

# Texas Libraries

Spring 1973

Volume 35

Number 1



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Texas Libraries is published quarterly by the Texas Library and Historical Commission. Views expressed in signed articles are not necessarily those of the Texas Library and Historical Commission or the Texas State Library. Contributions and editorial correspondence should be sent to Editor, Texas Libraries, Texas State Library, Texas Archives and Library Building, Box 12927, Capitol Station, Austin, Texas 78711. Indexed in Library Literature. Printed and bound by Lamar Press, Austin, Texas.

## About the Cover

This bust of Memucan Hunt that is noted on page 54 was purchased by the Texas Library and Historical Commission along with a collection of Hunt's papers. This bust is on display in the Museum of the Daughters of the Republic of Texas.

## A Problem of Ciphers

One morning recently we visited a library at about the same time a kindergarten class arrived for a story hour and a walk through the beautiful new building. We were making pictures—of course—and slipped into the corner of the story session. The children's librarian was obviously skilled, and the rapt expressions on the faces in her audience made it apparent that her effort was not in vain. Although the setting has changed, children listening to a story now do not look too different from children listening to a story in photographs taken fifty or sixty years ago. And librarians are still talking about developing an enthusiasm for using the library among youngsters who will soon learn to read or who have just learned to read.

We think that the childish enthusiasm of the youngsters has a direct connection with the Texas Numeric Register and other efforts to make libraries effective information centers. The children are enthusiastic because the library is filling a need for them. Their elders may have learned that a mask of nonchalance is the mark of maturity, but they may also be enthusiastic when they discover that the library can fill needs for them.

And after watching a five-year-old who had just discovered that some people could decipher what he called black squiggles, we decided that ten digit numbers, etc., of the numeric register aren't too mysterious either.

## Statistical Data Sum Up Current Status of Libraries

Although quantitative data tell only part of the essential information about libraries and the services they perform, this information does provide a measure of some kinds of library activities. The annual publication of *Texas Public Library Statistics* by the Texas State Library provides a comprehensive view of libraries as they can be seen through statistical data.

The data on the following pages were drawn from data published in 1965 in *Texas Libraries* and from *Texas Public Library Statistics 1972*. In order to make comparisons among similar kinds of libraries, we have used all libraries that had collections of more than 100,000 volumes at a time the report for 1972 was made. The 100,000 volume criteria is basic for a library to be named a Major Resource Center, but geographic factors are also taken into consideration in designating MRC's.

This year's statistics indicate that 56 percent of all Texans who are served by libraries are served by these 19 libraries. Under the state plan for library development, not only the Major Resource Center libraries but others as well provide certain services to smaller libraries in the areas where they are located.

The summary of statistics also shows that per capita income for libraries continued to rise, although the combination of inflation and the end of the federal Library Services and Construction Act may mean that the purchasing ability of libraries is being threatened.

# 1964 Statistical Data

## 1972 Major Resource Center Libraries

	Population Served	Volumes Held	Circulation	Per Capita	
				Total Library Income	Library Income
Abilene	101,078	69,929	326,891	\$ 157,413	\$1.56
Amarillo	140,683	140,533	646,160	\$ 287,486	\$2.04
Austin	212,136	199,536	1,235,843	\$ 462,768	\$2.18
Corpus Christi	167,690	139,797	671,703	\$ 218,926	\$1.30
Dallas	679,684	765,482	3,188,635	\$1,999,431	\$2.94
El Paso	276,687	293,506	1,516,694	\$ 391,708	\$1.41
Fort Worth	466,787	459,324	983,381	\$ 603,500	\$1.30
Houston	938,219	714,952	2,264,480	\$1,062,391	\$1.13
Lubbock Public Library	128,691	85,117	444,025	\$ 85,414	\$ .66
Lubbock County Library	25,580	45,496	94,103	\$ 17,284	\$ .67
San Antonio	687,475	701,101	1,777,704	\$ 671,520	\$ .98

## Libraries With More Than 100,000 Volumes in 1972

	Population Served	Volumes Held	Circulation	Per Capita	
				Total Library Income	Library Income
<b>Abilene Area</b>					
Tom Green County	64,630	77,515	341,474	\$ 96,715	\$1.50
<b>Austin Area</b>					
McLennan County	52,283	18,747	115,035	\$ 14,510	\$ .28
Waco Public Library	97,808	82,821	362,825	\$148,460	\$1.52
<b>Dallas Area</b>					
Dallas County	84,541	104,680	146,421	\$ 60,667	\$ .72
<b>Houston Area</b>					
Beaumont (Tyrrell)	119,175	103,749	258,385	\$111,579	\$ .94
Galveston (Rosenberg)	108,299	169,941	352,880	\$162,201	\$1.50
Harris County	193,306	131,574	1,385,527	\$252,605	\$1.31
Brazoria County	76,204	72,758	242,730	\$ 80,330	\$1.05
<b>Lubbock Area</b>					
Midland County	67,717	73,990	304,880	\$126,438	\$1.87
Ector County	90,995	90,009	450,082	\$116,414	\$1.28

# 1972 Statistical Data

## 1972 Major Resource Center Libraries

	Population Served	Volumes Held	Circulation	Total Library Income	Per Capita Library Income
Abilene	97,853	141,924	322,839	\$ 219,589	\$2.24
Amarillo	131,044	199,025	623,916	\$ 549,999	\$4.20
Austin	295,516	358,921	2,092,104	\$1,534,866	\$5.19
Corpus Christi	204,525	297,810	686,468	\$ 450,255	\$2.20
Dallas	844,401	1,378,837	3,956,430	\$4,017,580	\$4.76
El Paso	322,261	403,787	907,678	\$ 762,602	\$2.37
Fort Worth	439,617	646,313	1,309,980	\$1,333,315	\$3.03
Houston	1,232,740	1,412,927	4,023,202	\$3,420,080	\$2.77
Lubbock	179,295	170,261	425,710	\$ 381,464	\$2.13
San Antonio	830,460	748,371	2,426,821	\$1,469,670	\$1.77

## Libraries With More Than 100,000 Volumes in 1972

	Population Served	Volumes Held	Circulation	Total Library Income	Per Capita Library Income
<b>Abilene Area</b>					
Tom Green County	71,047	115,436	335,647	\$185,409	\$2.61
<b>Austin Area</b>					
Waco-McLennan County	147,553	177,813	501,169	\$303,431	\$2.06
<b>Dallas Area</b>					
Dallas County	103,692	151,119	208,083	\$174,977	\$1.69
<b>Houston Area</b>					
Beaumont (Tyrrell)	115,919	111,094	261,643	\$210,746	\$1.82
Galveston (Rosenberg)	81,939	167,880	174,392	\$300,628	\$3.67
Harris County	344,133	257,881	1,888,668	\$777,388	\$2.26
Brazoria County	108,312	149,494	313,172	\$171,620	\$1.58
<b>Lubbock Area</b>					
Midland County	65,433	106,921	304,944	\$205,670	\$3.14
Ector County	91,805	117,878	532,278	\$188,579	\$2.05

## Statistical Summary, Texas Public Libraries—1971-1972

	1971	1972
Population served	10,478,046	10,480,412
Total state population (1970)	11,196,730	11,196,730
Counties without service	25	23
Libraries submitting reports	380	388
Libraries receiving appropriations from county governments [Includes Multi-County Bookmobiles]	244	243
Libraries receiving appropriations from city governments	277	277
Total income from cities and counties	\$21,795,036	\$23,688,918
Total income (city + county + other)	\$22,996,161	\$24,837,191
Income per capita—tax support (population served)	\$ 2.08	\$ 2.26
Income per capita—population served	\$ 2.19	\$ 2.37
Income per capita—total population	\$ 2.04	\$ 2.22
Expenditures for books	\$ 3,557,514	\$ 3,819,562
Total local LSCA Title I grants	\$ 1,495,850	\$ 743,260
Book stock (volumes held)	12,307,435	13,192,420
Total circulation	33,644,262	34,699,489
Non-book circulation	880,744	1,079,397
Number of library staff (full-time equivalents)	2,541.65	2,513.59
Extension units:		
Branches	156	163
Deposit stations	51	74
Bookmobiles	54	54



## **Texas Numeric Register To Be Major Location Aid**

For the library patron who needs to know what library owns books his local library does not have, the Library of Congress numbers and International Standard Book Numbers may soon be the essential keys. Texas librarians have long recognized the need for more adequate information about library collections and a few limited attempts to develop union catalogs, check lists, and other finding aids have been undertaken.

Hopefully, the Texas Numeric Register—along with microfilm copies of the card catalogs of Texas State Library and the ten Major Resource Center libraries—will be a major step forward. The Numeric Register is based on the principle that most monographs are given a unique number, the Library of Congress Number or the International Standard Book Number.

If the number is included on catalog cards, lists of these numbers can be made from either catalog cards or microfilm of the catalog cards. What makes the procedure economically feasible is the ability of computers to arrange numbers sequentially and accurately at a low cost. Key punch operators transfer the numbers to cards, which are put into the computer with appropriate programming information. The resulting list may be printed out on either paper or microform (Computer Output Microfilm called COM).

Microfilm copies of the Texas State Library catalog, the catalogs of nine Major Resource Center libraries, and the catalogs of the University of Texas at Austin, Southwest Texas State University, the University of Texas at Arlington, Stephen F. Austin State University, Lamar University, Sam Houston State University, San Antonio College, and Austin College are currently being keypunched.

The keypunching is being done at the Texas Department of Corrections' Wynne Unit, where inmates are trained as keypunch operators and then work on such jobs for governmental agencies. Additions to the Major Resource Center collections that are being sent to the State Library are being keypunched in the State Library's Data Processing Section.

