sent a telegram to Bergquist informing him that no legal sale had occurred and asking him to act as Washington and Lee's agent in recovering its books from the seller.[lviii]

The seller returned to New York Public with around a dozen books that Bergquist had selected on March 10.[lix] Bergquist and the seller briefly discussed the value of the books before Bergquist inquired as to the sellers legal right to the books. The seller informed him that they had "formed part of a duplicate collection… which rare book

dealers had gone through on numerous occasions" and that he had purchased them from Mohrhardt and had receipts, though they had been thrown away.[lx] When Bergquist informed the seller that he had been in contact with Mohrhardt and that no record of the sale existed, the seller said that he would have to return the books to Washington and Lee.[lxi] Upon being informed that Bergquist had been asked to act on behalf of Washington and Lee, the seller agreed to turn the books over to him.[lxii]

On March 11, Bergquist and an assistant recovered 101 books from the seller's home. This led to a total of 130 volumes in Bergquist's possession, though he left a set of Mark Twain in "23 or 24 volumes with [Washington and Lee's] stamp on the title page in the seller's possession" but suggested that the seller return the books himself.[lxiii] While at the seller's home, the seller admitted that he did not obtain the books legally.[lxiv] Mohrhardt wrote to Bergquist on March 21 to thank him for his assistance in recovering the books and request a bill for the services rendered.[lxv] It does not appear that any charges were brought against the seller and he likely traveled to the Panama Canal where he had obtained employment on a construction project.[lxvi]

In addition to the large number of uncatalogued books the United States government documents in the collection were only roughly cataloged and were scattered throughout the collection.[lxvii] Prior to the autumn 1942, they had only been roughly cataloged but starting at that time the school switched to the Superintendent of Documents system.[lxviii] Further, when the library first became a depository library it collected everything, a decision that left it with a large amount of material that did not meet the goals of the institution.[lxix] Once it was all gathered together and surveyed, much of this material could be sent to other depository libraries where it would find more use.[lxx]

Beyond the task of cataloging the backlog, Washington and Lee began recataloging around 12,000 books in its collection from an abridged form of the Dewey decimal system to the Library of Congress classification system.[lxxi] This project was half complete by the 1943/44 academic year and it was expected to be completed by September 1946.[lxxii] Once this project was finished, the work was shifted to the general collection's Dewey books. This was a project that would occupy the library staff for the next few decades, though they had completed reclassification of Spanish, Scandinavian and Oriental literary works during the1949/50 academic year and hoped to complete the French literature during the coming year.[lxxiii]

Staffing needs were also addressed during the war. The growth of the University after 1918 was not reflected in the library, making it very difficult to meet the new demands.[lxxiv] A lack of staff led to reliance upon student assistants to keep the library open the required number of hours. Part of the problem with hiring staff was the salary scale; library staff had typically been paid much less than their non-library counterparts. In order to attract an appropriate staff, it was recommended that fully trained assistants receive an instructor's salary, the assistant librarian should be paid the same as an assistant professor, and the Librarian should be paid at the associate or full professor level.[lxxv] In 1945, the Faculty Library Committee unanimously approved a Classification and Pay Plan for library employees (professional and clerical staff, and student assistants) that noted the requirements for each position at various pay grades, the salary, and vacation time.[lxxvi] A reference librarian was hired and reference statistics were kept for the first time starting in 1947/48.[lxxvii] In that year, the staff consisted of three

professionally trained librarians, six and a half library assistants, and three student assistants.

The McCormick Library

Although the Carnegie Library was only completed in 1908, it was no longer suitable to house the library by 1940. There were several issues with the Carnegie that made this so: the University had planned to establish a program of honors work that would increase library use, the building was a "fire trap", the collection would soon outgrow the space in the stacks, the reading room was noisy, there were no seminar rooms, and there was no browsing room where students could "sit in easy chairs and smoke while they read good books."[lxxviii] Surprisingly, the administration quickly acquiesced and a new building, the Cyrus H. McCormick Library was completed in 1941.[7] This building was not a new construction, but rather a renovation and expansion of the Carnegie Library. This renovation consisted of removing the building's dome, building five stack levels over three floors, and expanding three sides of the building with the expectation that the fourth side would be completed when it was needed.

The building was not complete when it was open, however. The Post-War Needs assessment noted that only three of the five stack levels had shelving and two of those were difficult to reach because there was no elevator.[lxxix] At the time of completion, fully one quarter of the collection was housed on wooden shelves in the non-air conditioned portion of the library, an undesirable situation from a preservation standpoint.[lxxx] The completion of the elevator and addition of metal shelving was the highest priority because until it was done, the upper stack levels would remain dead storage space. The

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[7] A map of the building is located in Appendix A as Image A-1 and photographs of the building are included in Appendix C as Images C-1 – C-3.

shortages caused by the war made it difficult to accomplish these tasks at the time. It was not until 1949/50 that 400 feet of steel shelving was ordered.[lxxxi] This certainly alleviated some of the shelving crunch, but the elevator was not ordered before the end of the decade. In addition to these areas, several other parts of the library were left incomplete; these include the General Lee and Rare Book Rooms, the Browsing Room, the Music Room, and the basement rooms, which would have cost a combined $32,000 to complete.[lxxxii] The Faculty Library Committee would have liked to complete the rooms, but felt that increasing the budget to meet the American Library Association's minimum standards would be a better use of the money.[lxxxiii]

The operating hours of the library were, perhaps, one of the few areas where the library was in line with or ahead of its peer institutions. In 1944, it was open 57 hours per week, though a full schedule[8] would have been 78.5.[lxxxiv] Both of these schedules included hours on Saturday and Sunday. In 1947, some students wanted the weekend hours increased. At the time, the library closed Saturday afternoon and did not reopen until Sunday evening.[lxxxv] The students felt that the lack of recreational opportunities in Lexington on weekends would lead to a fairly high use of the library if it were open longer.[lxxxvi] The Faculty Library Committee voted to recommend extension of the library's hours on Sundays from 3pm – 6pm until the end of the term and to appropriate funds to pay for staffing.[lxxxvii] Indeed, the extension of operating hours was very popular and the Acting Librarian, Pauline Ward, suggested that the hours remain the same after the term ended.[lxxxviii]

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[8] A full Schedule had the library open from 8:15 a.m. – 6 p.m. and 7 p.m. –10 p.m. Monday – Friday, 8:15 a.m. – 6 p.m. Saturday, and 4 p.m. – 6 p.m. and 7 p.m. –10 p.m. Sunday.

As with all libraries, rules, including loan terms, are an important part of the operation. These rules were stated in the Library Handbook, brought to the student's attention during library lectures to the freshman class, and posted on bulletin boards around campus.[lxxxix] The rules, however, were still broken in three ways: non-return and non-payment of fines; unauthorized "borrowing"; and mutilation of books, newspapers, and periodicals.[xc] The second of these infractions is a serious breach of the Honor System[9], but unless the students report such violations, the system breaks down.[xci] The Faculty Library Committee recommended that selected books and periodicals be replaced by the University Damage Fund, that the student body be informed of the situation so that it could aid in preventing loss, and that "University Authorities" inform the Librarian when they knew a student was leaving the school, so his record could be checked.[xcii] Beyond problems with books, there were general library rules that needed to be enforced. This included using the ashtrays provided and not placing feet on the tops of tables, radiators and walls in the reading rooms.[xciii] The alumni furnished the Browsing Room as a place to do recreational reading, but some of the students took this a bit too far. The students were not to move the furniture around the room, remove the cushions from the furniture, sleep on the sofas, remove their shoes, or place their cigarettes or ashes anywhere except the ashtrays.[xciv] Most of these infractions are hardly considered such today. Indeed, libraries are now designed to allow the rearrangement of furniture.

The Washington and Lee Library During and After World War II

Following the attack on Pearl Harbor in December 1941 and the United States' entry into World War II, it became necessary to remove important materials from

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[9] The Honor System at Washington and Lee University is student run.

Washington, D.C.. Only two days after Pearl Harbor, the Washington D.C. Public

Library contacted Washington and Lee because they were "investigating steps to be taken

to protect the library from damage by sabotage or air raid" and requested approximately

300 square feet of space to house a collection of local history and illustrated children's

books.[xcv] Although Washington and Lee had already allocated most of the space to

collections from other coastal libraries, Mohrhardt wrote that it might be possible to

accommodate the request.[xcvi] Prior to January 1942, the Library of Congress also

contacted Washington and Lee to house some of its materials. Because of the nature of

the materials from this institution, guards were required to protect it and Mohrhardt,

recommended two local men be hired to assist the man sent from Washington, D.C..[xcvii]

In addition the Library of Congress requested that environmental controls be put into

place as well as several other requests,[10] which had the added benefit of helping to protect

Washington and Lee's collection.[xcviii] Although Washington and Lee obliged on most,

they did not install the fire doors or complete two of the other requests.[xcix] By June 1942,

items from the Library of Congress's fine arts, rare books, Hispanic, and law collections

as well as books from the CS, E, F, H, J, Q T, and Z classification numbers had been

transferred to the McCormick Library basement.[c] These materials remained in Lexington

until September 26, 1944, when the last of them were returned to Washington.[ci]

　　　　The Smithsonian Institution library also housed materials at Washington and Lee

during the war. It required approximately 250 cubic feet of space, which became

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[10] A February 9, 1943 letter lists nine recommendations by the Library of Congress for
the protection of their materials that would also be advantageous to Washington and Lee.
Among them are taping exposed ends of wires, installing Class C fire doors, filling in the
openings around the attic fire door frames, removing the paper from the insulation
battings in the attic, provision of an additional soda and acid fire extinguisher on each
floor and the basement, and locating the guards quarters in the library.

available after the Library of Congress decided to house some of its materials elsewhere to avoid increasing the concentration of its materials in Lexington[11].[cii] Although this material was separate from the Library of Congress material, the Library of Congress arranged for its guards at Washington and Lee to inspect the Smithsonian's boxes.[ciii] On April 22, 1942, the Smithsonian sent three lots consisting of 20 boxes of manuscripts, books and photographs from the Bureau of American Ethnology; 5 boxes of manuscripts and rare books from the Museum Library; and 53 boxes of accession records, which were housed where the newspaper backlog had previously been stored.[civ] By the beginning of August 1944, it was deemed safe for the Smithsonian's materials to be returned to Washington, D.C.. The Institution hoped to accomplish the removal over two days between August 22 and 30 but would need to send seven or eight men to perform the work due to the labor shortage.[cv] Because the men who were to be sent would probably be African American, and segregation was still a part of life in Virginia, it was necessary to find appropriate overnight lodgings for them; Zack Franklin of 9 Tucker Street made this space available, though it is unknown where their white supervisor was lodged.[cvi] With the arrangements made, the boxes were successfully removed to Washington, D.C..

In addition to housing materials from other more vulnerable libraries, Washington and Lee and the McCormick Library contributed to the war effort in other ways. In January 1943, four rooms in the basement were "turned over to the U.S. Army School for Special Services Library" and the students of the school were offered full access to the University's collection[12].[cvii] The School for Personnel Services Library also made its

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[11] The Library of Congress also housed much of its material at the Virginia Military Institute, which is also located in Lexington, Virginia.

[12] During the 1943/44 academic year the total army circulation was 2012 volumes.

home in the McCormick Library during the war and finally left the building during the 1945/46 academic year; this had the advantage of opening up the main reading room to University students.[cviii] The presence of government materials almost certainly sped the correction of potential hazards to Washington and Lee's collections. By addressing the recommendations of the Library of Congress, the library brought itself more fully into line with general library standards that it had not yet met. Perhaps more important is that this was done at no cost to the library or the University because the government paid for the work to be performed.

A Review: 1938-1950

In 1947, Henry E. Coleman, Jr. became the Librarian; this ended the period of rotating librarians that began with Blanche McCrum's departure. Prior to 1950, the library had lagged behind its peer institutions in staffing, cataloging, and collection growth. By the beginning of Coleman's tenure, however, most of the issues were well on their way to being resolved. The staff had grown, reclassification was well under way, and the collection was in a newly refurbished and expanded library. Coleman's term as the Librarian would see these trends continue.

The Administration of Henry Coleman, Jr. : 1950-1968

Washington and Lee University survived and even thrived during and after World War II. Its library staff had grown, hours expanded and the collections had doubled and were housed in a recently renovated building; generally, the library was heading in the right direction. Under the administration of Henry E. Coleman, Jr.,[13] the library continued to expand in many areas. The pace of additions to the collection quickened, the budget slowly increased, and more staff was hired. Additionally, the library introduced several new programs and entered into cooperative agreements that allowed greater service to library patrons.