### Restrictions on Lending

Although interlibrary loan is the most obvious use for the location guide, libraries do not automatically agree to lend materials listed on the register. The agreement signed also specifies that if a single library should have more than 50 percent of all monographs, it may restrict direct access to copies of the Texas Numerical Register by institutions that list fewer than 50,000 items.

In addition, a general policy in using the register is that a borrowing library obtains material from the collection which has listed the desired item that has the fewest number of items listed. This distributes lending responsibility as widely as possible.



*Cards to update microfilm catalogs of the Major Resource Center libraries are sent to the State Library's Data Processing Section and the numbers keypunched. These will be added to the Numeric Register.*

## Possible Utilization

In addition to facilitating interlibrary loan, the Register also offers several other possibilities. By statistical manipulation the multiplication of titles among sets of libraries may be measured. This will provide data for planning and evaluating cooperative acquisition and/or cataloging proposals. By other statistical procedures the similarity among entire library collections can be determined to provide data for planning and evaluating cooperative development. Information coded in the LC card numbers could be processed to generate a statistical distribution of imprint dates for collection analysis.

As important as current uses for these files are, its preparation can be a first step in further refinements. Since the index point to the MARC data base is the LC card number, the register currently being prepared can serve as input to provide location information in bibliographic systems using the MARC format.

## Cost of the Register

Funds for the current conversion process are being provided from federal Library Services and Construction Act Title III. These funds are designated for interlibrary cooperation. Since the current funds are the last to be available, updating files and printing of information will have to be funded from other sources. The initial work, however, represents the largest expenditure and will provide the most sizeable amount of information on library collections available up to this time.

In spite of the tremendous advantages offered by the Register, it does present several problems. The first lies in the number of books for which there are neither Library of Congress numbers nor International Standard Book Numbers. Some libraries have only recently begun including these numbers on catalog cards. Although some books have no number, others have both designations—some libraries capturing one for cataloging purposes and other libraries capturing the other. For books with no numbers, a tradition union card file will be maintained. Although computers have the capability to cross-reference the numbers, the storage capacity of the one now being used by the State Library is too limited to do so at an acceptable cost.

## **Microfilm Catalogs Cut Telex Traffic**

The goal of all libraries is to make available library service equal to patron needs. For the past five years, Texas public libraries have been striving to meet information needs of the state's public library patrons through the Texas State Library Communication Network. With telephone and Telex costs paid by federal Library Services and Construction Act Title III funds and other compensation for area and Major and Resource Center libraries paid from Title I funds, this network has made important progress in overcoming the unequal distribution of the state's library resources and population and in developing procedures to facilitate cooperation so essential for effective interlibrary loan.

A major problem in operation of the network has been the lack of location tools to determine which library has the materials requested. In recent months the catalogs—either main entry cards or total catalogs—of the Texas State Library and nine of the ten Major Resource Center libraries have been microfilmed. Whereas requests sent to the State Library had been previously sent at random to the Major Resource Center



*Microfilm equipment was sent to each of the libraries whose catalogs were microfilmed. The resulting catalogs are housed at the State Library and interlibrary loan personnel check them to locate materials requested.*

libraries until the material was located, requests are now sent only to libraries that hold the material.

The immediate result of the new location tool was a sharp drop in Telex traffic. Although the number of requests sent by the State Library to the interlibrary loan departments of Major Resource Centers in March, 1973, was 43 percent less than the monthly average of the same month in 1971 and 1972, the number of requests filled was up by 19 percent.

Providing a method for updating the holdings of large public libraries is only one aspect of the Texas Numeric Register, which is described in somewhat more detail on the following pages. However, this updating process, used in conjunction with microfilm catalogs of the Major Resource Center libraries, will give a comprehensive listing of books in these libraries.

The sharp drop in the number of queries sent to interlibrary loan offices was the first result of using the microfilm catalogs. The second one should be a sharp drop in the time required for a patron to receive material requested through the network.

## **State Library Budget Jumps for Next Year**

In a State budget that called for no new taxes, the Texas State Library's appropriation jumped from \$899,847 in fiscal year 1973 to \$1,406,299 in fiscal year 1974, which begins September 1, 1973. Much of the rise represented a State acceptance of responsibility for personnel to staff a switching center for the Texas State Library Communications Network, to continue service to the blind and physically handicapped, and to work with public library development.

"We feel very fortunate that the Legislature and the Governor were receptive to our last-minute appeal for funds," said Dr. Dorman H. Winfrey, director of the State Library. News that the federal Library Services and Construction Act would probably not be funded next year was announced after the Sixty-third Legislature convened and long after budget requests had been submitted.

"The loss of the grants to local libraries will be sorely felt, and the lack of funds for cooperative activities is critical," Winfrey continued. However, he emphasized that it is essential not to lose sight of the potential offered by funds that will be available."

## P\*I\*T\*S Puts Poetry In Classroom Setting

by Sandra Hutchins

you are all a SONG  
when i look at you  
i see one writhing, screaming SONG  
ten million different melodies tied together  
with skin  
all screaming and spinning  
a massive bundle  
tied loosely  
let me out!

Jack Floyd

This remarkable poem emerged from a student at Martin Junior High in Austin on July 11, 1972. She (yes, Jack is a girl) was one of about fifteen students who were discovering that they are poets, with the help and encouragement of their regular teacher, Mrs. Lillian Brown, and a British poet, Christopher Middleton, who has published five books of poetry in English and several works in German.

Dr. Middleton's books are *Torse 3* (London and New York, 1962), *Nonsequences* (London and New York, 1965), *Our Flowers and Nice Bones* (London, 1969), *The Fossil Fish* (Providence, Rhode Island, 1970), *Briefcase History* (Providence, Rhode Island, 1972). His poems have also appeared in a number of anthologies.

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*Sandra Hutchins is Coordinator for Literature Programs for the Texas Commission on Arts and Humanities.*

Dr. Middleton was there in the classroom asking the children to write about wishes and colors and sounds, to consider how unexpected relationships can become real in a poem, to see that language is produced and can be shaped. He was there because the Region XIII Education Service Center matched a grant from the Texas Commission on the Arts and Humanities for a poet in residence at summer enrichment programs in three Austin schools: Martin Junior High, Zavala Elementary, and Pecan Springs Elementary.

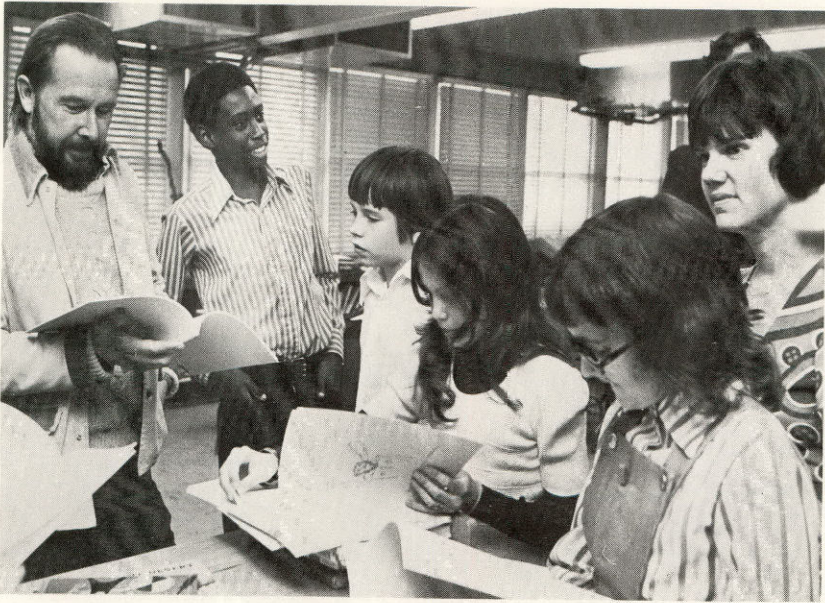
Dr. Middleton's residencies in these schools were the first in Texas of a series of residencies by other poets in schools all over the state, part of a nationwide program known simply as Poetry-in-the-Schools. P\*I\*T\*S, as it is sometimes named on file folders stuffed with poems and letters, is made possible by the National Endowment for the Arts, the U.S. Office of Education, and the state arts council in each state. The Texas Commission on the Arts and Humanities received its funding for initiating the program in Texas in Fiscal 1972.

The program has had extraordinary success all over the country. One of the reasons for this is its flexibility. Each participating school can have a residency tailor-made for its needs, within the guidelines set by NEA and the state arts council, which are quite unrestrictive. Poetry-in-the-Schools is an example of how governmental agencies can respond to a fine concept, actively encouraging the exuberant vitality released in the meshing of the artistic and educational processes. Poets and poetry and children cannot be contained within file drawers and standard operating procedures.

Why, then, would a government agency involve itself with such mystifying and unpredictable phenomena as poems and the people who write them? The answer lies in the fact that the agencies involved exist for the purpose of making the arts and humanities more readily available to all the people.

The literary arts are a special case in some ways. Literature is sometimes considered the most private of the arts, the least amenable to publicly-supported dissemination. A poem, it is thought, unlike a symphony or a ballet, is, at a given moment in time, a matter between a single author and a single reader, usually mediated by a distant commercial publishing company. A government agency may aid the non-profit symphony orchestra in making its performances available to more listeners through





*Dr. Christopher Middleton, left, and Nancy Bilbie, right, librarian at Pecan Springs School, are shown here with four young poets who are participating in the Poetry in the Schools programs. The students are Langston Pennick, Todd Reese, Sondra Browning, and Anna Michie.*

subsidy for free concerts, but how can it make literature come alive to a wider public? Literature, it has been said, is trapped between the covers of a book and almost obsolete in an age of electronic mass culture, interesting only to members of the lost print generation.