Budgetary Growth

Prior to the early 1950's, the library budget fluctuated frequently because a large part of it was based on the number of students enrolled at the university. The library received a certain amount of money for each student based on his grade and major. Thus, during the war, the library budget decreased dramatically. Because of the way that this allocation system worked, however, the budget could sharply increase or decrease at any time. During the 1947/48 academic year, the library received $12,471.82 to purchase books; this amount had dropped to $9,976.20 during the 1949/50 academic year.[cix] In that report, Coleman expressed a deep concern about the decrease in the budget and asked that the budget be increased from $10 per student to $15.[cx] He also questioned the

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[13] Although Coleman's tenure as Librarian actually began in 1947, but I have chosen to start this chapter in 1950 to keep the time periods fairly evenly distributed.

wisdom of basing the library budget on the number of students and faculty and suggested that the budget should be based on the wealth of the university instead.[cxi]

The following year, the budget was increased to $10,660.58 and bumped up again to $12,500.11 during the 1952/53 academic year.[cxii] This increase was the result of a change in the allocation formula; it was no longer based on the number of students.[cxiii] The Librarian and the faculty received this change well and were "gratified and encouraged by this recognition of the fact that to operate successfully and efficiently, a library of any size and reputation must have certain funds which remain constant during a given academic year."[cxiv] For the next several years, the budget remained relatively stagnant until the University received a grant of $25,000 from General Foods, Inc. during the 1956/57 academic year. The majority of this grant, $23,000, was used to increase the book budget during the three-year period 1957-1960.[cxv] This money was used to buy books for new courses and books that could not be purchased during leaner years.[cxvi] The addition of these funds increased the book budget to $16,000 during that period.

The 1960's saw a continued focus on increasing the library budget. During the first post grant year, 1960/61, the library received $18,000, which increased to $21,000 the next year and again to $24, 060 during the 1963/64 academic year.[cxvii] During the next four years, this budget continued to increase and had nearly doubled by the 1967/68 academic year when the library received $47,595.18.[cxviii] Despite this dramatic increase in the book budget, Washington and Lee lagged far behind its peers. In 1967/68, Davidson enrolled one thousand students and had a total library budget of $208,750, Amherst had 1226 students and a budget of $308,239, Williams enrolled 1267 and received $250,071, and Swarthmore enrolled 1010 students and had a budget of

$243,715.[cxix] Washington and Lee enrolled 1182 students that year and received

$83,681.[cxx] This amounted to 3.6% of the universities total expenditures, and put them in

last place among peer institutions in that area.

Expansion of Library Services

The collection grew fairly quickly between 1950 and 1968. In 1951/52, the

collection included 149,719 volumes. By 1959/60 it had increased to 179,327 and by the

end of Coleman's administration it numbered 214,422 volumes. This was largely aided

by the increase in the budget and especially by the General Foods grant. This grant was

used to purchase books for new courses and books that the library was unable to buy due

to budgetary constraints. During the 1957/58 academic year, these purchases benefited

the Chemistry, Classics, English, Fine Arts, German, History, Philosophy, Physics, and

Romance Languages departments.[cxxi] In 1965, the library was given $5,000 with which

to purchase books in the Fine Arts and the university president Fred Cole requested that

the Faculty Library Committee make a positive decision regarding this.[cxxii] Although

Allen Moger, the chair of that committee noted that the other departments represented on

the committee would like some of that money allocated to them, President Cole made it

clear that the money should be dedicated to books on the Fine Arts.[cxxiii] Beyond

purchases, the library also integrated the Franklin Society Library, approximately 2000

volumes, into the open stacks.[cxxiv] Also, the introduction and increasing the availability

of paperbacks made it easier to acquire larger volumes of books at the same cost and

increased the collection more quickly for the same amount of money.[cxxv]

The increased acquisition rate necessarily led to an increase in the pace of

cataloging. Although this number had dropped significantly from the late 1940's, 3,817

books in 1947/48, there were in 1,771 books were catalogued or recatalogued n

1951/52,.[cxxvi] This had risen to 2,931 by 1957/58 and 6,639 in 1967/68.[cxxvii] During the

recataloging project of the 1940's, the library had begun to change to the Library of

Congress Classification system. This had been abandoned because of a lack of funds but

was resumed during the Coleman administration because it decreased the cost of

cataloging from $3.50 to $.60 per item in the main collection.[cxxviii]

In addition to an increase in the monograph collection, the library began

collecting non-book materials. Beginning in 1952/1953, the library began renting framed

art and phonograph records.[cxxix] These pictures were checked out on a monthly basis and

students could not have more than three at a time.[cxxx] It is unclear exactly how popular

this service was, but there were plans to enlarge the collection due to interest in the

circulation of non-book materials.[cxxxi] The next year, a dormitory branch library

containing a modest collection of reference books and a complete set of the Encyclopedia

Britannica, was opened on a trial basis.[cxxxii] Finally, the library entered into a cooperative

agreement with the Virginia Military Institute to share a Teletype machine and participate

in the library Teletype network in 1965/66, which more easily facilitated interlibrary

loan.[cxxxiii] At the same time, the library did not choose to join a group to share cataloging

and acquisitions costs for ten percent of the books normally acquired by a liberal arts

college.[cxxxiv] The library did not participate in this program because it felt that it would

rather select its own books.

Throughout its history, the Washington and Lee library had often surpassed its

peers in operating hours. By 1957/58, the library was open eighty-eight hours per week

during the term with an all-night study hall; this is significant because the library only

employed 4 professional librarians, 2.5 clerical workers, and 9 part-time students.[cxxxv] Because of this minimal staff level, a single student was the only person staffing the library sometimes. This concerned Coleman, who requested additional staff in 1953/54.[cxxxvi] Although the workforce was increased, Coleman again recommended that one more professional, clerical worker, and assistant be hired two years later.[cxxxvii] This pattern continued during the 1960's; despite having additional staff approved several times, Coleman requested another assistant in 1959/60, 1963/64, and 1964/65.[cxxxviii] Coleman wanted to hire more student assistants for two reasons. He wished to free regular staff to perform their tasks and also enable the library to remain open longer. As a result of the slowly increasing staff, the library was able to remain open 102 hours per week in 1966/67.[cxxxix]

Beyond the budgetary prohibitions, the library staff grew slowly because of the impermanent nature of much of the staff. The decade between 1947/48 and 1957/58 had a very high turnover rate; there were four incumbents in the cataloging department, two people in the reference department, nine student-wife[14] secretary typists, eight student-wife loan desk assistants and twenty-three student assistants.[cxl] The student assistants and student-wife assistants were, understandably, short-term employees, but the turnover in full-time staff is unexpected. This was likely due to low wages, though the cataloging and public services librarians received a salary increase in 1963/64 as did the general staff the following year.[cxli] As a further method of attracting and retaining qualified staff, a library self-study recommended "faculty status in all respects and eventual tenure be

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[14] This is the term used by Coleman and is exactly what it sounds like. Washington and Lee only enrolled men at the time and it was not uncommon for a portion of them to be married. The library hired these women to work in clerical positions despite the high turnover rate from their husbands' graduations.

made available for all professionally trained personnel beyond the second year of service in the University Libraries system;" it is unclear if this was adopted that year.[cxlii] The following year, a library self-study recommended that a full-time professional cataloger/archivist be hired though it does not appear that this occurred before the end of Coleman's tenure in 1968.[cxliii]

Changes in the Library

While the staff, collection, and budget grew, the physical plant of the library and its rules also underwent changes. The McCormick library, completed in 1941, had "all of the advantages and limitations of library planning associated with the decade of the thirties."[cxliv] Beginning in 1951, the ROTC occupied the majority of the lower level, thereby removing a large portion of the building from library use.[cxlv] This was a situation that the library wished to rectify in the mid-1960's. Once ROTC was removed[15], there would be space for microfilm storage and several readers, the Anderson Music Room could be moved to the basement, the basement could be restored for all-night study use possibly holding the newspapers, and seminar space and faculty research office space could be created.[cxlvi] As was discussed previously, the library contained three floor levels and six stack levels. Although several of the stack levels were left incomplete previously, they had been finished by the mid-1960's. In 1952/53, Coleman requested that the library install a mechanical book lift in the empty elevator shaft.[cxlvii] The following year, a study determined that it would be impossible to install a book-lift in the shaft, but the library received a cost estimate for a small passenger elevator that would be used primarily for hauling books and to enable elderly faculty and staff easier access to the

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[15] This occurred by 1968.

collection.[cxlviii] Finally, in 1956/57, the library installed a small passenger elevator.[cxlix]

Also in that year, the library built a new card catalog case that increased the capacity by

50% using a portion of the General Foods grant.[cl]

In addition to these major changes, the library also underwent some smaller

adjustments as well. This included the addition of fluorescent lighting in certain areas

with the plan to expand them to every part of the library.[cli] There was also a request for

the installation of noise-resistant ceilings.[clii] By 1968, carpets had been installed in all

public areas of the library.[cliii] Noise was a concern for students in the library, who

complained that the main reading room was too large and claimed that the presence of

newspapers and popular magazines at one end of the reading room contributed to the

noise level.[cliv] The students felt that this situation could be remedied by removing the

magazines from the main reading room and building partitions to separate the room into

smaller segments.[clv] The Self-Study Report of the McCormick Library and Departmental

Libraries made several recommendations regarding the library's physical plant: the sixth

stack level should be finished; complete the total sound-proofing of the McCormick

Library; and hire Wright, Jones & Wilkerson, a Richmond architecture firm, to prepare

designs and plans for renovations or additions that may occur in the near future.[clvi]

In addition to the changes to the McCormick Library, five of the departmental

libraries, Chemistry, Biology, Geology, Physics, and Journalism were moved into new

locations.[clvii] Perhaps the biggest improvement was the movement of the Journalism

library. In 1853/54, the Journalism library shared its space as a classroom, radio station,

typing room, and as the home to the AP Wire Machine.[clviii] By 1965, this was considered

the most attractive and comfortable small library on the campus.[clix] Between 1965 and

1968, the library continued to move forward technologically with the installation of a Xerox machine, and a mechanical charging system for checking out books.[clx]

The Coleman administration oversaw several changes to the rules of the library and the University. According to the Washington and Lee University Rules and Regulations of the Faculty, there were three infractions of library rules: non-payment of fines, refusal to return books, and unauthorized removal of books.[clxi] In addition to these rules, the Student Library Committee also included excessive noise and mutilation or destruction of books.[clxii] The non-return of books had been a chronic problem[16] but it was hoped that changes to the rules as well as an increased sense of responsibility on the part of student leaders would decrease this problem.[clxiii] Beginning in 1953/54, book mutilation and unauthorized removal or concealment of books was no longer considered Honor violations; rather than report an offender to the Executive Committee the offender would instead appear before the Student Library Committee.[clxiv] The Librarian welcomed this change because it was hoped that the change would provide more efficient student policing and curtail abuse of library privileges.[clxv] On November 1, 1966, the Faculty Library Committee unanimously approved four motions regarding food and drink in the library. Two law students requested and received approval to sell food and drink on campus. When they tried to sell it in the library, they were turned away and petitioned the Faculty Library Committee to allow them to continue their business. The Committee declined this petition, however, and determined that such a privilege should not be granted to anyone.[clxvi] Further, the Committee resolved "that no food or drink may be brought into McCormick Library under any circumstances," that the librarian post signs

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[16] Approximately 40 books had been recovered during a "raid" on the dormitories and fraternity houses in 1952/53.

regarding this prohibition, and finally, it urged the administration to consider keeping the

Supply Store (Co-op) snack bar open in the evening.[clxvii]

A Review: 1950-1968

The tenure of Henry Coleman, Jr. can be seen as a reboot and expansion of the

library. It started with a decreasing budget, though this had been reversed by the end of

his term; the same occurred with cataloging. The staff and their salaries grew slowly and

the rules generally became a bit more lenient. The library increased its technology,

improved its physical plant, responded to students, and improved its ability to meet

student needs. Finally, the library began to assess itself and took steps to bring itself into

line with its peer institutions. This trend of library expansion would continue and occur

more rapidly during the administration of Maurice Leach.

Maurice Leach and the Evolution of a Modern Library:

1968-1985

The promotion of Maurice D. Leach to Librarian of Washington and Lee University in 1968 heralded the beginning of a period of rapid library expansion. His tenure was marked by the arrival of computers on campus, the beginning of formal bibliographic instruction, the creation of an organized special collections department and continued recataloguing efforts. The most important event to occur during his tenure, however, was the construction of a brand new library building and the subsequent move of the collection into it.

A New Building

The most important accomplishment of Leach's tenure at Washington and Lee was the completion of a new library building. As early as 1966, it had become clear that the McCormick Library was unsatisfactory.[clxviii] This became even more evident in 1969 when a leading library building consultant, Ralph Ellsworth, surveyed the facilities.[clxix] According to Ellsworth, the building could not be adapted to allow for the use of the electronic materials (closed circuit television, computers, tape viewers, etc.) that the University would want to implement in the coming twenty-five years, the building was not very handicap accessible, and its space was not flexible enough to allow for increased reader capacity.[clxx] While the McCormick building had worked prior to 1970, the University had been moving toward a curriculum that focused on independent study.

This change placed more emphasis on the use of the library and its resources and exposed the weaknesses of the facility. Also, in September 1970, the University switched from a traditional calendar of two 15-week semesters to a 12-12-6 calendar. The 6-week spring term was intended to encourage this independent study, which would necessarily require increased usage of the library and more available seating.[clxxi]

In addition to the calendar change, the topic of coeducation had begun to surface in the late 1960s. If the University were to begin admitting women, it would become even more important to have more space available. Although women were not admitted to the undergraduate program until 1985[17], there were increasing amounts of women on campus throughout the 1970s.[clxxii] Beyond the need for more reader space, the collection was growing. The library collection contained 275,000 volumes and it was anticipated that this number would double by 1990; there was no way that the McCormick Library could contain this expansion of the collection.[clxxiii]

Early in 1971, Leach produced a report outlining the reasons for a new library and discussing the space requirements and proposed location of the building. His plan situated the building immediately behind Washington Hall and built into the eastern side of the ravine going down to Woods Creek.[clxxiv] By placing the building here, it would not dominate the Colonnade[18] or any other part of the campus, would take advantage of the southern and western views and would allow natural light to enter the building.[clxxv] The

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[17] Women were first admitted to the law school in 1972.