One of the means for involving and exciting a wider public has been Poetry-in-the-Schools. Literature has always been available in classrooms and libraries, but children have not always been able to participate freely in the process of its creation, to discover a personal, responsive relationship with poetry and prose fiction. And very rarely have they been able to talk with, listen to, and learn from a real, live, practicing poet or writer. The excitement of hearing a poem read by the person who wrote it is being experienced for the first time in classrooms all over the United States. And children are responding with poems of their own in unexpected quantity and quality. One poet working in Oregon schools wrote

Home for the weekend I find  
Poems! Poems! Sheaves of poems  
each page shining with a face inside.  
I say Whoo-Hah! and Whee-Yah!  
This is nice stuff

*Greg Keith*

The Texas Commission really began its involvement with literature with Poetry-in-the-Schools. Now other opportunities are beginning to surface. Literary magazines are requesting funds from the Commission.

The little magazines (or just "littles," as they are called by devotees) are a peculiarly American institution. Nowhere else are there such numbers of them and such diversity. Texas has its own, and they, like others everywhere in the United States, are in financial straits. Printing costs rise steeply, and because the magazines often publish virtually unknown writers, frequently doing experimental work, they have such small circulations and so little advertising that they cannot pay their own way. Many cannot afford to proclaim their existence to libraries and colleges, which are good sources of subscriptions. Chronic, severe deficits are the result, with desperate editors sometimes even selling their furniture or moonlighting to pay for an issue. And yet, for decades the "littles" have given new writers an outlet for their work—such writers as Ernest Hemingway, Allen Ginsberg, Leroi Jones, Susan Sontag, and Joyce Carol Oates. But many little magazines are perishing for lack of funds. The National Endowment for the Arts has recognized the problem and is making funds available through the Coordinating Council of Literary Magazines, and the Texas Commission will soon be considering the first requests from Texas publications.

Open workshops and conferences for writers and interested participants, readings in libraries, schools, and community centers, research on writers, magazines, and publishers in Texas with perhaps the publication of directories—all these are possibilities for the Commission's new role in relation to literature. All would have an influence on the availability of the literary arts to the public and on the public's awareness of contemporary work.

## **Public Libraries and School Libraries- Is There a Better Way?**

*by James A. Kitchens*

School libraries and public libraries traditionally have been separate on the assumption that the two different sets of functions must be met by specialized institutions. Different segments of the population of a community have differing needs, and since the needs are separate, specially designed methods of meeting these needs have been rationally worked out. Of late, however, questions have arisen concerning the small town's ability to support both types of libraries. The shrinking tax dollar and the possibilities of more effectively providing for the information needs of the small town's citizenry have led some, among them librarians, to ask whether a single unit which combines the functions of both types might be more useful.

Questions of feasibility and practicality have arisen in this discussion and, for the most part, the problems associated with the attempt to defy the traditional approach have resulted in a negative orientation toward merger. Additionally, the sporadic attempts by small communities to combine libraries have resulted almost without exception in less than positive results. These attempts are used as evidence that combined libraries lessen rather than heighten the effectiveness of the library in meeting school and community needs. To date no merger has been studied in process and no scientific effort has been made to evaluate the feasibility of merging school and public libraries.

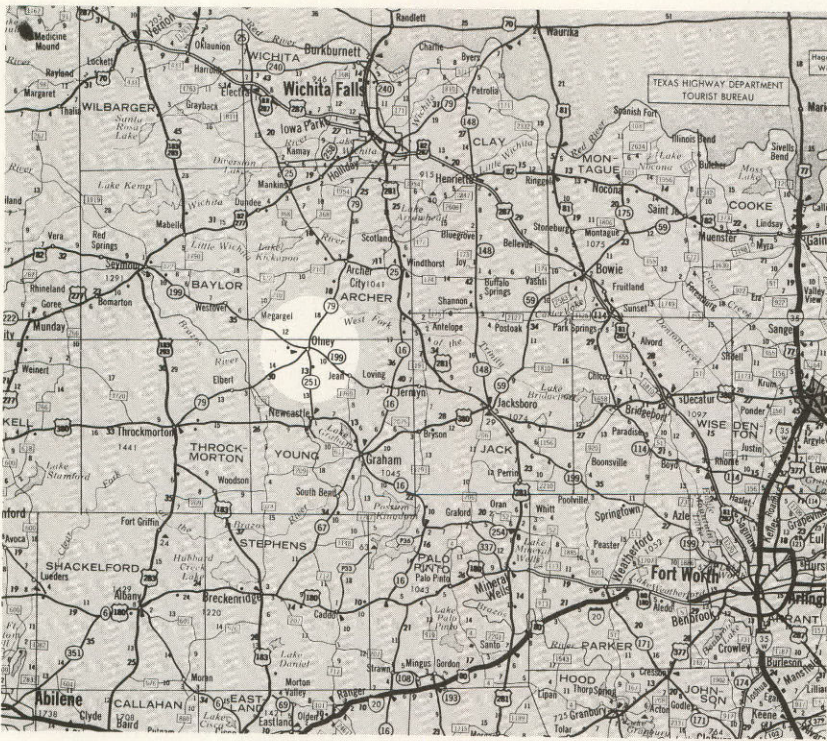
*Dr. James A. Kitchens is an assistant professor of sociology and anthropology at North Texas State University.*

To fill this gap, a three-year study was initiated in Olney, Texas, population 4,000. This \$100,000 study, under the auspices of the Bureau of Libraries and Learning Resources of the U.S. Office of Education, is now in its second year. Its objectives are to observe the process through which a community goes in attempting to merge its school and public libraries and to discover the problems and potential solutions as the process is underway. Guidance is offered to the community decision makers through library specialists to insure that no function is jeopardized and no clientele is inefficiently served. The effort is to create a new type of community center where learning resources, recreational materials, and cultural opportunities are made easily accessible to every segment of the citizenry from preschool to the elderly. Finally, the third year of the study is designed to evaluate the new library and to determine its effectiveness and utility. Additionally, assuming success of the venture, a model will be developed for other communities to use in attempting to improve library service by merger. Although the data are incomplete, some tentative conclusions may be drawn concerning the Olney experiment. Initial problems that will be confronted by a small community are the following:

1. Tradition, which often closes the door to change. Methods of community service, hammered out in the past, become next to sacred and tradition is honored above effectiveness. When new, experimental methods of meeting social and individual needs are suggested, habit and custom frequently refuse to allow an inquiring spirit to express itself. The result is the status quo.

2. The community's inability to see the problems. Merger, to the uninitiated, seems to be simple enough. Community attitude is, "Why all the hassle and worse yet, why all the delay?" Not many individuals nor committees are willing to go slow enough to avoid making mistakes. Major questions of administration, finance, and policy must be raised and answered. Also, existing arrangements often must be displaced and rearranged. The tendency is to overlook potential problems in the haste to "get on with it." Intensive planning must be made and time allowed for problems to appear so that additional planning can be done to overcome such problems before they actually occur in operation.

Individuals have a tendency to visualize a completed facility when they begin planning. Immediate concerns are centered around how the building will look and how it will be arranged.



Few are willing, in their enthusiasm, to take the time to design a program of library services to meet specific community needs. A program, however, is necessary before it is appropriate to design a building to house and properly support activities of the program.

3. The struggle for power. Committees, like individuals, have an instinct for survival. As noted, existing structures and administrative arrangements frequently must be displaced. Groups, such as the school board and the city council, must sometimes compromise their power. New lines of administration must be drawn, and often a dedicated individual must be asked to relinquish a position of trust and/or power which he or she occupies. This is not always easy for an individual or for a committee of individuals to do.

4. Administrative organization. The present division of administrative responsibility usually places the public library under the jurisdiction of the city council or the commissioner's court. Usually the local school board is responsible for administering the school library. In the latter case, the local

superintendent of education and/or local school principal exercises control under state-wide guidelines and policies. On the other hand, the city council or a similar city or county-wide body administers the public library through a local public library board. Usually, but by no means in every case, a set of written policies helps to guide the library board in making decisions. Coordination of these various boards and committees and restructuring of them in an administratively useful and legal fashion is far from easy. Some central group under the authority of the school board, library board, and city council must be made responsible for coordination of the merged library. A single staff member must be made administrative head answerable to this central group and charged with supervision of the merged library.

5. Location and layout of the new structure. The perennial problem of location of a public facility appears significant at this point. Two aspects of the problem are specifically acute. 1) Finding a space that is large enough and has the proper physical arrangements is difficult. 2) Determining the actual geographic location of the facility can present problems. To have the community library in the school building has been a common arrangement in those cases where communities have experimented with merger. Experience, however, has shown that this arrangement is less than optimal. Adults are reticent to go into the school building since that area belongs to "children." Yet the facility must be located adjacent to or near the school which will use it in order to allow school hour access. Public parking for community use must also be ample.

Some communities may decide to seek funds to construct a new building in which to house the new library. This procedure would, of course, be a solution to some of the above mentioned problems. However, in the present experimental status of merged libraries such a solution may create the problem of having a community with a beautiful building and an unsuccessful program. Until more is known about the nature and the feasibility of merged libraries, a community would be well advised to find temporary quarters for any attempt to create a community library.

6. Funding patterns. Usually a school district, the taxing unit for school finances, is not coterminous with the political boundaries of a city. With such overlapping areas, some type of

cooperative financial effort must be arranged. One plausible solution might be a division of responsibility for providing the necessary staff. In such an arrangement, specific staff members are paid entirely from school board funds while other staff are provided by city funds. Operational expenses can be shared on a pro-rata basis. Another possibility could be operating expenses borne by either the school board or the city, and the other unit responsible for a disproportional share of staff costs.

Since in some states the Board of Education requirements stipulate that school librarians must also be certified teachers, it might be suggested that the head librarian, designated perhaps as coordinator of libraries, be a qualified school librarian. This arrangement is not mandatory, of course, but may be a convenient way in which the school board may share in the financial responsibilities. The school may also share in financial arrangements by the provision of clerical aids. Communities must be careful of state laws in this cooperative financial venture. School board provision of staff in a community library may be prohibited by law.

No project which is experimental in nature may be entered successfully without a willingness to compromise. Any arrangement must be viewed as tentative for the first several months, and some pliability must be available for reorganization of financial responsibilities.

7. Beyond the local level. The attempt to merge is confronted by a number of problems that arise from conditions outside the local community. Library education, for example, offers no preparation for the type of librarian necessary for this kind of library. One is educated to serve either in a public library or a school library, and this educational arrangement overlooks preparation in specialized skills necessary to a combined library. Of a more serious nature is the fact that the dichotomy in library education contributes to the basic orientation of individual librarians. One begins to "think like" a public librarian, or to approach problems from the perspective of the school and all this results, not infrequently, in professional pride.

The cleavage in library education carries outside the halls of higher education into state and national organizations based upon the public library - school library dichotomy. Bureaucratic structures, peopled by sensitive and bright individuals, are organized to serve the interests of either school or public

libraries. Dedicated specialists are equipped by training, experience, and official guidelines to improve library service within their area—that is, school or public library. A local library which combines the functions of both types of libraries is not unlike a hybrid; since it is neither one nor the other, it belongs to neither. Official rules, standards, and laws are not geared to handle the new combined library. Standards concerning numbers of volumes is a case in point. Different standards exist for the public library and for the school library. No formula exists, however, that sets a standard of excellence when the two collections are put together.

8. Terminological considerations. A rose, they say, is a rose by any other name. The assumption of this logic is that terms are, after all, irrelevant and it does not matter what you call the new library. However, terminology is important because names are concepts and therefore have meanings. How one conceptualizes the new library is significant in a number of ways.

Throughout this paper the word merge has been used as a descriptive term. Merger implies simply combining existing programs and collections. The word denotes absorption and blending so that separate entities lose their individual identities. A community library, which is a combination of school and public libraries, is basically much broader than a simple merger. A program which satisfactorily combines the function of the two previously separate institutions so that no service area is left out and no clientele is inefficiently served is, in reality, a new program. Something real comes into existence and a new institution is born. Possibilities of service previously unknown in the present situation come to light and new methods of service and function are discovered. What actually is created then, is neither a school library nor a public library nor simply the putting together of the two, but a new institutional approach available to the small community for meeting the library needs for the citizens of the whole community.

Problems are, however, creative challenges which may allow a community to develop new ways of solving problems. Institutional change is possible and problems may be met head-on by small groups of people at the grass roots level who resolutely say, "There must be a better way." The Olney idea is dedicated to this premise. Time will tell if this innovative approach is indeed that better way.



## A Checklist of the Mexican Novel in Translation

by John Igo

When the *National Geographic* in an article on Carthage suggested that readers who want a fuller understanding of Carthage should read Flaubert's novel, *Salammbô*, the editors were revealing officially what enthusiastic students have known all along—for easy access to a culture, go to the novels. Mexico has a far more complex culture than most outsiders suspect, and its novels are the best port-of-entry. One critic even named his work, *Mexico In Its Novel*.

In critical works until recently there has been a tendency to lump all Spanish American literature together for some rather breathtaking generalizations. In a typical article, one finds a Brazilian moralist, a Peruvian chronicler, a Guatemalan folklorist, an Argentinian fabulist, and two Chilean poets; if Mexico is mentioned at all, it is usually represented by a pivotal figure or two from the turn of the century or by a cursory ticking-off of Paz, Rulfo, and Fuentes—and, occasionally, Reyes—relegated to a dependent clause in a transition.

But Mexico has—and has had all along—a dynamic and rewarding novelistic tradition. Mexico had a novelistic narrative thirty years before the pseudo-chronicles of Defoe. Mexico produced a sophisticated picaresque satire a decade or two before the naive heroics of Cooper or the sentimental comedies of Dickens. After the French Intervention, Mexican novels took on local echoes of Balzac, Zola, and the Goncourts. With the Revolution came a new cultural experience and new approaches with which to handle it. After that, the Mexican novel entered the international bazaar. Mexican novels are now judged as novels, not as *Mexican* novels.

And, for those who have taken the trouble to search, there has

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been enough material available in translation to make ignorance culpable. Recently, when I asked a book dealer here in the southwest about translations of Mexican novels, he answered with a question, "Are there any?" Angered by his attitude of dismissal, I began a checklist. For all practical purposes, the commercial translation of complete Mexican novels began only forty or fifty years ago, although selections were available as far back as eighty years ago. But the entire tradition is represented in English; few major writers are not yet available in translation ranging from adequate to excellent. The following checklist is in a way my reply to the book merchant and those like him.

No bibliography can ever be complete or totally accurate. Specialists will be amused at goofy omissions, and undergraduates will smile over errors that have slipped by, despite dozens of cross-checkings. But bibliographers will understand. And, then, too, even Flaubert had trouble with typesetters.

*Note:* Novels are listed under pseudonyms, as published, but the authorship is noted in brackets following the pseudonym; cross-references are provided to avoid confusion. When the translated title is not an approximation of the original, the original is given in brackets following the translated title. The critical problem of B. Traven's novels has been bypassed on the authority of Walter Langford's *The Mexican Novel Comes of Age* (Notre Dame, 1971); his novels are listed here as translations regardless of their original language. Unlabeled locations are self-identifying, common knowledge, or New York. A few titles reported to have been translated but unverifiable have been silently omitted.

- Altamirano, Ignacio M. (1834 - 1893)  
 CHRISTMAS IN THE MOUNTAINS (1871)  
 University of Florida, 1961
- Altamirano, Ignacio M.  
 EL ZARCO, THE BANDIT (1901)  
 Folio Society (London), 1957
- “Antoniorrobes” [Antonio J. Roóles Soler] (1897 - )  
 THE REFUGEE CENTAUR  
 Twayne, 1952
- Azuela, Mariano. (1873 - 1952)  
 MARCELA, A MEXICAN LOVE STORY [MALA YERBA]  
 Farrar, 1932
- Azuela, Mariano.  
 TRIALS OF A RESPECTABLE FAMILY and THE  
 UNDERDOGS (1918; 1915)  
 Trinity University, 1963
- Azuela, Mariano.  
 TWO NOVELS OF MEXICO: THE FLIES and THE BOSSES  
 (1918; 1917)  
 University of California, 1956
- Azuela, Mariano.  
 THE UNDERDOGS (1915)  
 Brentano's, 1929; New American Library, 1962
- Blanco, Antonio de F. (See Fierrc Blanco)
- Carballido, Emilio. (1925 - )  
 THE NORTHER (1958)  
 University of Texas, 1968
- Castellanos, Rosario. (1925 - )  
 THE NINE GUARDIANS [BALÚM CANÁN] (1957)  
 Vanguard, 1959; Faber, 1959
- Diaz Lozano, Argentina.  
 ENRIQUETA AND I (1943)  
 Farrar, 1944
- Diaz Lozano, Argentina.  
 MAYAPAN (1950)  
 Falcon's Wing Press (Indian Hills, Colorado), 1955

Fernandez de Lizardi, Jose Joaquin. (1776 - 1827)  
THE ITCHING PARROT (1816)  
Doubleday, 1942

"Fierro Blanco, Antonio de." [Walter Nordhoff]  
JOURNEY OF THE FLAME  
Houghton Mifflin (Literary Guild), 1933, 1955

"Fierro Blanco, Antonio de."  
RICO, BANDIT AND DICTATOR  
Houghton Mifflin, 1934

Fuentes, Carlos. (1928 - )  
AURA (1962)  
Farrar, 1963, 1966

Fuentes, Carlos.  
CHANGE OF SKIN (1967)  
Obolensky, 1960; Farrar, 1968

Fuentes, Carlos.  
DEATH OF ARTEMIO CRUZ (1962)  
Farrar, 1964

Fuentes, Carlos.  
GOOD CONSCIENCE (1959)  
Farrar, 1961

Fuentes, Carlos.  
HOLY PLACE [ZONA SAGRADA] (1967)  
in TRIPLE CROSS: NOVELLAS...  
Dutton, 1972

Fuentes, Carlos.  
WHERE THE AIR IS CLEAR [LA REGIÓN MÁS  
TRANSPARENTE] (1958)  
Farrar, 1971

Galindo, Sergio. (1926 - )  
THE PRECIPICE (1960)  
University of Texas, 1969

Garro, Elena. (1920 - )  
RECOLLECTIONS OF THINGS TO COME (1963)  
University of Texas, 1969

- Gomez Rul, Ana M.  
 LOL-HA, A MAYA TALE  
 Mexico: Editorial Cultural, 1935
- Guzman, Martin Luis. (1887 - )  
 THE EAGLE AND THE SERPENT (1928)  
 Knopf, 1930; Doubleday, 1965; Peter Smith, 1969
- Guzman, Martin Luis.  
 MEMOIRS OF PANCHO VILLA (1938 - 1940, 4 volumes)  
 University of Texas, 1965
- Lopez y Fuentes, Gregorio. (1897 - 1966)  
 EL INDIO (1935)  
 Bobbs Merrill, 1937; Ungar, 1961
- Lopez y Fuentes, Gregorio.  
 THEY THAT REAP [EL INDIO]  
 Harrap (London), 1937
- Magdaleno, Mauricio. (1906 - )  
 SUNBURST (1937)  
 Viking, 1944
- Marques Campos, Alfredo.  
 I WOULDN'T DARE  
 Vantage, 1965
- Mediz Bolio, Antonio. (1884 - 1957)  
 THE LAND OF THE PHEASANT AND THE DEER  
 Mexico: Cultura, 1935
- Menendez, Miguel Angel. (1905 - )  
 NAYAR (1940)  
 Farrar, 1942
- Mondragon Aguirre, Magdalena. (1913 - )  
 SOMEDAY THE DREAM [YO COMO POBRE] (1944)  
 Dial, 1947
- Revueltas, Jose. (1914 - )  
 THE STONE KNIFE [EL LUTO HUMANO] (1943)  
 Reynal, 1947
- Riva Palacio, Vicente. (see Rosa Espina)
- Robles Soler, Antonio J. (see Antoniorrobles)

Romero, Jose Ruben. (1890 - 1952)

THE FUTILE LIFE OF PITO PEREZ (1938)

Prentice-Hall, 1966

Romero, Pepe.