[18] The five buildings that comprise the Colonnade dominate the front campus of Washington and Lee: Newcomb, Payne, Washington, Robinson, and Tucker Halls (from left to right when standing in front of Lee Chapel and looking toward the buildings). Washington Hall houses the University's administration, while the other four house the various academic departments of the College. The Colonnade and the Front Lawn were included on the list of National Historic Landmarks in 1976. A map of the campus is included in at the end of Appendix C as Map C-1.

building would be modular in design, as was typical at the time, and would allow for easier expansion than the McCormick.[clxxvi] It would also include carpeting throughout, central heat and air conditioning, as well as plenty of space for staff and collection expansion in the near term.[clxxvii]

Following the creation of a building program, members of the Building committee visited the new libraries at Amherst and Tufts and gathered information from other schools, such as Duke University, Colorado College, and Bridgewater College, that had undertaken library projects. During the first half of 1972, this initial plan, Concept I, was developed; it provided 125,000 to 130,000 square feet, included a connector to the science building and the music department and allowed for expansion space of 500,000 volumes on two unfinished levels.[clxxviii] The Board of Trustees instructed the administration and architects to remove expansion area, the music and science connector, and to reduce ground coverage by 25 percent in the latter half of the year.[clxxix] This resulted in three more concepts with Concept IV finally presented to the Trustees. This concept included the mechanical center on the roof, a main level, an auditorium/first stack level and three additional stack levels; it provided 125,000 square feet and had an estimated cost of $4,570,000.[clxxx] Between November 1972 and February 1973, the architects further developed Concept IV and created floor plans, elevations, and a model.[clxxxi] Finally, during the summer of 1974, working plans for the new building were completed[19] and the Board of Trustees decided to proceed with the new building in 1975/76.[clxxxii]

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[19] Floorplans and an elevation of the new library are included in Appendix A, Images A-3 – A-6. Pictures of the construction are included in Appendix C, Images C-4 – C-5.

Construction began in the summer of 1976 and concluded in 1978 at a cost of the construction was $7.6 million.[clxxxiii] Once construction was underway, it became necessary for the library to begin planning to move the collection to this new facility. This began in the spring of 1977.[clxxxiv] The biology and commerce department libraries, which had been separate until now, were merged with the general collection as a result of the creation of a new library building. This necessitated the merging of the card catalogs for these collections with the general catalog and reclassification of the books from Dewey to Library of Congress classification.[clxxxv] Once this was completed, planning for the move to the new building began.[20]

The library staff decided that a mass move of the collection using volunteer labor, rather than a professional moving company that would require ten days to complete the task, would be the best method of transporting the collection.[clxxxvi] This did not, however, include the special collections, government documents, periodicals, folios, or reference books, which were packed and moved between December 15, 1978 and January 6, 1979.[clxxxvii] In order to accomplish this, the library hired eleven temporary workers and utilized three drivers and nine workers from Buildings and Grounds.[clxxxviii] Tests were also conducted to determine the best method for the move of the general collection and a large amount of prep work was done in order to ensure a smooth operation on the day of the mass move.

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[20] For a detailed description of the planning and an evaluation of the move, see Roth, Jane Elizabeth. " Moving the Washington and Lee University Library: A Case Study." MSLS thesis, University of North Carolina – Chapel Hill, 1979. Available from the School of Information and Library Science library. Pictures of the move are included in Appendix C, Images C-6 – C-8.

On the morning of January 10, 1979 at 8:00 a.m., "The Great Move" of the Washington and Lee University Library commenced. Although the University had cancelled classes and invited the Lexington community to join in, officials only anticipated 950 volunteers.[clxxxix] In actuality, nearly 1,700 people arrived that morning to help, with approximately one third of the volunteers coming from outside of the Washington and Lee community.[cxc] Because of the enormous number of volunteers, the move, which was expected to take eight hours, was completed in three and a half.[cxci] Although there were some complications, the move was deemed a great success.

In order to elicit volunteers, the Student Move Committee arranged to award prizes to participants.[cxcii] These included T-shirts and other prizes such as books, Frisbees, and gift certificates. Additionally, nametags were given to the participants and punched after each trip. Those who made eighteen trips received a ticket to the party held in the McCormick library after the move.

Prior to the move, the administration decided that a party would be held in the McCormick Library following the move. In November 1978, the Director of the News Office sent a memo to Maurice Leach regarding the "Jan. 10 extravaganza." He had received a call from an executive at the Miller Brewing Company about providing "refreshments" for the party and possibly creating a television commercial around the move itself.[cxciii] Although the University had not formally decided to have beer at the time, the Director felt that Washington and Lee "should say yes emphatically to both questions" because he could "see nothing but positive effects in both matters."[cxciv] To be fair to the Director, the legal drinking age was eighteen in 1979 and provided local laws were followed, there likely would have been no problem with the provision of beer or the

shooting of a television commercial. Despite the offer, the University declined to accept the offer from Miller, though it did provide beer at the party.

With a final price tag of $9 million, the new building provided ample space for expansion and provided seating for 800 students.[cxcv] Approximately seventy percent of these seats were carrels and ninety percent of these were wired to accommodate electronic and audio-visual tools.[cxcvi] The building was even featured in Library Journals Special Report23, New Academic Library Buildings II.[cxcvii] Perhaps the most important aspect of the library for its future was the decision in 1983/84 to leave the building open 24 hours a day when classes were in session; according to Leach, "it [was] the single most popular library service with the student body."[cxcviii] Indeed, this has remained a cornerstone of the University since then.

Bibliographic Instruction and Other Reference Activities

Although the first mention of a library instruction course at Washington and Lee occurred in 1936, no formal program was in place until the University received a matching grant for $50,000 from the National Endowment for the Humanities and the Council on Library Resources in 1971.[cxcix] This grant was meant to allow the University to experiment with a formal course on bibliography and bibliographical skills.[cc] The five-year program began in July 1971 and led to the creation of the Interdepartmental 190 – Bibliographical Resources class.[cci] This course was designed to prepare students to perform independent research and to introduce them to the various bibliographic and reference sources within the library.[ccii]

The course was not designed to be limited to any particular academic department and the first course was held in the Spring Term of 1972/73.[cciii] The course was one-

credit and was jointly taught by the reference librarians and interested faculty members from various departments.[cciv] The class would meet for twice a week for three of the six weeks with the remainder of the term spent focusing on the student's major field of study.[ccv] During its inaugural term, seventeen students enrolled, though it would have been more if a greater number of professors had been willing to assist with the class.[ccvi] By the conclusion of the grant in 1975/76, ten departments[21] adopted the course and added it to their curricula.[ccvii] This course continued to be popular with students; during 1976/77, 73 students were enrolled.[ccviii] Due to its popularity, other departments soon added the course to their curricula. Over the next thirty years, however, the course became less popular and departments began to drop it from their major requirements.

In addition to formal classroom instruction, the library's reference department grew under Leach. In 1968/69, a fifth professional librarian was hired as well as several assistants, which brought the non-professional staff to 10.25 FTE employees.[ccix] During that year, the library also increased its reference desk hours from 36 to 48 per week.[ccx] This was a significant increase and was only possible because of the additional staff. Despite this, Leach expressed a need for still more reference staff to meet the needs of the library's patrons.[ccxi] His request was heeded and by 1978, the library employed seven professional librarians and eleven full-time staff.[ccxii] Reference desk hours had increased again to 59 per week by 1971/72 and the number of reference questions increased dramatically; 3,335 questions were recorded in 1971/72 while only 294 had been recorded in 1970/71.[ccxiii] This dramatic increase is misleading; beginning in 1971/72, the reference desk began counting all questions, but there were indications that students were

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[21] Art, Economics, English, French, German, Journalism, Music, Philosophy, Politics, and Spanish.

making more use of the reference librarians.[ccxiv] During the next several years, this high usage of the reference desk continued. In order to better assist patrons, the library initiated an appointment system during the spring term of 1976/77. Each appointment lasted approximately one hour, during which, the patron received the undivided attention of the librarian.[ccxv] This service proved popular and contributed, along with full professional staffing, to a steady increase in reference questions over the next several years.[ccxvi]

Changes, Technological and Otherwise

Although the library had begun to gather archival materials in 1852, there was no real organization of the special collections until 1972/73.[ccxvii] In that year, Betty Kondayan, the Assistant Reference and Public Services Librarian, attended the National Archives Institute.[ccxviii] With the knowledge gained from her attendance, the library was able to rapidly and professionally organize the manuscript collection and create a procedure manual that was so good, that other libraries requested copies.[ccxix] The hiring of a half-time library assistant further assisted this organizational effort.[ccxx] The special collections received increasingly more attention during Leach's tenure. Although the McCormick Library had a special area set aside for these items, they were generally not well maintained. The construction of the new library building, however, created a much better space for these items; in addition to a climate controlled storage area, the building included two very fine reading rooms.

During the Leach administration, both the library collection and budget expanded rapidly. In 1969/70, a mere two years after becoming the Librarian, the budget, excluding salaries, was $125,963.[ccxxi] This marked the first time that the library received

American Library Association's recommended level of 5% of the University's total

operating budget. Over the next three years, the budget dropped back into the $90,000

range but maintained it's 5% standing.[ccxxii] In 1973/74, however, the budget was again

increased to $136,269.[ccxxiii] By the end of the decade, the budget had doubled to

$270,312.[ccxxiv] During the Leach's final year as Librarian in 1984/85, the library budget

was set at $432.650 or 5.59% of the University's budget.[ccxxv] While these numbers are

impressive, it is still more impressive that starting in 1971/72, the budget remained above

5% of the University's total costs until the end of Leach's tenure and, in 1981/82, it

comprised an incredible 6.92 percent![ccxxvi]

With the growth of the budget came a growth in the collection. The total

collection, including books, periodicals, government documents, manuscripts, and

microfilm increased by over half between 1968/69 and 1984/85, from 290,030 items to

518,121 items.[ccxxvii] This was due to several factors. Throughout this period, several new

courses were added to the curriculum. As a result, the library expanded its holdings in

Africana and British Commonwealth collections.[ccxxviii] Also, the introduction of courses

on Canadian history and majors in Chinese and Japanese studies necessitated extensive

acquisition in those areas.[ccxxix] The library also began acquiring cassettes in 1973/74 and

rapidly increased its microform holdings; the number of microfiche reels increased from

2,024 to 111,547 during Leach's tenure.[ccxxx] This growth was greatly aided by the use of

computerized cataloging.

Washington and Lee University was one of five library systems in Virginia to join

the Southeastern Library Network (SOLINET) in 1972/73.[ccxxxi] Once the group began

operating, the library installed a SOLINET computer-cataloguing terminal serviced by

the Ohio College Library Center (OCLC).[ccxxxii]. Using this system, the number of items catalogued increased by 37% and the backlog had been eliminated by July 1, 1975.[ccxxxiii] Additionally, books were prepared for shelving more rapidly and the ongoing reclassification of the monograph collection to LC was expedited.[ccxxxiv] Because of this program, the reclassification project was completed in 1984, a full four years before its projected completion date.[ccxxxv] Following the successful implementation of SOLINET's computer cataloguing, the library began using the SOLINET/OCLC ordering system in September 1984.[ccxxxvi] This allowed for fewer errors in ordering, faster receipt of books, and a consolidation of acquisitions and cataloging into one unit.[ccxxxvii]

The final major development to occur during Leach's tenure was the introduction of "online" reference services. With the support of a grant from the Virginia Federation of Independent Colleges, the library was able to begin offering DIALOG searches to faculty and students in 1981/82.[ccxxxviii] This service greatly expanded the library's ability to quickly research topics and was used fairly extensively during its first year; the library performed 88 student searches, 72 faculty searches, and 1 off-campus search.[ccxxxix] The library subsidized these searches for honors students and those students in selected upper division courses as well as students working on senior theses and faculty who were not funded by another grant.[ccxl] The library added a second database, BRS, in the spring of 1984 and use of this service continued to rise with the library conduction 379 searches during 1983/1984.[ccxli] While other libraries may have been using services like DIALOG for a decade or more by this point, this was a significant step forward for a small private school that only twenty years prior had expended only $28,395.83 on books, supplies, and equipment.[ccxlii]

<u>A Review: 1968-1985</u>

During his seventeen-year tenure as Librarian, Maurice Leach guided the library through a period of unprecedented growth. He oversaw the creation of a plan for a new library building and encouraged the University's administration to undertake the project. The new library quadrupled the space that the collections had in the McCormick Library. This proved fortuitous as the total number of items owned by the library grew rapidly. Bibliographic instruction became an important part of the curricula for several departments and the decades-old reclassification project was finally completed with the help of computerized cataloguing. Special collections received some much-needed attention and the library began to use online resources in reference. Under Leach's leadership, the library at Washington and Lee had evolved rapidly into something akin to a modern library. It would be up to his successor, however, to guide the library into the Twenty-First century.