A MILLION PESOS

Doubleday, 1964

"Rosa Espina" [Vicente Riva Palacio] (1832 - 1896)

HIS EXCELLENCY RULES

Doubleday Doran, 1934

Rulfo, Juan. (1918 - )

PEDRO PARAMO (1955)

Grove, 1969

Sainz, Gustavo. (1940 - )

GAZAPO (1965)

Farrar, 1968

Sigüenza y Gongora, Carlos de. (1645 - 1700)

THE MISADVENTURES OF ALONSO RAMIREZ (1690)

Mexico: Imprenta Mexico, 1962

Spota, Luis. (1925 - )

ALMOST PARADISE (1956)

Doubleday, 1963; Paperback Library, 1964

Spota, Luis.

THE ENEMY BLOOD (1959)

Doubleday, 1961

Spota, Luis.

THE TIME OF WRATH (1960)

Doubleday, 1962

Spota, Luis.

THE WOUNDS OF HUNGER [MAS CORNADAS DA EL  
HAMBRE] (1951)

Houghton Mifflin, 1957; New American Library, 1959

Suarez Carreno, Jose.

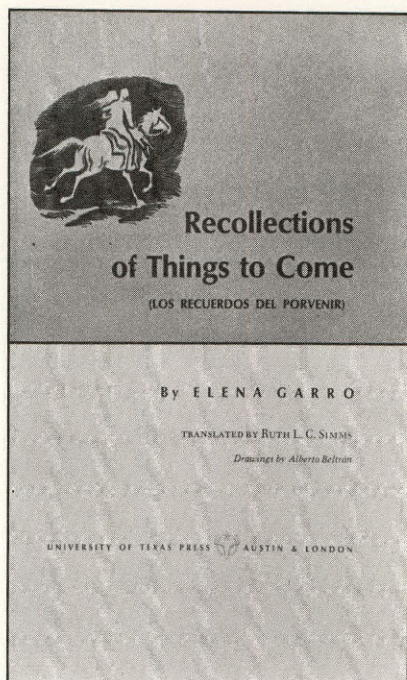
THE FINAL HOURS

Knopf, 1954; New American Library, 1955

Torres Bodet, Jaime. (1902 - )

DEATH OF PROSERPINA

*Mexican Life*, January through April, 1931



Torres Bodet, Jaime.

MARGARET (1927)

*Mexican Life*, January through April, 1930

Traven, B. [Berick Traven Torsvan] (1890 - 1969)

THE BRIDGE IN THE JUNGLE (German, 1929; Spanish, 1936)

Knopf, 1938; Hill and Wang, 1967

Traven, B.

THE CARRETA (German, 1930; Spanish, 1950)

Hill and Wang, 1970

Traven, B.

THE COTTON-PICKERS (German, 1926, revised, 1929;  
Spanish, 1969)

Hill and Wang, 1969

Traven, B.

THE DEATH SHIP (German, 1926; Spanish, 1951)

Knopf, 1934; Collier, 1962

Traven, B.

THE GENERAL FROM THE JUNGLE (German, 1939;  
Spanish, 1966)

Hale (London), 1954

Traven, B.  
GOVERNMENT (German, 1931; Spanish, 1951)  
Hill and Wang, 1971

Traven, B.  
MACARIO (German, 1949; Spanish, 1960)  
in THE NIGHT VISITOR AND OTHER STORIES  
Hill and Wang, 1966; Pocket Books, 1968

Traven, B.  
THE MARCH TO CAO BALAND (German, 1933)  
Hale (London), 1960

Traven, B.  
THE MARCH TO THE MONTERIA [same as THE MARCH TO  
CAO BALAND]  
Dell, 1964; Hill and Wang, 1971

Traven, B.  
THE REBELLION OF THE HANGED (German, 1936; Spanish,  
1938)  
Knopf, 1952; Hill and Wang, 1972

Traven, B.  
THE TREASURE OF THE SIERRA MADRE (German, 1927;  
Spanish, 1946)  
Knopf, 1935; Pocket Books, 1961; Hill and Wang, 1967  
Modern Library, 1969

Traven, B.  
THE WHITE ROSE (German 1929; Spanish, 1940)  
Hale (London), 1965

Yanez, Agustin. (1904 - )  
EDGE OF THE STORM [AL FILO DEL AGUA] (1947)  
University of Texas, 1963

Yanez, Agustin.  
THE LEAN LANDS (1962)  
University of Texas, 1968

#### ADDENDUM

Azuela, Mariano.  
THE FIREFLY (1932)  
(authorized translation, 1970 - 1971, as yet unpublished; in the  
possession of the translator, Beatrice Berler, San Antonio)



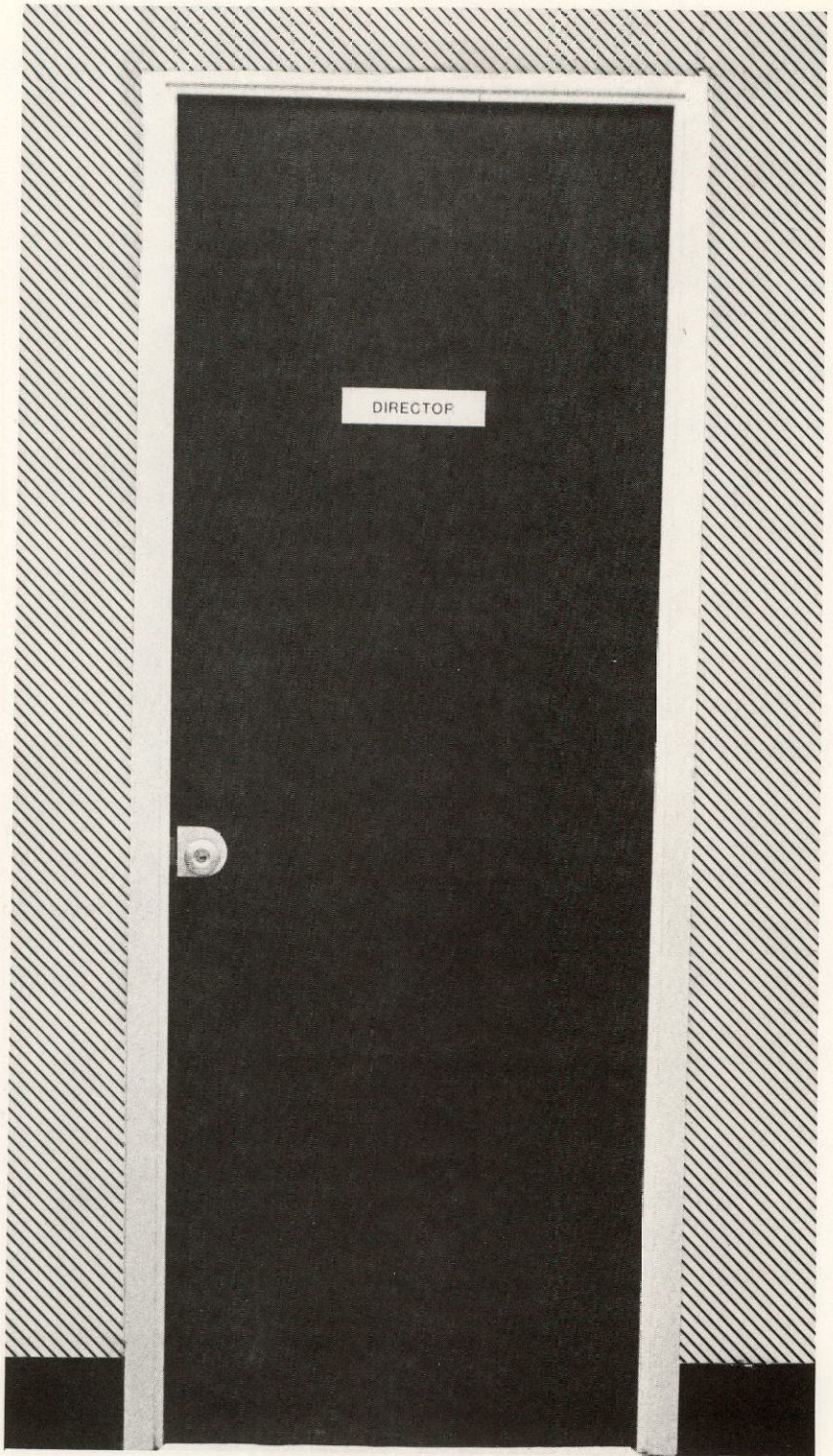
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# WHO RUNS THE LIBRARY?

by Edward G. Holley

In my presidential address to the Texas Library Association, in 1971,<sup>1</sup> I took as my text two suggestions from John Hersey's *Letter to the Alumni*. Some of you may recall that Hersey advised the Yale alumni that society needed two things in its search for a viable future: (1) a restoration of a sense of trust, and (2) decentralization of power. In my introductory remarks, before we get to the real discussion section of our program, I want to go back to that text to provide a backdrop for our subsequent conversations on "Who Really Runs Libraries?"