The Era of Barbara Brown and the Arrival of a Modern Library: 1985-2003

Barbara Brown began her tenure as Librarian following Maurice Leach's retirement in 1985. Brown had been head reference librarian at Washington and Lee from 1971-1976 and left a position at Stanford to succeed Leach. During her administration, the library continued its evolution toward becoming a modern information center and looked to the Twenty-First century. The library continued to improve and update its automated procedures, which included the purchase and installation of an integrated library system. In conjunction with this, more and more technology was added to the library. Additionally, the science departmental collections were combined into a new science library, special collections received increased attention, and electronic resources became more and more important. Throughout this period, the library updated its technology and the resources it offered to meet the changing needs of the campus community and successfully entered the new century.

Library Automation

Although the library had begun automating certain tasks under Maurice Leach, the pace increased under Barbara Brown's leadership. Under Leach, the library had implemented a computerized cataloguing system and an automated acquisitions program. Use of computerized cataloguing allowed the library to complete its retrospective cataloguing project and add the remaining 31% of the collection to the OCLC archive

tapes in 1985/86.[ccxliii] The following year, the library purchased another OCLC M300 terminal, which allowed for greater efficiency in cataloguing operations.[ccxliv] Using this terminal, the library was able to edit and batch print labels for catalogued items.[ccxlv] In 1987/88, the library purchased and installed the BibBase Acquisitions System to replace the OCLC acquisitions system that would be discontinued the next year.[ccxlvi] This system cost $10,000 for hardware and software with a $15,000 annual maintenance fee.[ccxlvii] This was meant to be a stopgap measure until the library purchased an Integrated Library System.

In 1989, the University Long-Range Plan included a recommendation that the library install an automated system to aid in the management of its resources provision of its services.[ccxlviii] This system would include an online public catalog, acquisitions, serials check-in and binding records, circulation and reserve, and audio-visual booking, and would be connected to the campus-wide network.[ccxlix] The University felt that this was necessary because six of the twelve private colleges to which the University compared itself and another four were already in the advanced planning stages.[ccl] The University also believed that an online catalog would greatly increase the users ability to conduct searches and find relevant materials.[ccli]

The library began its journey toward an ILS in 1990; it expected to pay $600,000 for the computer, software, terminals, site preparation, tape preparation and barcoding, plus an additional $90,000 to install a local area network in the library.[cclii] In March of that year, the Ad-Hoc Automation group began gathering information on the various vendors and the field had been narrowed to four by October.[ccliii] The selected vendors were Dynix, Virginia Tech Library System (VTLS), Data Research Associate (DRA),

and Innovative Interfaces.[ccliv] Through the course of the evaluation, a preference for the Innovative system became apparent because it was a "turnkey system" providing all of the functionality that the library desired and also provided excellent customer support.[cclv] In the end, the library selected the Innovative system though it took longer than anticipated to begin using all of the modules that the library desired. The online public access catalog (OPAC) became operational in 1991. In 1992/93, the acquisitions and serials modules came online.[cclvi] Unfortunately, the acquisitions module was shared with the Law Library; the library's request for a separate module was denied.[cclvii] Although this system was quite cumbersome, it was manageable.[cclviii] In 2000/01, the library upgraded to Innovative's Millennium ILS.[cclix] It was done mostly for the circulation module, but the serials and acquisitions modules were also included.[cclx] In addition to the modules, the package also included an electronic course reserves system, an approval plan interface, and a URL checker for the OPAC.[cclxi] Although the library tried to implement the electronic course reserves, it eventually decided that it was not viable at that time.[cclxii] The Millennium Acquisitions module was installed in 2001/02 with the serials module following soon afterward.[cclxiii]

The library unveiled its OPAC in November 1991. There were many proposals for the name of the OPAC[22]; some were good, a few were inappropriate, and most were bad.[cclxiv] The name ANNIE was finally chosen in honor of Annie Jo White, the librarian from 1895 until 1922.[cclxv] In the planning stages for two years, this innovation at the library proved extremely popular. Between November 1991 and June 1992, over

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[22] Suggested names included BERTHA (Consult Big Bertha to solve research needs!), BLOWME (Bibliographical Library Operational Workstation Made Easy), BOB (short for Robert E. Lee), EEL (Lee backwards), EZA-LEE, TRAVELER (the name of Lee's horse), and WALLACE (Washington & Lee Library Automated Catalog Experience).

200,000 public searches were conducted with the terminals in the stacks comprising 29% of those searches.[cclxvi] ANNIE continued to be improved as time passed. Student theses were added to the system in 1992/93, items from the special collections were added beginning the next year, and the inclusion of government documents began in 2001/02.[cclxvii] In 1997, the library introduced a web-based version of ANNIE.[cclxviii] By 2000/01, approximately 70% of all catalog searches were conducted through this WebPAC and the catalog contained over 6000 links.[cclxix] Within a year, the number of titles with links had doubled.[cclxx] In the nearly two decades it has existed, ANNIE has become an important part of the library's identity, as it is one of the main ways that the campus interacts with the library.

Modernization of Library Services

Although Washington and Lee had participated in interlibrary loan (ILL) activities before the arrival of Brown, it was under her that this activity became more efficient and its usage increased. This was not the first time that ILL had been simplified, however; in 1965/66, Washington and Lee entered into a cooperative agreement with the Virginia Military Institute to share a Teletype machine and participate in a library Teletype network.[cclxxi] Twenty years later, the library took the next step in the advancement of this service by introducing the OCLC Interlibrary Loan subsystem to the campus.[cclxxii] This service connected the University to over 3,700 other U.S. libraries electronically, thereby reducing the delivery time for borrowed items from fifteen to eight days on average.[cclxxiii] As a result of this implementation, the library's lending increased by 147% and borrowing increased by 87%.[cclxxiv] Another important development that year was the decision by the private college libraries in Virginia not to charge one

another for photocopies, which helped to reduce the cost of the library's interlibrary lending activity.[cclxxv]

Use of automated services continued in the following years. In 1986/87, the library began subscribing to the OCLC ILL monthly statistics program, which saved staff time spent on compiling interlibrary loan statistics.[cclxxvi] The growth in the use of ILL activities decreased over time; by 1991/92, borrowing had increased by only four percent and lending by six percent.[cclxxvii] Despite this, the library continued to look at ways to improve the service. In 1993/94, it began using PRISM ILL software for ordering materials and SaveIt to keep statistics.[cclxxviii] Two years later, the Ariel ILL system was purchased as a replacement for PRISM.[cclxxix] Also during that year, the library decided not to turn on a link between FirstSearch and the ILL system because it was concerned about receiving too many requests.[cclxxx] Eventually, though, this system was implemented, thereby making it easier for patrons to request items through ILL.[cclxxxi] Although the library had looked into implementing OCLC's IFM between 1995 and 1997, it did not do so until 2000/01.[cclxxxii] Throughout Brown's tenure, the library continued to update its ILL capabilities. It bought a new scanner in 1999/00 and began sending articles electronically in 2001/02.[cclxxxiii] Through all of this, ILL usage increased, on average, and became an important library service.

Under Brown, reference services also modernized. The use of electronic and online resources increased rapidly. In 1986/87 the library added Vu/Text to the Automated Information Retrieval System (AIRS) that had begun with DIALOG under Maurice Leach.[cclxxxiv] Although this resource was not used as much as DIALOG, it provided full-text access to national and regional databases.[cclxxxv] In 1989/90, RLIN,

Chemical Abstracts, and OCLC's EPIC system were all added to the AIRS program but none were used in the provision of reference services.[cclxxxvi] That year, total AIRS searches decreased by eleven percent; by 1992/93, total DIALOG searching had decreased by 50%.[cclxxxvii] In addition to AIRS, the library began adding databases on CD-ROM to the collection in 1987/88; this started with the Compact Disclosure database.[cclxxxviii] The next year, the Business Periodicals Index was added, as were the Humanities Index and the Social Science Index.[cclxxxix] During the next year, several more CD-ROM titles were added including ABI Inform, Newspaper Abstracts Online and the MLA Bibliography.[ccxc] The next step in the modernization of reference materials was the inclusion of electronic journals. In 1997/98, the library began dropping print subscriptions to periodicals when an electronic version was available and the terms of use were satisfactory.[ccxci]

Although the reference services of the library had increased greatly during Brown's term as Librarian, the use of the reference desk decreased; there were several reasons for this. One reason for the decline in face-to-face reference services was the increased ability of students to get information electronically. Dick Grefe, the Senior Reference Librarian noted this trend in 1998/99,

> I continue to be frustrated by what I perceive as increasing distance between researchers – primarily students – and librarians. I believe the electronic environment has made the retrieval of "enough" information for most undergraduate research such a simple – almost idiot-proof – process that there is virtually no incentive to approach the process in a rational manner.[ccxcii]

Another reason was that the reference desk was understaffed. During her first decade as Librarian, Brown often had to take shifts at the desk for it to maintain its average of sixty hours per week of operation.[ccxciii] Although this was partly at her request, the reference

desk was staffed by non-reference librarians at various times, which was only alleviated by the promotion of a two-thirds time professional to full time.[ccxciv] Finally, during Brown's administration, there was a shift in the Bibliographical Resources courses. Due to limited staff, the number of courses had to be decreased.[ccxcv] Initially, this did not decrease enrollment, but over time, departments dropped their Bibliographical Resources or merged them into other courses and there was a belief that the courses did not reach enough students for the amount of time spent on them.[ccxcvi] Additionally, when the library began developing its website, nearly 75% of the pages were devoted to research assistance.[ccxcvii]

Changes in the Library

Beginning in 1986/87, it became apparent that the University needed to implement a records management policy and create a University Archive.[ccxcviii] During the course of the school's more than 200-year history, records were kept haphazardly, if at all. This did not lend itself well to proper documentation of University events. In 1990, John Elrod, the Dean of the College[23], authorized a records survey.[ccxcix] After the Records Management Committee conducted the survey and analyzed the results, it made several recommendations. These recommendations included a decision that formal records schedules should only be created for certain offices like the Board of Trustees, the President, the Vice President for Academic Affairs, the Dean of the Law School, the Registrar, the Business, Admissions, Financial Aid and Development offices, and the Computer Center; all other records would receive guidelines rather than formal

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[23] The University is divided into the College and the Williams School of Commerce, Economics, and Politics at the undergraduate level and the Washington and Lee University School of Law at the graduate level.

schedules.[ccc] The Committee also decided that it would be prudent to continue

designating electronic data as the official record of university proceedings with proper

electronic backups and hard copies in place.[ccci] It also suggested that these records be

kept in the restricted access stack space in the library's special collections, which began

with the transfer of approximately 300 linear feet of materials identified during the

survey.[cccii]

Partly because of the beginning of a records management program, special

collections received increased attention under Barbara Brown. This put increased

pressure on the small department that was staffed by a full time support staff member, 20

hours per week of student assistants, and a 2/3 time professional librarian.[ccciii] With the

implementation of the records management policy, the librarian's duties expanded

beyond responsibility for management and development of the special collections and

regular reference desk hours to include the creation of a University archives,

establishment of records groups, and the development of a method to accession archival

materials.[ccciv] Additionally, the special collections librarian became the University's

Records Manager and became responsible for monitoring records storage space, working

with those offices that created records, and preparing a guide to the location of records

materials.[cccv]

There were several other events that impacted special collections during this time.

The library began cataloging its manuscript collections in OCLC in 1990/91.[cccvi] In

1992/93, the special collections began to index the Ring Tum Phi, the student newspaper

and the use of the collections increased by 17%.[cccvii] In 1993, the library hired Vaughn

Stanley as the full-time Special Collections Librarian; although this librarian was

responsible for some reference desk hours, the extra time was extremely important in special collections. Special collections made its first foray into digitization in 1998/99 when it placed scanned copies of 46 Robert E. Lee letters on the Internet.[cccviii] Around this time, space in the vault started becoming limited; this was eased considerably when approximately 7000 Miley glass plate negatives that they library had agreed to store in 1966 were transferred back to the Virginia Historical society.[cccix] All of these changes under Brown have greatly increased the importance of special collections and enabled it to reach more people than ever before.

Although Maurice Leach had wanted to incorporate all of the departmental collections into the new library, the science departmental collections were not integrated into the general collection when it moved into the new library in 1979.[cccx] In his assessment of 1969, the library building consultant Ralph Ellsworth advocated the construction of a science library between the two science buildings and built in such a way as to connect the two buildings.[cccxi] Twenty years after Ellsworth made his recommendation, the University finally acted on it; planning for a science library began in 1989/90.[cccxii] This library would consolidate all of the materials from the chemistry, physics, and geology departmental libraries into a single space, thereby allowing the library to exercise greater control over the collections. Following six years of planning and construction, the new Science Library, housing biology, chemistry, computer science, geology, physics/engineering, and psychology materials, opened its doors on June 17, 1996.[cccxiii] Although it did not contain every item from these collections when it

opened, the move of all science materials from Leyburn Library[24] to the Science Library

was completed in 1997/98.[cccxiv] Initially, the Science Library was open 92 hours per week

during classes with professional reference service available 46 hours per week, but

student agitation for 24-hour service resulted in a partial budget allocation allowing the

library to remain open three nights per week.[cccxv] Four years later during the Spring Term

of 2000, the library began operating a full 24-hour schedule during the week.[cccxvi] Access

to the University's network was also added to the Science Library's carrels that year.[cccxvii]

Through its consolidation of the various science departmental libraries in close proximity

to the science departments, the Science Library has proven an invaluable part of the

University Libraries.