Few would doubt that there has been a steady erosion of trust in all areas of life during the sixties: in government, in the courts, in the schools, in higher education, and in librarianship. This rising distrust applies especially to those who exercise leadership roles in libraries, whether they are trustees, or mayors, or college presidents, or head librarians, or library department heads. Suspicion, discord, and distrust have been an increasingly difficult element with which anyone has to deal if he assumes responsibility for a supervisory role, whatever his position may be, and this applies to supervisory clerical personnel as well as professionals. The supervisor had better be prepared to deal with it in terms of whatever options are available to him, even though those options may sometimes appear somewhat limited and may seem to offer little in the way of long-term solutions.

One of the most serious criticisms of libraries is that most employees, whether professional or clerical, are not involved in or do not participate directly in decisions that affect their life styles, their day-to-day performance, and their "life, liberty, and pursuit of happiness," to use Mr. Jefferson's famous phrase. On the other side the citizen finds government and libraries unresponsive, public service virtually non-existent, and, to quote one of my interviewees of last spring, that "nobody really gives a damn."

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Under these circumstances it is not surprising that many a supervisor who may have occupied a position of power and influence over a long period of time, e.g. a director of libraries, who may have held a leadership role for fifteen or twenty years, finds it increasingly difficult to continue to fulfill such roles. Many are retiring early, some with bitterness, but most with relief, others are actually being moved aside, some are moving into library school teaching (with what may turn out to be surprising results if they haven't been in the classroom for a while), and I know of at least one public library director who chucked it all for the presumed less demanding task of running a branch library.

What I'm saying is that any individual who has been in a given position for a fairly long period of time is likely to be in trouble. This applies no less to other supervisory positions in libraries than it does to directors. Directors are merely the most visible and most convenient symbol on which to focus one's unhappiness. Boards of trustees, whether of public libraries, or schools, or colleges, have often been astounded at the open contempt in which they are held, not just by the general public but by the people who must ultimately implement the policy decisions they have decided upon for the operation of libraries, even though many of those same critics may have had substantial input to the working papers which provide the framework for those decisions. Down the pyramidal ladder, meanwhile, department heads frequently have trouble integrating new staff into their departments, especially if there is a significant age differential, or if the department is understaffed, or if the physical space is cramped and unsatisfactory.

Indicative of the depth of feeling about personnel problems in libraries was the comment of one elderly reference librarian I met on my Council on Library Resources Fellowship trip last spring. Reference Librarian X was head of a large departmental library in a new separate library building at a major Midwestern university. I'm afraid my first impression was that he was the typical fuddy duddy librarian, so I expected to spend little time with him and certainly didn't expect to learn much. Moreover, it was five o'clock—the end of a long, tiring day of interviewing. "What," he asked, "are you really looking for?" In my most urbane and professionally polished manner I suggested to him that I was trying to find out how urban university libraries were organized, whether or not they were developing different pattern of management, and whether or not I could apply any emerging patterns to the University of

Houston. In unexpectedly harsh tones that really made me sit up and take notice Mr. X replied, "Nothing is going to change the way libraries are managed until head librarians cease having contempt for their staffs. You can have any kind of organization you want, you can draw nice charts, but until head librarians respect their staffs, it won't make any difference." As he proceeded to warm up to his subject, I learned that faculty disrespect merely reflected disrespect from the director, that there was no staff participation in the management of that library, that the director never listened to the staff, that departmental meetings were a farce, and that the director always controlled staff meetings by presiding, preparing the agenda, and writing the minutes. This was pretty heady stuff for five o'clock in the afternoon. Mr. X did grudgingly admit there were occasionally some reference librarians who were incompetent, but he thought they paled into insignificance when one compared them with directors of libraries. As far as he was concerned, "lines on paper don't mean a thing."

Although I tried to argue with Mr. X and suggested that he was much too harsh on directors (after all, I was one), I remembered that there were a number of my director-colleagues who fit his description fairly well. Some of them had suggested to me that they thought none of the staff, except them, of course, deserved faculty status, and they rarely encouraged professional staff development in any real sense. Certainly one thing that my trip brought forcefully to my attention was that interpersonal relations between chief librarians and staff have suffered much in this past decade of tremendous expansion. As my friend Ann Hall of the Carnegie Library of Pittsburgh remarked, "One of our biggest hurdles is the remoteness and depersonalization of administration from other staff. These are some of the attendant disadvantages of growth." Certainly contempt from the director has been repaid by the staff and whatever may be the reasons for "the summer of our discontent" there is little doubt that this resentment for directors has affected seriously and will continue to affect seriously the operations of all libraries, big and little, school, public, college and university. Usually the cry goes up "lack of communication," and while that is a serious problem, it by no means is the only problem nor does it get to the root of the problem.

In this particular Midwestern university it seemed to me that the library staff was longing for some really dynamic leadership with strong staff participation in the academic enterprise. At the same time, hardcore dissidents on the staff are also realists; most of them

don't expect a charismatic leader to arise and save them. Rather, they are looking quite hard at unionization to save them. However, in this situation, I wonder if unionization will not further polarize the staff with consequences which may last a long, long time. While unionization may be good for the staff in terms of salaries and fringe benefits, the effects of the battle on service to the public may well be disastrous. That would, I suggest, lead to further disenchantment with the library on the part of the students and faculty and mean ever less sympathy for the library's rapidly mounting financial problems. Can one really say, under the circumstances, that unionization would ultimately benefit that particular library?

Later, at another distinguished university, the director confessed to me that in the pressures of raising money for a new building, planning its construction, working on its equipment, and finally moving into the building, the top library administrators had lost contact with the rest of the staff with more serious consequences than they had ever envisioned. In this particular library situation the library administration had taken a calculated risk. They realized that staff morale would likely deteriorate in the two or three year period when administrative energies of necessity had to be directed into other channels. What they had underestimated, and underestimated very seriously, was the extent of the strain this would place upon the rest of the staff. As a result there had been staff caucuses, an attempt at unionization, and a scurrilous newsletter with language that made future communication difficult if not impossible. Somehow it is not easy to sit down across the table from colleagues and discuss controversial personnel matters in amicable fashion with people who have just called your veracity in question, and have further undermined your leadership by broadcasting this to the total campus community. Perhaps this is like the old joke about hitting the mule in the head with a two by four to get his attention, but rather than moving the mule sometimes it may only make him more stubborn.

I cite these two large universities as indicative of the breakdown in trust that is occurring in many libraries, with its concomitant effect on total staff performance. In both cases there are, or soon will be, new directors, so no one can predict how either situation will ultimately be resolved, or if it will be resolved. I would merely venture the opinion that new directors in such situations had either better be prepared to spend enormous quantities of time listening to and working with the staff (with probably serious consequences for their relationship with faculty and administration) or they had better set



up machinery for good arbitration and bargaining procedures.

This leads me to my second point: decentralization of power. I suspect as librarians we have pushed too hard on the virtues of centralization for economy and efficiency these past two decades. If we had worked harder on decentralized service, we might well have more public support in this time of financial crisis for libraries. But libraries have long been organized along hierarchical lines and that pattern served fairly well when staffs were smaller and most of them saw each other, including the director, every day. It has served less well in recent years as staffs have grown larger and in some libraries has been the cause of endless friction. Part of the difficulty has been the lack of perception on the part of the chief administrators that their leadership role was changing. If one were to write a job description of the director of the Houston Public Library, the Houston Independent School District Library Supervisor, or the Librarian of Rice University today, and then compare it with an equivalent description which might have been written ten years ago, you would be greatly surprised at the differences. For one thing, directors used to stay home more. Travel funds were smaller, there were fewer professional associations, librarians were less involved in the political process, massive grants from the federal government, at least for libraries, were non-existent, and librarians were not expected to be money raisers. If the mayor, or the superintendent, or the president said "no" to a library request, that ended the matter. He controlled all of the money likely to be available for any of his units and determined, with advice of his lieutenants to be sure, how much of the total pie went to library purposes. That simple and uncomplicated relationship now appears quaint to most library directors. A really aggressive director will have been consorting (I use the word advisedly) with federal, state, or foundation officials to see if he can work up additional support for one of his projects, often before he even sees the president. Thus his role as an external agent for the library has changed drastically. If it hasn't, then you probably ought to be worried about how well your director perceives his task.

Let me cite a concrete example of administrative behavior that affects all staff members from the janitor to the director: the matter of salaries. All of us recognize that librarians' salaries are less than we would like. The second Cameron study from the Council on Library Resources,<sup>2</sup> which appeared in 1971, contains conclusions that demonstrate some academic librarians continue to be greatly disturbed (as well they might) by the disparity between their salaries and those of professors. On the other hand most of us recognize that

our salaries have increased substantially during the past decade. That, dear friends, did not happen accidentally. Even in an affluent society somebody has to convince the powers that be—whether school officials, state officials, donors, or presidents—that money spent for excellent staff may well be the best money they ever spend. To secure money for increased salaries, or books, or buildings, or whatever, legislatures have to appropriate enough dollars or foundations and private donors have to give enough dollars so that all of this becomes possible. Chief administrators, for the most part, are well aware of this. That's why they spend so much time in Austin and Washington. What they have failed to do, and often failed miserably at doing, is to explain to the staff, most of whom are woefully ignorant of the budgeting process, how library objectives and purposes are ultimately funded. Unfortunately, in most cases the only time many staff members learn about the budgeting process, even at the departmental level, is when they sit down with the chief administrators once a year to decide whether or not Suzie Jones gets a \$200 or \$300 raise this year.

Some people believe that the new process of program/performance budgeting or other new management techniques will change all of this.