Technological advancement did not only apply to the library staff. The library

recognized the need for a centralized area for computer software and hardware.[cccxviii]

During Brown's first year as Librarian, the library installed eighty-six computers and

printers for student use.[cccxix] This was only the first step in providing more student access

to an increasingly important technology. When ANNIE was implemented, the old card

catalog was no longer needed and eight more computer terminals replaced it and a Local

Area Network (LAN) was installed in the library.[cccxx] In 1994/95, another five computers

were added to the LAN and the library introduced the Windows environment and

Netscape.[cccxxi] When it was completed, the Science Library contained only two

computers, but another five to seven were anticipated in the next year.[cccxxii] As time

passed, the library continued to upgrade its systems and by 2003, it contained two

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[24] The library had been named in memory of James Graham Leyburn in May 1994.
Leyburn had been the Dean of the University (1947-1955) and a professor of sociology
(1956-1972).

computer labs, housing approximately forty-five computers, in Leyburn and approximately six computers in the Science Library.

A Review: 1985-2003

When Washington and Lee University appointed Barbara Brown as Librarian, the library had already begun its evolution toward becoming a modern library; Maurice Leach had seen to that. There was, perhaps, more technological advancement during her administration than had occurred since the library's founding in 1776. The continued move to automate routine functions, the purchase of an ILS, and the introduction of ANNIE were the technological highlights of her tenure. Although the library still faced some staffing issues in reference and special collections, the hiring of a full-time special collections librarian and increased student reliance on electronic resources helped to alleviate the problems. With the construction of the Science Library, the University Libraries were born; they have not looked back. Brown ably led the library through this process and successfully brought the library into the Twenty-First century. It would be up to a new Librarian to determine how best to continue this progress.

Epilogue and Conclusions

Merrily Taylor and the Library: 2004-2009

Although this review of the history of the Washington and Lee University

Libraries officially ends in 2003, it seems prudent to include a brief summary of the most

relevant activities that have taken place since then. The University appointed Merrily

Taylor, the University Librarian at Brown University since 1982, Librarian in

2003/04.[cccxxiii] Under her leadership, the library implemented even more technology and

enhanced the services of the library. Additionally, in 2008/09, the library underwent its

first major renovation since it opened nearly thirty years prior.

In the brief time that Taylor has been Librarian, the library has implemented

several technologies on both the front and back-end. In her first year, the library began

using WebBridge, allowing patrons from the University to follow a link in a database

directly to the full-text article.[cccxxiv]   Additionally, the library website was redesigned and

a new A-Z periodicals listing that was updated continuously rather than monthly was

created.[cccxxv] The following year, 2004/05, the library redesigned ANNIE's appearance,

hired a technology coordinator and began using RefWorks.[cccxxvi] It also continued its

automation by using ILLiad software to assist with ILL transactions and began to

implement the Electronic Resources Management module, which automated many of the

steps involved in licensing electronic resources.[cccxxvii] In 2006/07, the library undertook

two programs to help preserve its materials. First, it joined the NITLE (National Institute

for Technology in Liberal Education)/Oberlin Group DSpace effort and began planning to create an institutional repository.[cccxxviii] The actual scanning and submission of materials to DSpace, however, did not start until the following year.[cccxxix] Most of the University's submissions to this project come from the special collections, including 71 letters from a Lexington native written to his sister and mother during his time in the Army of Northern Virginia. Second, it was a founding member of Portico, an electronic journal archiving service. It is too soon to tell how well some of these initiatives will turn out, but many have already proven their worth.

The library has continued to enhance its services under Taylor's leadership. In 2004, the library purchased four laptops and began lending them to students for a four-hour period.[cccxxx] This service has proven incredibly popular with the students. At the same time, the number of Bibliographic Resources classes shrank to 5, though the number of single-time class visits increased by twenty to 54.[cccxxxi] Another service that proved popular with the students was the harvesting of the library's holdings by Google Scholar.[cccxxxii] The library also began offering data services as a formal service, with a full-time data and statistical support specialist on staff to help beginning in 2007.[cccxxxiii] Further, the library opened a self-checkout station at the circulation desk and began offering large format scanning and printing in conjunction with University Computing.[cccxxxiv] In 2007/08, ANNIE began displaying images of book jackets and content information.[cccxxxv] Additionally, the library website provided an onliine "New Titles" list and the library's WebBridge service began offering a "More Like This in ANNIE" button that made it easier for a patron to find similar items when searching.

Although the initial idea to renovate the library began in the final years of Barbara Brown's administration[25], it was not realized until Taylor took over. Small updates to carpet, paint and furniture had been completed prior to the full-scale renovation, but they did not solve the fundamental problems that most students had with the library: it was designed and built in the 1970's and it looked like it. Additionally, the completion of the John W. Elrod University Commons prior to the beginning of the 2003/04 school year fundamentally altered the traffic flow on campus[26]; a side entrance in what was then the technical services area was desperately needed. Also, prior to Brown's retirement, a University committee began investigating the possibility of implementing an Information Commons by creating a partnership between the library and University Computing.[cccxxxvi] In order to create an Information Commons, the committee recommended that a "system of integrated services based on a formal strategic plan" be created.[cccxxxvii] Based on what members had seen at other universities that had created information commons, the committee also recommended that the library be renovated so that University Computing could be brought into the library building.[cccxxxviii]

The first tangible step of the renovation was the space assessment conducted during 2004/05.[cccxxxix] When this returned positive results, the university hired an architectural firm to conduct a feasibility study of the potential renovation.[cccxl] Finally, in January 2008, the University approved $2.5 million for a major renovation of the main floor and a smaller renovation of Lower Level 1.[cccxli] The work on Lower Level 1

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[25] She noted in her 1998-2000 Annual Report that, "space for staff and services on the main floor in Leyburn needs major readjustment."

[26] Part of this project was the creation of an amphitheater and patio area between the Commons building and the Library. It was logical that there would be an entrance to the library from the patio area and more than one person walked up to the Head of Technical Service's office windows expecting to find a door.

created a new technical services area that had a much smaller footprint than the department had on the main floor. Key features of the renovation were living room style furniture in a flexible space, collaborative learning spaces, a café area, and a centralized information desk that offered "one stop shopping" for all information or technical needs.[cccxlii] This centralized desk contained circulation, reference, and the computing help desk.

The work on the main floor took six months to complete; it began on August 18, 2008 and the official reopening occurred on February 2, 2009.[cccxliii] In addition to the features already listed, the library added an entrance on the Commons side of the building, made the former staff elevator and restrooms public, and added all new computers. Student and faculty response was overwhelmingly positive.[27]

The Washington and Lee University Library, 1938-2003: An Analysis

While the mission statement of the University Library at Washington and Lee University has changed over the years, its central purpose has not; the library provides access to information, and assistance to members of the university community. This is the same basic goal as any other college or university library. Indeed, there is likely very little in terms of function and service that differs between Washington and Lee's library and those of other academic institutions. This provides the opportunity to extrapolate about other academic libraries during this same time period.

While staffing and budget levels vary from institution to institution, the general trend has been for more of each over time. For the majority of the time period examined, the University Libraries at Washington and Lee were understaffed and under-funded.

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[27] The proposed layout and final floor plan with furniture are included in Appendix A as Image A-7 and A-8 respectively.

This understaffing is evidenced by the constant requests for more staff in the reports of the Librarian. Several factors contributed to this situation including low pay for current positions compared to peer institutions and the lack of funding for new positions. To be fair, the smaller size of Washington and Lee has meant that the library has not needed to employ as many people to accomplish its goals, but the current staff level has only occurred in the past two decades or so.[28] The lack of funding from the University is based on the American Library Association recommended minimum of 5%, which Washington and Lee did not meet until 1969/70. Unfortunately, the library dropped below this level again in 1989/90 and does not appear to have reached it again. While the library's situation vis-à-vis its chosen peer institutions has improved, it is still not among the top of the group.

Despite these problems, the library has done a remarkable job providing service to the University and its patrons. Although it started slowly, the library's hours increased slowly until it was finally open twenty-four hours a day during the academic year; a feat that only a minority of other institutions match. Increased staff and technology have enabled libraries to expand their collections dramatically in recent decades and Washington and Lee is not different. Like many of its peers, it offers traditional services like circulation, interlibrary loan, and reference, but also data services and oversized printing. While there are always private print shops and most larger research universities have a print shop on campus to provide this last service, it is unusual for it to be found in a library. Additionally, the decrease in reference requests is a national trend and is

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[28] The library currently employs ten professional librarians including the Librarian and fourteen paraprofessionals and support staff. Like many other academic libraries, Washington and Lee makes use of student workers to perform routine tasks like shelving, staffing the circulation desk, and processing books.

largely the result of the increase in the amount of available technology over the past quarter century.

Although Washington and Lee lagged behind other institutions when it came to staff and budget, it has been at the fore in several important groups and technologies. The library joined SOLINET in 1972/73 when it was still in the planning stages and was one of five library systems in Virginia to participate. Additionally, it was a charter member of JSTOR and one of the founding participants for Portico.   At the same time, the library was among the last of its peer institutions to acquire an ILS and did not start using DIALOG and other online databases until 1980/81, a full fifteen years after it was unveiled. This hesitance to adopt costly technologies can be attributed to budgetary constraints. Washington and Lee certainly was not the last institution to implement these technologies, though.

The change to the Washington and Lee University Library's physical facilities also mirrors other academic libraries. When the Carnegie library was renovated in 1941 to become the McCormick library, it very much reflected the prevailing library design of the time: an impressive reading room and open stacks. Like many other universities, Washington and Lee did not have the funds to fully outfit the building and so it had to add more shelving and an elevator during the course of the succeeding years. The same held true when construction began on the Leyburn library in 1976. This time, however the modular design was in vogue and highly recommended by the building consultant that the University hired.

For many, Washington and Lee University is a unique place. Despite this, many of the library activities that occurred at Washington and Lee also took place at many

other colleges and universities. As such, the changes to the Washington and Lee

University Library between 1938 and 2003 can be seen as a microcosm of the changes to

academic libraries in the United States during that period. This allows comparisons

between the Washington and Lee University Libraries and academic libraries in general.

Although this paper focuses on the history of the library at Washington and Lee, the

changes that occurred at this small school in Virginia can be extended to academic

libraries around the country.