The summary of the Booz, Allen & Hamilton case study of the Columbia University Libraries,<sup>3</sup> released last year, makes much of the restructuring of the Columbia library system and management-by-objectives technique. Whether this approach will actually result in a greatly changed structure is not yet clear. Permit a skeptic to opine that a good deal of it sounds all too familiar but the language seems a little different.

Another case in point is the UCLA Library Administrative Network, which also involves the application of the newer behavioral science methods to library management. Both UCLA and Columbia make much ado about use of staff committees, Columbia having some 80 professional staff members out of 150 currently serving on committees and UCLA having an involved committee structure of advisory committee, random groups, and staff resource committees<sup>4</sup> the like of which you wouldn't believe. Sometimes it sounds like the Biblical story of Ezekiel's wheels within wheels, or in other words, bizarre. Both systems, however, do come down strongly on the source of ultimate authority: the chief librarian, who continues to make the final decisions. I suspect that element is much in line with the traditional American approach of strong managers and may make

more sense than another development, library governance, to which I shall shortly return.

Incidentally, if you want to pursue either of these matters in more detail, I refer you to my lecture, "American University Libraries: Organization and Management," which Texas A&M University Library published recently as its Miscellaneous Publication No. 3 and will sell you for \$1.00, and my expanded version of this "Organization and Administration of Urban University Libraries," which appears in the May, 1972, issue of *College and Research Libraries*.

Whether management-oriented or faculty-oriented, university libraries are groping toward a method of decentralizing the power structure. It may very well be true, as one of my correspondents wrote, that participatory democracy in management, or "off with the heads of heads," is one of the shortest lived phenomena we are likely to encounter. Though I suspect he's wrong, one thing librarians should clearly keep in mind: most librarians, like most citizens generally, like strong leadership. For instance, see E. J. Josey's study of academic status in the March 15 issue of *Library Journal*<sup>5</sup> where two-thirds of the reference librarians in New York academic libraries took a dim view of rotating chief librarians, though they had, by a little more than 50 percent, supported the concept of library governance. As my correspondent noted concerning presidents, on three campuses where the faculties were marching against authoritarian leadership a few years ago, those same faculties can now be heard muttering that the new president isn't *leading* them.

My gratuitous remarks aside, let me proceed to a further example of decentralization of power by discussing briefly the movement for faculty status, particularly as it applies to library governance. Faculty status for academic librarians is largely a post World War II development. The first major university to have equivalent salaries and ranks for librarians was the University of Illinois, and all of us who ever served in that great library system are dedicated to its faculty rank concept for librarians. Under the leadership of Robert B. Downs,<sup>6</sup> for whom faculty rank for libraries was an article of faith, many other institutions in the intervening twenty-five years have followed the Illinois lead. Some institutions didn't go all the way with this, and stopped short of faculty titles and salaries, with a sort of halfway house called "academic status." On the other hand, even where librarians became assistant professors, associate professors, and full professors, they did not proceed to organize themselves as a

faculty body with committees on promotion, tenure, grievances, etc., and certainly not with the election of chairmen, as often happens in other academic departments. Professional staffs even played relatively minor roles in selecting new directors, that function being considered too important to be left to mere librarians, however faculty oriented they might be.

By the sixties, however, a few libraries began moving in the direction of library governance. Two of the most notable are the libraries of the City University of New York, whose faculty status is clearly spelled out in their forty-page union contract, and the University of Miami at Coral Gables. The latter, to my way of thinking, has one of the most outstanding examples of library governance I have encountered. Within the faculty government charter librarians are given responsibility for their own organization and for participation in the appointment and retention of professional staff members and administrative officers. Certainly libraries planning to organize as a faculty should have a close look at the relevant portions of the Miami Faculty Manual.<sup>7</sup>

As a result of the ACRL Membership Meeting in Dallas in 1971, any academic library which takes seriously the new ACRL Standards will have to come to terms with library governance, since paragraph two reads:

College and university libraries should adopt an academic form of governance. The librarians should form as a library faculty whose role and authority is similar to that of the faculties of a college, or the faculty of a school or department.<sup>8</sup>

Perhaps it is unnecessary to remark that the role of the chief librarian will undoubtedly undergo a decided change if the faculty governance model is followed. The chief librarian may become a dean, and thus primarily an administrative official, or he may become a department head, possibly elected by or at least confirmed by the staff. The normal academic procedures would then come into play: regular meetings of the total faculty, selection of faculty committees, more formal standards for professional development, as well as the endless arguing, professional jealousies, and cumbersome decision-making that follow in its train. The California State College system wants to move into a situation where at least the library department heads are elected by the library staff, while some City University of New York librarians want to go further and elect the chief librarian.

If one believes that faculty governance, under serious attack in

some quarters, is the adequate model for libraries, that still leaves the clerical staff. What do you do about them? If one assumes as a general principle that individuals in a democracy have a right to participate in decisions that directly affect them, can he ignore the clerical staff who constitute anywhere from 50 to 70 percent of most library staffs? "They have their union to protect them," intoned one library director, but that position assumes that clerical personnel in libraries are interested only in benefits and working conditions while professional librarians are the only ones interested in policy matters. Are librarians really interested in policy matters or are they chiefly interested in their own benefits and working conditions? I strongly suspect the latter, but I do so with disappointment, for I think the truly dedicated professional ought to be interested in policies of the library in which he serves. Moreover, one has to ask himself seriously if the advent of library governance really does improve the problem of communications. The evidence on this point is by no means clear, but there is fairly good reason for skepticism. Despite its enormous and time-consuming effort the Library Administrative Network at UCLA, which did indeed improve communications, is still regarded by many of the staff as being peripheral to their major concerns.

Meanwhile, back at the ranch, what does the client think of all this? Is he really likely to be better served if we provide a different system of library governance and better status for librarians? To that question I would like to venture a tentative "yes," for I cannot conceive that a good librarian is either undeserving of faculty prerequisites or unable to measure up fully to their standards. Yet I must admit that the evidence is not all that clear. In some cases service has definitely not benefitted from new forms of organization and governance. Indeed, it has deteriorated. In other cases it has not necessarily improved but at the very least it has resulted in improved morale for a dedicated group of professionals who have served their universities well over a long period of time.

The question to which we really need to address ourselves, and which I hope this discussion will open up, is how do we want to participate in library management? Do we want to have participatory democracy or representative democracy? Do we want strong or weak leaders? Do we want unions, faculty organization, or some as yet undetermined organization? If we restructure, how shall we see that the normal work load is distributed evenly? Can all this be done with benefit to ourselves and without harm to our patrons? And, finally, what influences, both internal and external,

keep us from personal development and professional service at a high degree of excellence? These are all questions that I hope we'll think about and discuss together, for they will assume increasing importance in the next few years.

#### References

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2. Donald F. Cameron and Peggy Heim, *How Well are They Paid? Compensation Structures of Professional Librarians in College and University Libraries, 1970-71; The Second Survey* (Washington, D.C.: Council on Library Resources, 1972).
3. Booz, Allen and Hamilton, Inc., *Organizatin and Staffing of the Libraries of Columbia University: A Summary of the Case Study* (Washington, D.C.: Association of Research Libraries, 1972).
4. The best description of the UCLA program now available is Joanna E. Tallman, "The New Library Management Network at the University of California, Los Angeles," *ibid*.
5. E. J. Josey, "Full Faculty Status this Century," *Library Journal*, 97 (March 15, 1972), 984-989.
6. Downs has written often on this topic. His first article, "Academic Status for University Librarians: A New Approach," appeared in *College and Research Libraries* 7 (Jan., 1946), 6-9. He edited an ACRL Monograph *The Status of American College and University Librarians* in 1958 and his article, "Status of Academic Librarians in Retrospect," in Lewis Branscomb, ed. *The Case for Faculty Status for Academic Librarians* (ACRL Monograph no. 33) (Chicago: American Library Association, 1970), pp. 111-118, is a good summary.
7. "Faculty Government," *Faculty Manual 1971-72* (Coral Gables, Fla.: University of Miami, 1971), 33-38, 45-46, 50-56.
8. "Standards for Faculty Status for College and University Librarians," *College and Research Library News*, (June, 1971), 171.

*The letter that James Bonham wrote to Sam Houston to tell him of his decision to join Texans in their fight against Mexico is in the collection of Houston materials.*

1/1  
1/1  
Sam Houston Dec 11, 1835  
General S. Houston  
Permit  
me, through you to volunteer my  
services in the necessary & of course  
without conditions I shall receive  
nothing, either in the form of service  
pay, or lands, or rations  
Yours with great regard  
James Butler Bonham  
P.S. Will you if you please, etc  
do me the kindness of showing  
this letter at any leisure moment  
to his excellency the Gov.  
J.B.B.

## Two Major Collections Presented to State Library

Two major manuscript collections were presented to the Texas State Library during the week of March 5-9. On Monday, March 5, the descendants of Andrew Jackson Houston, son of Sam Houston, and Judge and Mrs. Price Daniel and Mrs. Daniel's mother, Mrs. F. T. Baldwin, presented a collection of more than 4000 pieces of Sam Houston material.

On March 8, Governor Dolph Briscoe officially accepted on behalf of the State of Texas a collection of Walter Prescott Webb papers that were presented by the C. B. Smith family of Austin.

In accepting the Smith Collection, Governor Briscoe commented on the good citizenship expressed by the donors of these collections when they made them available to persons using the research facilities of the Texas Library.