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Appendix A

Library Floor Plans: McCormick through the 2009 Renovation
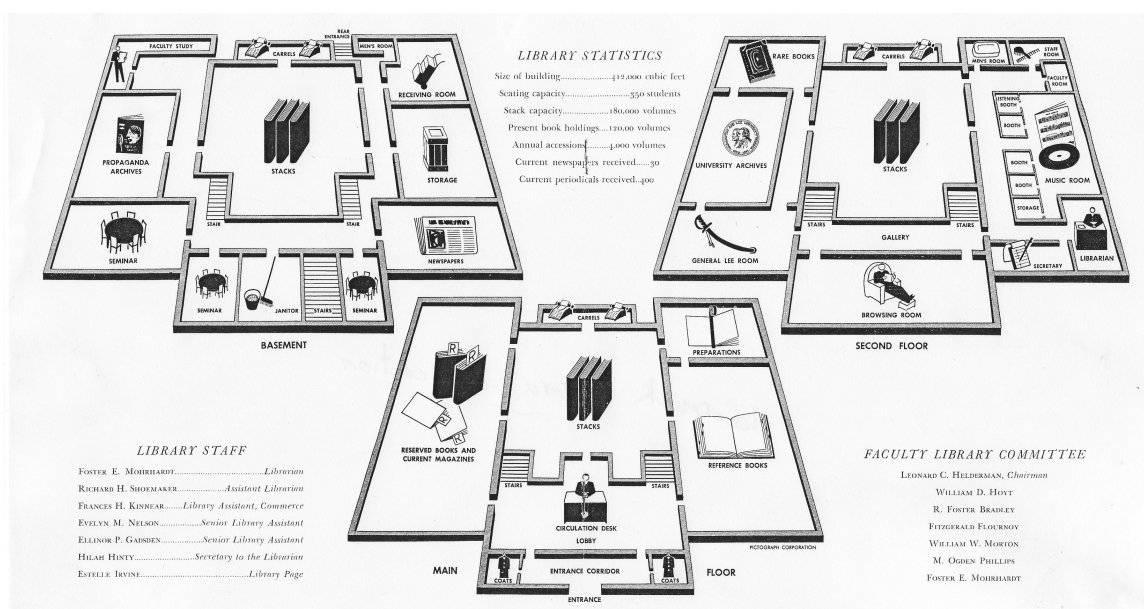
Image A-1. This map of the McCormick Library comes from the booklet provided at the Dedication. It shows the layout of the three main levels but does not include the other two stack levels that were located between the floors. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*
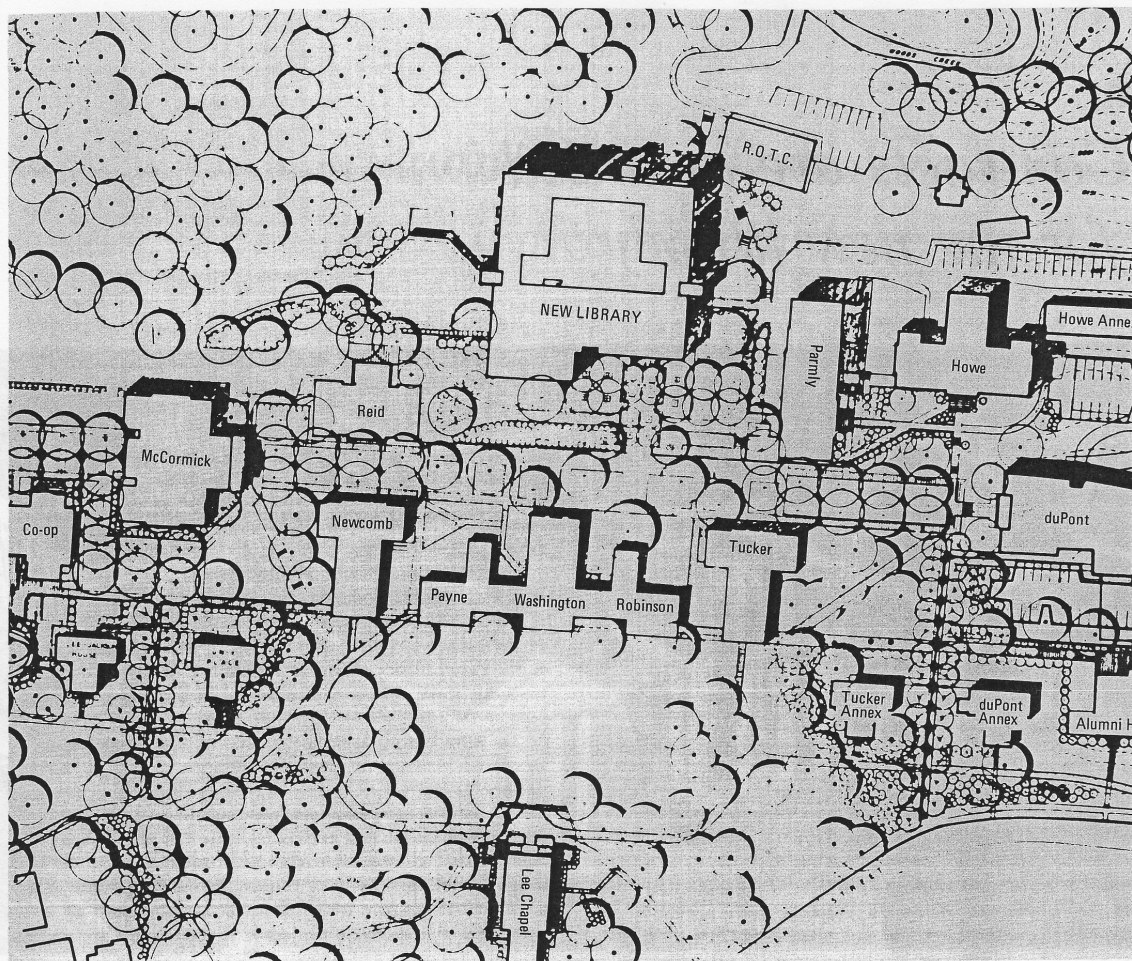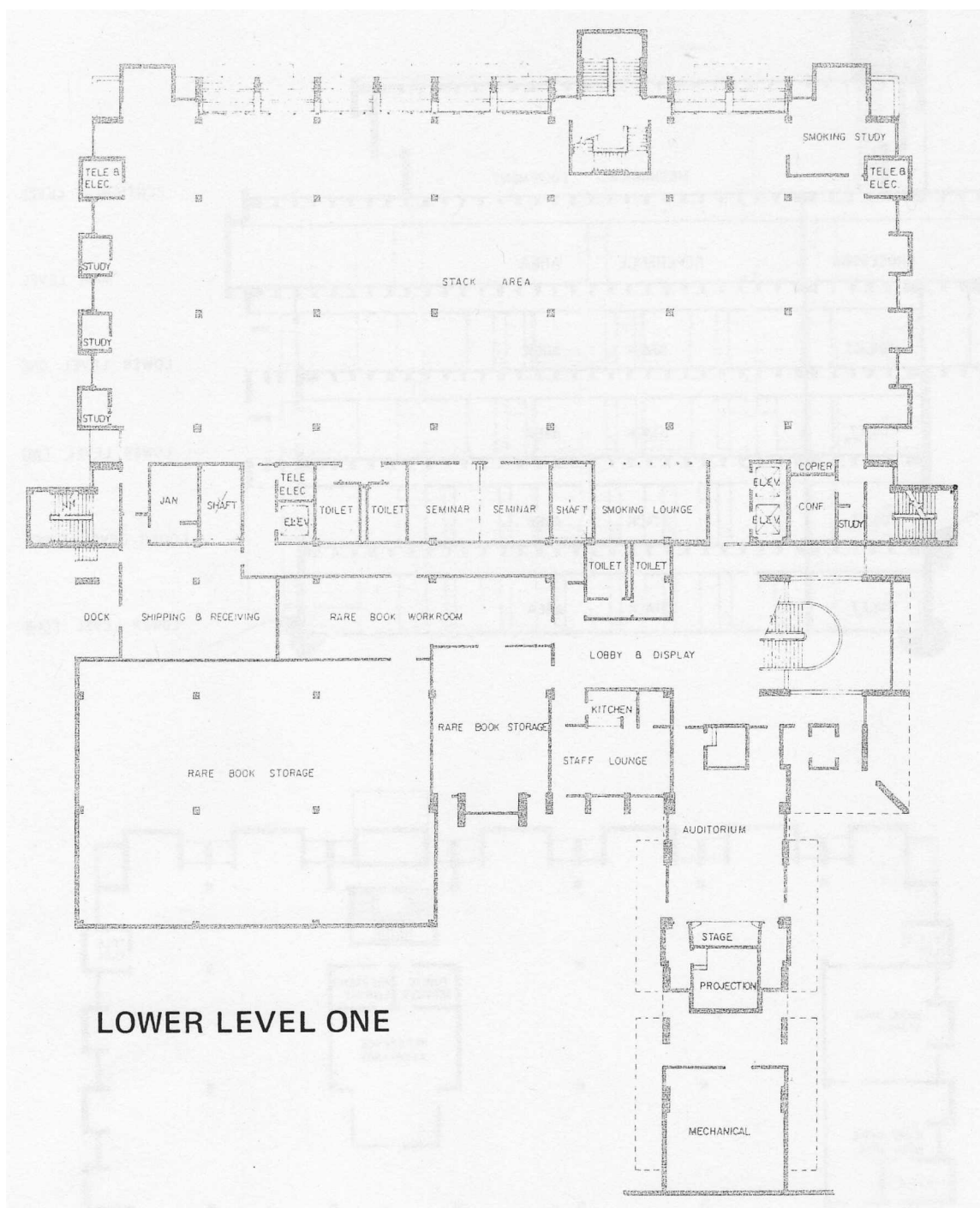
Image A-2. This map shows the relationship between Leyburn Library (New Library) and existing buildings. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*
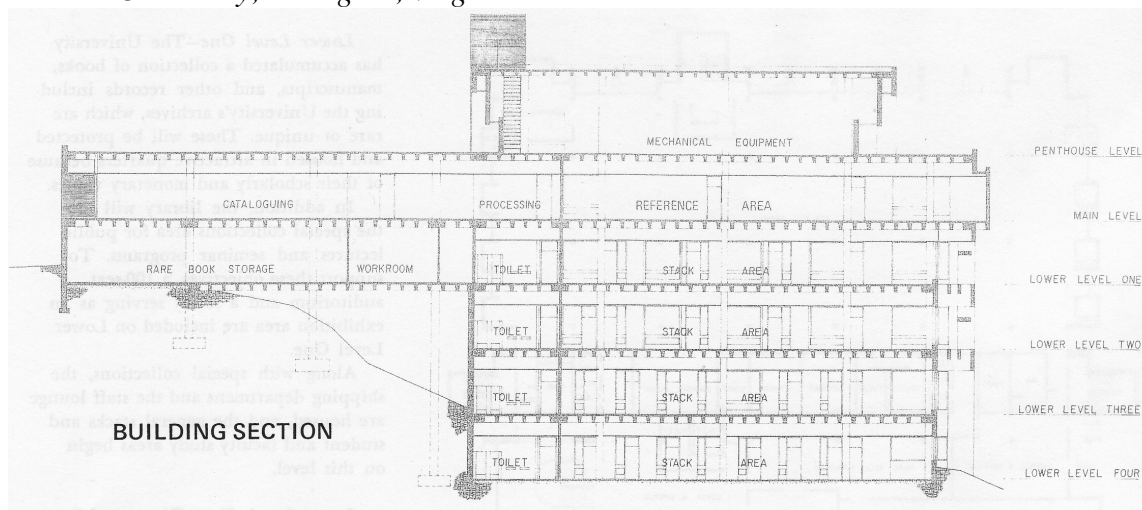
Image A-3. The elevation of the library shows how it was built into the hillside. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*
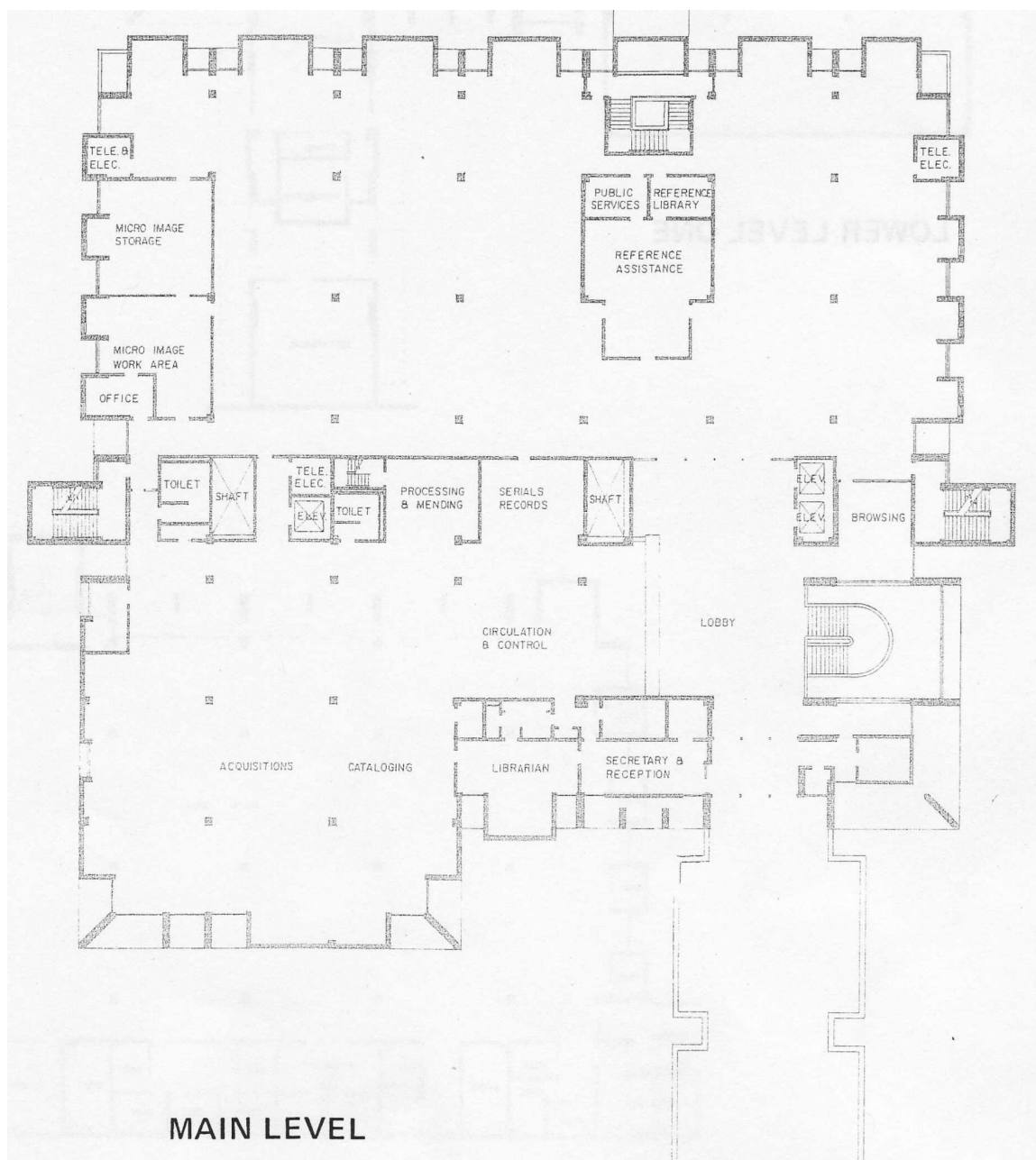
MAIN LEVEL

Image A-4. The main Level of the library contained the reference collection as well as technical services, circulation, and the library's administrative offices. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

LOWER LEVEL ONE

Image A-5. Lower Level One houses the periodical collections and study areas as well as the auditorium, a staff lounge, and the special collections reading room and vault. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia*.

TELE. &
ELEC.

SMOKING STUDY

TELE. &
ELEC.

STUDY

STACK   AREA

STUDY

STUDY

STUDY

COPIER

STUDY   SHAFT

JAN.

CONF.

CONF.

SHAFT

SMOKING LOUNGE

ELEV.

CONF.

STUDY

STUDY

TOILET

TOILET

ELEV.

CONF.

CONF.

CONF.

ELEV.

STUDY

LOWER LEVEL TWO
Lower Levels Three and Four
are similar.

PUMP ROOM
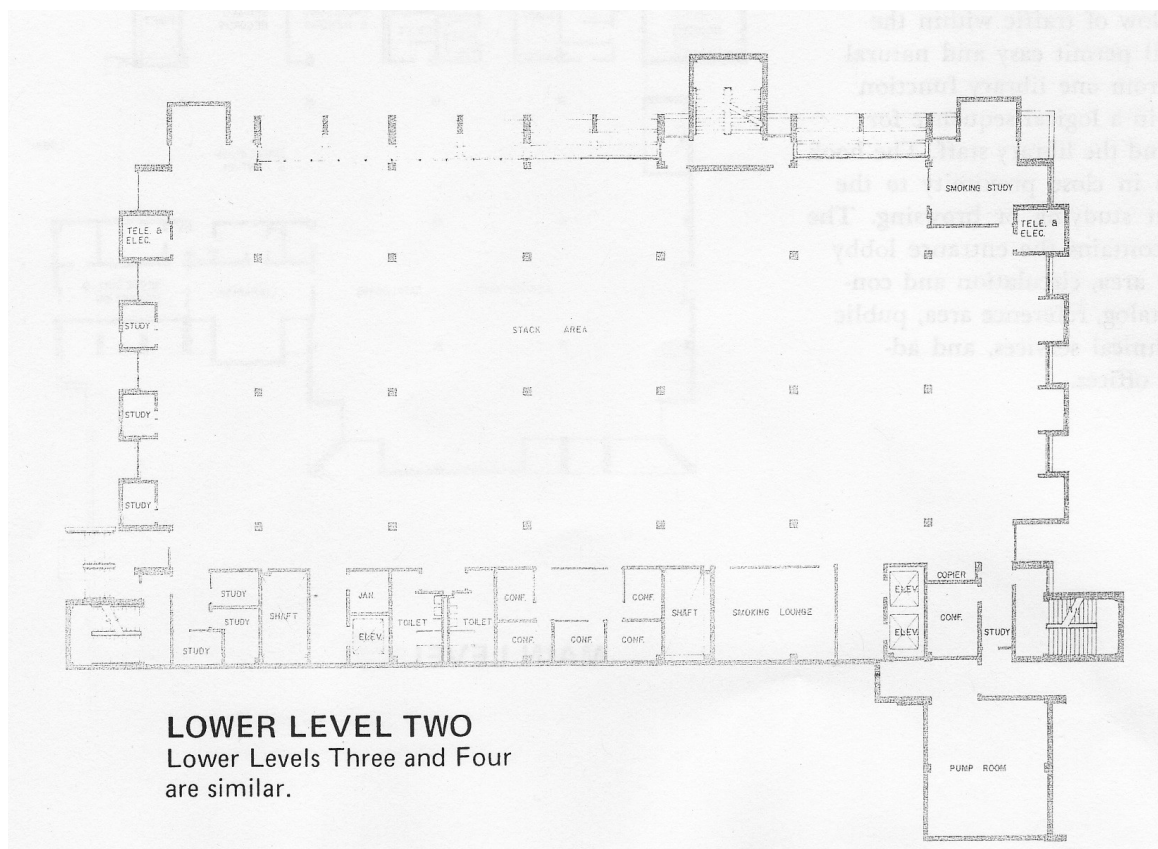
Image A-6. Lower Levels Two, Three, and Four house the general collection as well as classrooms and study areas for students and faculty. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image A-7. The renovation completed in 2009 drastically redesigned the Main Floor of the library.   This was the proposed layout. *Courtesy of Carole Bailey, Facilities Management, Washington and Lee University, Lexington, Virginia.*
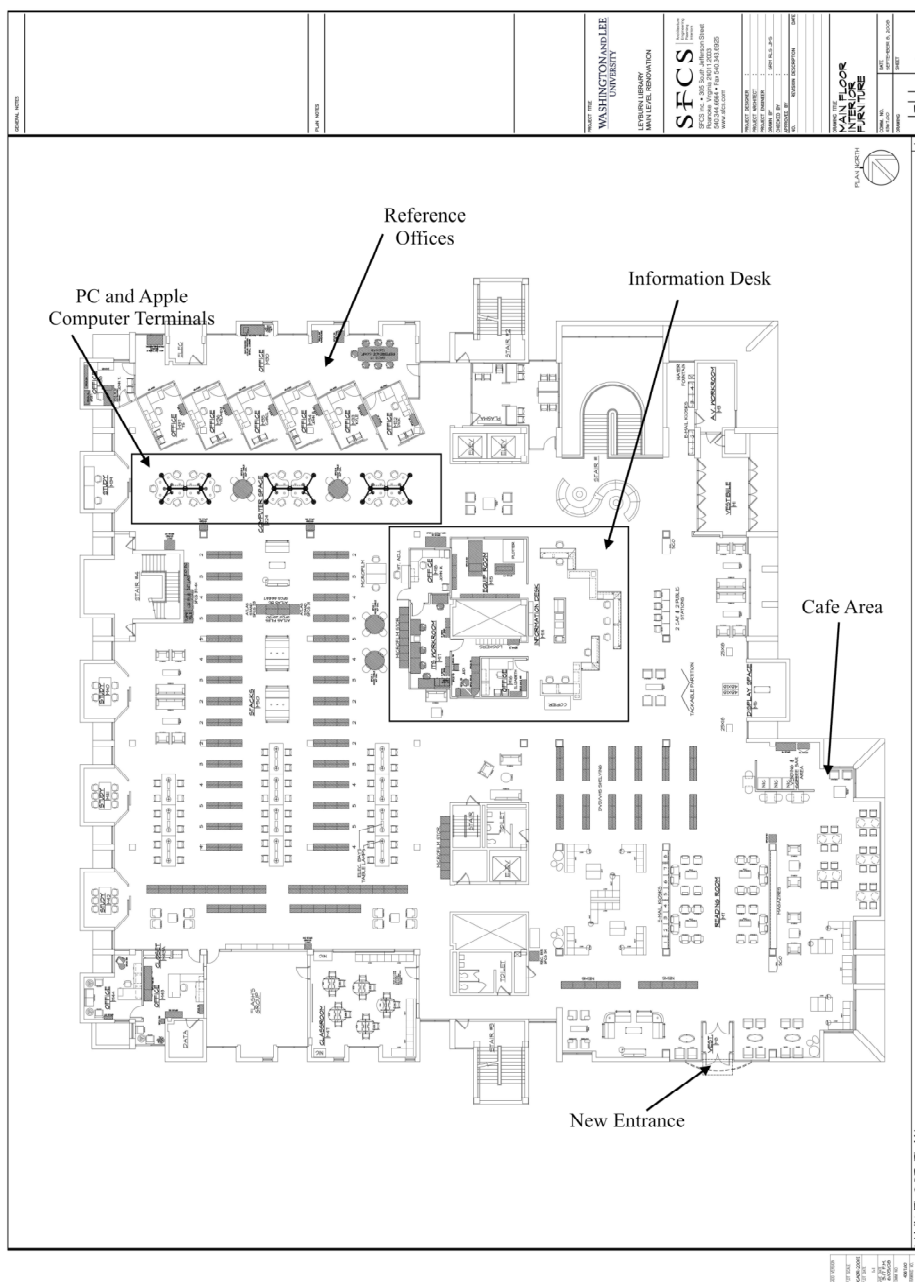
Image A-8. The final configuration of the main floor, when furnished was significantly different from the old layout. There were more computers, a café, and a central information desk containing circulation, reference, and the computer help desk. *Courtesy of Carole Bailey, Facilities Management, Washington and Lee University, Lexington, Virginia.*

Appendix B

Book Collection and Budget Statistics

Year	Total Book Volumes	Total Library Budget	Percentage of Total University Budget	Special Notes
1938	79,926			
1939	101,000			
1941	123,100			
1942	125,892			
1943	128,016			
1944	129,786			
1945	131,500			
1946	133,394			
1949	140,883			
1950	143,334			
1952	149,719			
1953	153,635			
1954	157,080			
1956	166,091			
1957	169,000			
1960	179,327	$43,379.44		
1961	181,933	$48,340.16		
1962	185,762	$51,618.50		
1963	189,420	$51,811.70		
1964	193,907	$55,366.66		
1965	198,993			
1966	204,686	$71,920.44	2.70%	
1967	209,759	$83,681.39	2.60%	
1968	214,422	$97,195.18	2.30%	
1969	217,051	$136,200.00	2.90%	
1970	225,263	$251,688.00	5.20%	
1971	235,003	$220,198.00	4.70%	
1972	241,267	$254,052.00	5.05%	
1973	204,624	$267,735.00	5.20%	
1974	211,489	$314,901.00	5.10%	

Year	Collections	Budget	Percent	Notes
1975	218,299	$384,608.00	6.06%	
1976	230,336	$374,913.00	5.21%	
1977	241,227	$401,891.00	5.00%	
1978	247,621	$475,300.00	5.30%	
1979	256,768	$519,177.00	5.30%	
1980	265,242	$619,310.00	6.10%	
1981	277,185	$671,618.00	5.88%	
1982	290,599	$881,358.00	6.92%	
1983	302,604	$902,108.00	6.05%	
1984	313,239	$959,687.00	6.15%	The budget this year included an $81,509 gift and special funds.
1985	324,435	$976,596.00	5.59%	
1986	334,435	$919,125.00	4.91%	
1989	377,584	$1,103,376.00	5.60%	
1990	390,195	$1,235,547.00	4.50%	
1991	402,742	$1,402,247.00	4.00%	
1992	415,480	$1,561,140.00	4.09%	
1993	431,176	$1,614,074.00	4.10%	
1994	444,599	$1,656,424.00	3.90%	
1995	458,385	$1,740,834.00	3.90%	
1996	464,080	$1,828,105.00	3.33%	
1997	476,699	$1,924,134.00	4.10%	
1998	489,272	$2,107,526.00	4.07%	
1999	503,931	$2,135,951.00	4.33%	
2000	519,101	$2,274,695.00	4.42%	
2001	532,734	$2,374,652.00	4.68%	
2002	545,498	$2,390,540.00	4.28%	
2003	556,900	$2,447,914.00	4.03%	
2004	566,816	$2,366,596.00	3.79%	
2005	579,004			
2006	585,290			
2007	597,361			
2008	605,275			

Table B-1. This table shows the growth of the library's collections and budget over time. Some years have been excluded due to a lack of data. This data comes from the annual reports.

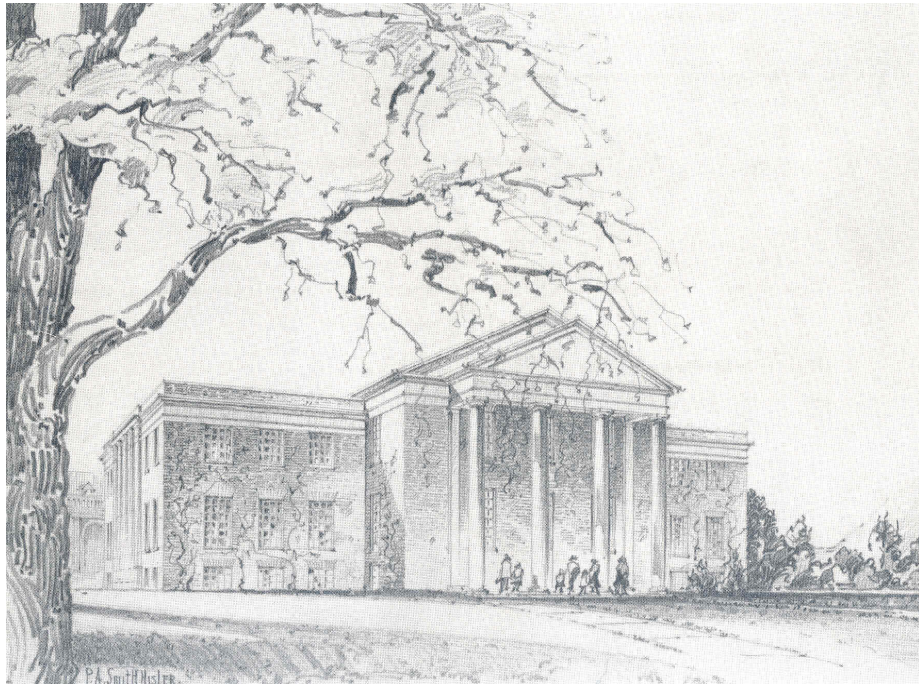# Appendix C

Views of the Libraries

Image C-1. A sketch of the McCormick Library. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image C-2. The McCormick Music Room. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image C-3. The McCormick Reading Room. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image C-4. A view of the construction of the New Library from what is now the University Commons side of the building. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image C-5. Another view of the construction looking at the front of the building. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image C-6. Maurice Leach, left, and President Huntley on the morning of the Great Move. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image C-7. An aerial view of the Great Move, January 10, 1979. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*
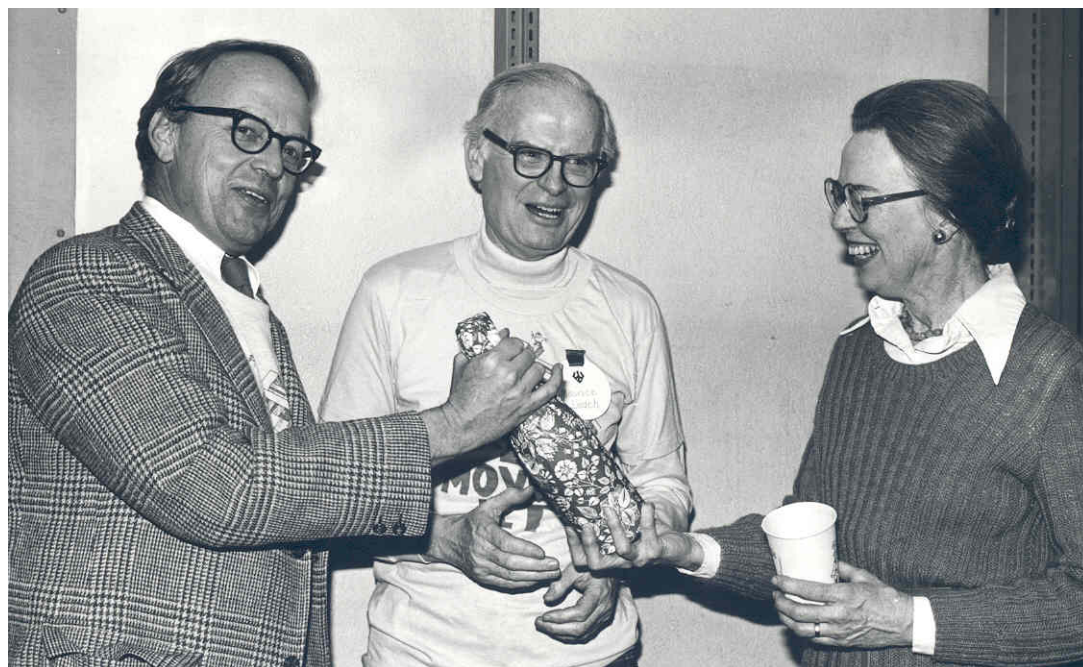

Image C-8. President Huntley, left, congratulates Maurice Leach, center, and Margaret Williams, right, upon the successful completion of the Great Move. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Image C-8. The dedication of the library as the James Graham Leyburn Library, May 1994. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*
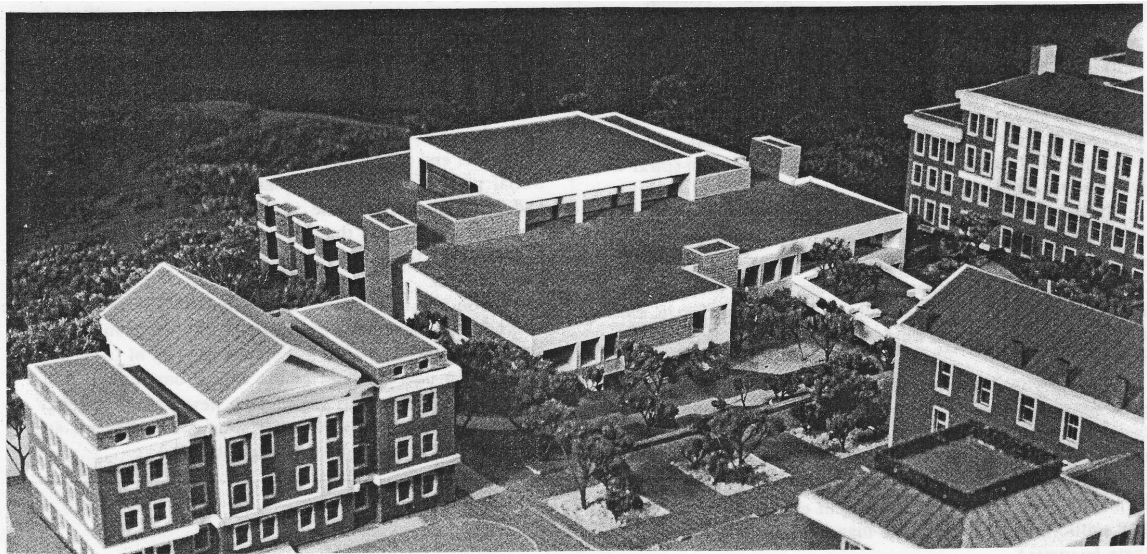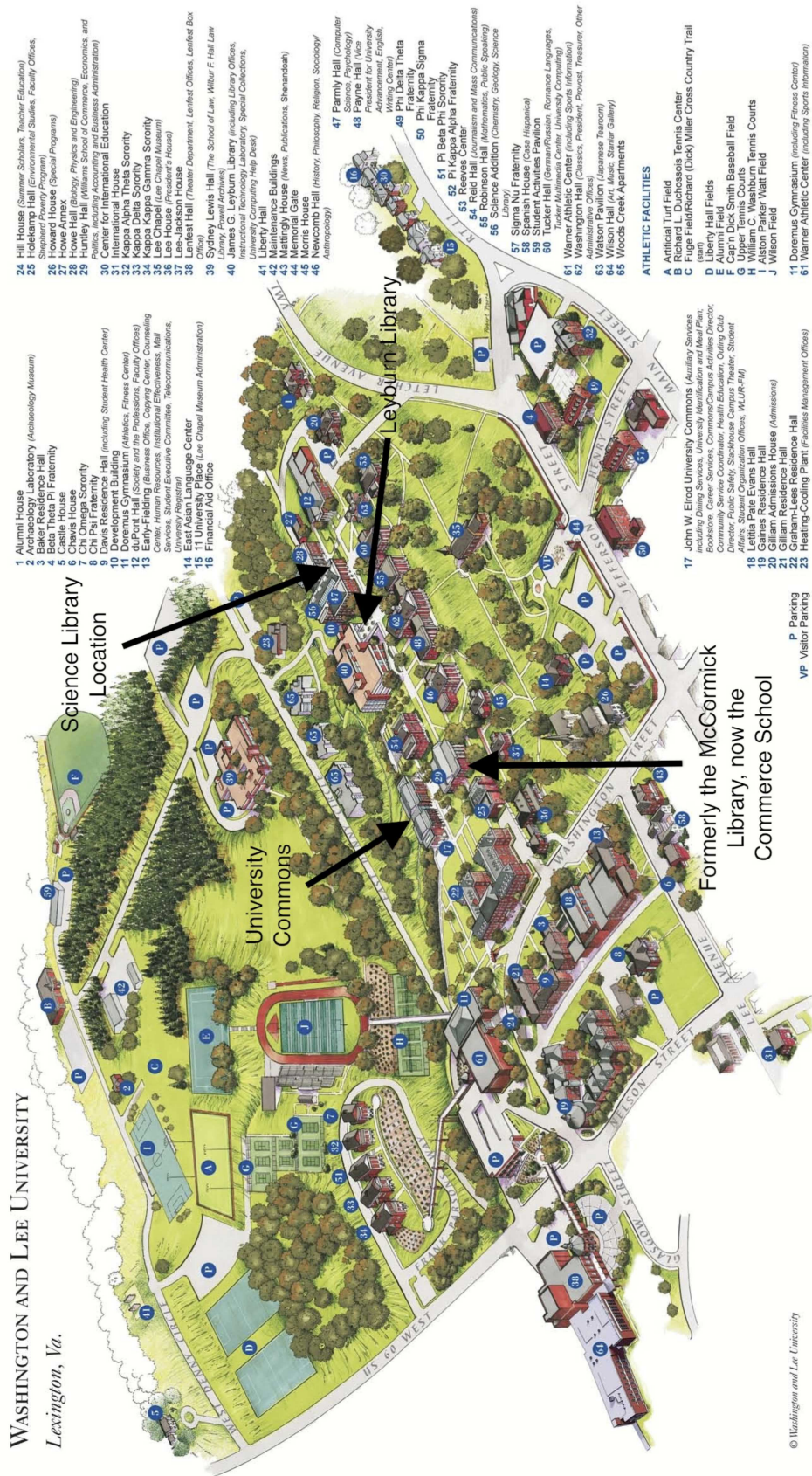

Image C-9. A view of the model of Leyburn Library. *Courtesy of Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.*

Map C-1. The campus of Washington and Lee University with important features in the library's history marked. *Unmarked map available at http://newsoffice.wlu.edu/PrintmapNew.pdf.*

<u>Notes</u>

<u>Introduction</u>

[i] Matthew Battles, *Library: An Unquiet History* (New York: W.W. Norton & Company, 2003), 25.
[ii] Ibid.
[iii] Ibid., 23-24.
[iv] Ibid., 35.
[v] John M. Budd, *The Academic Library: Its Context, Its Purpose, and Its Operation* (Englewood, Colorado: Libraries Unlimited, Inc., 1998), 25.
[vi] Ibid., 26.
[vii] Ibid.
[viii] Ibid.
[ix] Ibid.
[x] Ibid., 26-27.
[xi] Ibid., 27.
[xii] Ibid., 30.
[xiii] Arthur T. Hamlin, *The University Library in the United States: Its Origins and Development* (Philadelphia: University of Pennsylvania Press, 1981), 22.
[xiv] Ibid., 25-27.
[xv] Ibid., 27.
[xvi] Ibid., 29.
[xvii] Ibid.
[xviii] Ibid., 45-46.
[xix] Ibid., 54-55.
[xx] Ibid., 57.
[xxi] Minute, [May 1776], Board of Trustee's Papers quoted in Betty Ruth Kondayan, *A Historical Sketch of the Library of Washington and Lee University: From the Beginnings in 1776 through 1937*, University Library Publications No. 7 (Lexington, Virginia: Washington and Lee University, 1980), 11.
[xxii] Betty Ruth Kondayan, *A Historical Sketch of the Library of Washington and Lee University: From the Beginnings in 1776 through 1937*, University Library Publications No. 7 (Lexington, Virginia: Washington and Lee University, 1980), 11.
[xxiii] Ibid., 12.
[xxiv] Ibid., 15.
[xxv] Ibid.
[xxvi] Ibid., 17.
[xxvii] Ibid., 23.

xxviii Ibid., 24.
xxix Ibid., 27.
xxx Ibid.
xxxi Ibid., 28.
xxxii Ibid., 33.
xxxiii Ibid., 33-35.
xxxiv Ibid., 35.
xxxv Ibid.
xxxvi Ibid., 37.
xxxvii Ibid., 39.
xxxviii Ibid.
xxxix Ibid., 40.
xl Ibid., 40-41.
xli Ibid., 37.

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xlii Arthur T. Hamlin, *The University Library in the United States: Its Origins and Development* (Philadelphia: University of Pennsylvania Press, 1981), 61.
xliii Foster E. Mohrhardt, "Report of the General library: 1938-1939," Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia; and Henry E. Coleman, Jr., "Annual Report, 1949-1950," Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.
xliv Ibid.
xlv John M. Budd, *The Academic Library: Its Context, Its Purpose, and Its Operation* (Englewood, Colorado: Libraries Unlimited, Inc., 1998), 27.
xlvi Betty Ruth Kondayan, *A Historical Sketch of the Library of Washington and Lee University: From the Beginnings in 1776 through 1937*, University Library Publications No. 7 (Lexington, Virginia: Washington and Lee University, 1980), 39.
xlvii Foster E. Mohrhardt, "Report of the General library: 1938-1939, 1939" Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.
xlviii Ibid.
xlix Faculty Library Committee, "Analysis and Recommendations, 1940(?)," Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.
l Ibid.
li Ibid.
lii G. William Bergquist, New York, to Foster Mohrhardt, Lexington, 4 March 1942, typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.
liii Ibid.
liv Foster Mohrhardt, Lexington, to G. William Bergquist, New York, 7 March 1942, typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.
lv Ibid.
lvi Ibid.

[lvii] Ibid.

[lviii] Foster Mohrhardt, Lexington, to G. William Bergquist, New York, 10 March 1942, telegram, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lix] G. William Bergquist, New York, to Foster Mohrhardt, Lexington, 12 March 1942, typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lx] Ibid.

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[lxii] Ibid.

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[lxvi] Bergquist to Mohrhardt, 4 March 1942.

[lxvii] "Post-War Needs of the Washington and Lee University Library, 1944," typescript, p1-3, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxviii] Ibid., 3.

[lxix] Ibid.

[lxx] Ibid.

[lxxi] Ibid., 2.

[lxxii] Richard H. Shoemaker, "Report of the General Library: 1943-1944, 1944," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxiii] Henry E. Coleman, Jr., "Report of the General Library: 1949-1950, 1950," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxiv] "Post-War Needs of the Washington and Lee University Library, 1944," typescript, p5, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxv] Ibid., 6.

[lxxvi] Faculty Library Committee, "Classification and Pay Plan, 1945," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxvii] Henry E. Coleman, Jr., "Report of the General Library: 1947-1948, 1948," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxviii] Fitzgerald Flournoy, "Arguemts for a Grant from the General Education Board to Washington and Lee for a New Library Building, 1940(?)," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

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[lxxx] Ibid.

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[lxxxii] Faculty Library Committee, "Report, 1942(?)," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxxiii] Ibid.

[lxxxiv] Faculty Library Committee, "Classification and Pay Plan, 1945," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxxv] H.H. Hicks, Lexington, to Francis Pendleton Gaines, Lexington, 10 April 1947, typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxxvi] Ibid.

[lxxxvii] Richard H. Shoemaker, "Minutes of a Meeting of the Faculty Library Committee, April 23, 1947," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxxviii] Pauline Ward, Lexington, to R.F. Bradley, Lexington, 18 December 1947, typescript, p.1, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[lxxxix] Faculty Library Committee, " Memorandum to the Administration on Infractions of the Library Rules, October 13, 1942," typescript, Special Collections, Leyburn Library, Washington and Lee University, Lexington, Virginia.

[xc] Ibid.

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