### The Houston Papers

In accepting the Houston materials, Dr. Dorman H. Winfrey called the collection one of the most significant collections ever presented to the State Library. In accordance with provisions of the gift to the Library by Andrew Jackson Houston's daughters,



*Judge Price Daniel looks on as Dr. Dorman H. Winfrey presents Mrs. F. T. Baldwin, a descendant of Sam Houston, a copy of a description of the Houston papers.*

Ariadne and Marguerite Houston, and Mrs. Josephine Houston Paulus, Judge Daniel had already supervised a preliminary inventory of the materials. Dr. Llerena Friend, author of *Sam Houston, the Great Designer*, identified a large number of items dealing with military and civil affairs during the time that Houston served as General of the Army of the Republic of Texas and as President that had not been previously available. Included in the collection is the letter that James Bowie wrote to tell Houston that he was joining the Army.

Because much of the material in the collection is very fragile, it is being laminated before being made available. A number of messages, totaling perhaps as many as thirty, that Houston delivered to Congress while serving as President that have not been previously available will be published by the Texas State Library in Volume II of the *Legislative Messages of the Chief Executives of Texas*.

### **The Webb Papers**

Since Dr. Webb made heavy use of the State Library's Federal Documents Collection and Archives Division materials, it is particularly appropriate that his papers should be deposited at the State Library. Included in the collection are more than 1100 items of correspondence, including much that dates from the period between 1909, when Webb entered the University of Texas as an undergraduate, and his return in 1919 as an assistant to





*Governor Dolph Briscoe officially accepted the Webb Papers. On the right is C. B. Smith, Sr., of Austin, and in the center is Frank P. Horlock.*

professors teaching the freshman English and European history courses and as a teacher of methods of teaching history.

Dr. Webb went on to be the first Texan to serve as president of both the American Historical Association and the Organization of American Historians, then known as the Mississippi Valley Historical Association. By the time of his election to these posts, he was much respected by his colleagues. The papers now at the State Library will allow scholars to examine the evolution of Webb's ideas and to gain greater insight into the work of the author of such books as *The Great Plains*, *The Texas Rangers*, *The Great Frontier*, and *Divided We Stand*.

Some use has already been made of the papers. Gregory Tobin, a University of Texas doctoral candidate from Australia, used the materials for his dissertation, "Walter Prescott Webb and the Great Plains: an Historiographical Study."

#### **Role of Manuscripts at the State Library**

Although the State Library's primary function in the field of Texas history is to serve as a repository for the records of state government, it also maintains and makes available manuscript collections that are related to these records. For example, the papers of Mirabeau B. Lamar, a president of the Republic, are housed at the State Library. In recent years, the papers of governors have been acquired after the individuals left office.

Herbert E. Bolton

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## HERBERT EUGENE BOLTON AND THE TEXAS STATE LIBRARY

*by Llerena B. Friend*

In October of 1901 Herbert Eugene Bolton joined the Department of History at the University of Texas at Austin. He had worked with Frederick Jackson Turner at the University of Wisconsin and took his Ph.D. from the University of Pennsylvania, where his dissertation subject was "The Free Negro in the South Before the Civil War." At Texas, where he was to fill in for the ailing Lester Bugbee, Bolton was assigned work in Medieval and Early Modern European History, but he became an assistant editor of the *Quarterly of the Texas State Historical*

*Llerena B. Friend, formerly librarian for the Texas Collection at the University of Texas at Austin, is currently working on the E. W. Winkler papers at the University and in the records of the State Library housed in the Archives Division.*

*Association* and early in 1902 was assigned to a course on "European Expansion." There he put his emphasis on Spanish Expansion and wrote to his brother that "Texas has the key to Spanish American history, I am grubbing Spanish, so that I may help to turn the lock."<sup>1</sup> By the late summer of 1902 he had grubbed sufficient Spanish to make his first trip to Mexico and begin work in the Archivo General, and the October 1902 *Quarterly* carried his "Some Materials for Southwestern History in the Archivo General de Mexico."<sup>2</sup>

In 1903 and 1904 Bolton and Eugene C. Barker collaborated in compiling a reader for young students, *With the Makers of Texas*. The review of that book, in the *Quarterly* of October, 1904, was written by Ernest William Winkler, who rejoiced in the birth of a book from the University of Texas History Department, a book with numerous excellencies which exhibited the "result of years of painstaking labor and careful discrimination of judgment in the selection of materials." Winkler and Barker had both been graduates of the Texas class of 1899 and had both taken M.A. degrees in History in 1900. In the fall of 1903 Winkler became the first Classifier and Translator of the Spanish Manuscripts in the Texas State Library. In August, 1906, he succeeded C. W. Raines as State Librarian, a position he was to hold except for an interval of a little over a year, until 1915.

During his years in the Texas State Library, Winkler kept a fairly complete diary in 1905 and 1906 and made various brief stabs at daily entries in later years. But, if he could not keep a diary, he could not part with a piece of paper. In the accumulation of Winkler's personal papers and the Winkler portions of the papers in the Texas State Archives, there are sufficient Bolton traces to indicate the close connection between the State Library, the University of Texas History Department, and the Texas State Historical Association as well as the interrelationship of Bolton, Barker, and Winkler, all three of them avidly digging in the Texas history field.

Following are excerpts from the Winkler diary and correspondence, with a few supplements from the Barker papers.<sup>3</sup> In the autumn of 1905 Winkler was sent to Mexico to search for materials pertinent to Texas history in the Mexican Archives.

**Diary Entry, July 31, 1905**

...Dr. Bolton also called at the Library; he leaves for the City of Mexico to-morrow.

**Diary Entry, September 15, 1905**

...Reached Mexico City at 6 o'clock, and the Grand Hotel about 6:30. Found Dr. Bolton at once and he was very kind to me. We talked over matters of historical interest. At 9:30 we went to the Zocola together to see the crowds, and the fireworks, and the illumination of the Cathedral. ...Fireworks were turned loose; the bells tolled; cannon boomed; and the vast throng shouted its *vivas*. Some of the whistles are still tooting. It is very much like New Year's night in Texas cities—this noise I mean.

Winkler incorporated similar information in a letter to his superior, Judge Raines:

...Found Dr. Bolton well and in good spirits at the Grand Hotel. He has taken me in charge and will see me put through the red tape before he goes away. I'm glad I came early enough to make his and my stay overlap.

...Last night Dr. Bolton and I went up to join the throng that greeted President Diaz, when he gave the Grito de Hidalgo. The crowd was immense, and in view of its motley complexion not a very desirable one to be jostled by. We saw the fireworks, the grand illumination of the Cathedral, and heard the crowds roar, the bells toll, and the whistles blow...

The Raines' reply agreed that Winkler was "fortunate in getting in with Dr. Bolton, who knows so much of the inside track of things that interest in the City of Mexico" and wished the two of them a "pleasant & profitable time together in congenial work on historical lines."<sup>4</sup>

**Diary Entry, September 17, 1905**

Visited Guadalupe—Tlalpan. Dr. Bolton & I went together to the latter place.

**Diary Entry, September 18, 1905**

Dr. Bolton and I went to the Archivo General about 9 o'clock. He introduced me to Sr. Rubio and Sr. Magana...

During the afternoon Dr. B. & I went over to the YMCA rooms and spent an hour or two bowling—my first attempt.

Dr. Bolton left for Austin at 9 p.m.<sup>5</sup>

### Diary Entry, January 12, 1906

Dr. Bolton informed Judge R & myself that he had been selected by the Dept. of Hist. Research of the Carnegie Inst. to investigate and report on the materials in the archives of Mexico, relating to American history. This is good news indeed, and we not only congratulated the Dr. very heartily, but expanded somewhat on the glorious opportunity presented to the University and the TSL.

Some temporary financial retrenchment on the part of the Carnegie Trustees postponed the project and made the congratulations a bit premature; so Bolton taught summer school but prepared to go back to Mexican archives as soon as summer school was over.

### Diary Entry, July 13, 1906

Today Mr. Clay broached the subject of having some copying done in the Archivo General de Mexico for the State Library. He also wished to see Dr. Bolton, who is going to spend August & September in Mexico City.<sup>6</sup>

### Diary Entry, July 16, 1906

The Mexico trip is taking definite shape. Dr. H. E. Bolton will take with him W. J. Clay, Jr., who will copy for the Library under the former's supervision. Mr. Clay has been transcribing some of the old MSS. in the library during the past few days in order to familiarize himself with the work: it also shows what can be counted on as regards the character of work he will do. Dr. Bolton will observe instructions from the library as regards selection of the documents to be copied. Bolton letters from Mexico indicate particulars of the work done.

My dear Mr. Winkler:

Aug. 17, 1906

I am afraid I may have delayed too long in regard to that Salcedo volume. I looked up the matter some little time ago, but have neglected writing about it. There is only one volume on Manuel Salcedo. The one standing by it has the same title on the back except that it has Nemicio Salcedo [*sic*] instead of Manuel Salcedo.

I told you I should let you know what we are doing.

The boys are doing good, careful work, and we are losing no time. We get into the Archivo between 7:30 and 8:00 and leave at 1:30.

So far Mr. Clay has copied the Massanet papers (about 15 folios, I think) and the Espinosa Diary; and the rest of the time he has put upon the Teran papers. Some of these are very important, and the others less so; but as one can never tell in advance what document will prove valuable, and because the bulk of the papers is limited, I am having them copy them all. These papers are all originals or triplicates. I have found the Leon diary (part lacking I think) for 1690, of which we have had no copy. This will supplement Massanet's carta, printed in the Quarterly. I shall have that copied next.

I have secured permission to work in the department of Fomento, and shall begin Monday. If I find anything I shall report to you.

I found on the market a very rare book written by Padre Bartoleme Garcia, once missionary at San Antonio. (See Blakes Catalog No. 2971). It is a book of Church services and rites for the various tribes of Indians, giving a key to the languages between San Antonio and the Rio Grande. It was printed in 1760. Blake wants \$40.00 gold for it, and I believe it is worth it. Would you care to buy it for the Library? It would seem that a copy should be kept there.

I can get a copy of Orosco y Berras noted work on the distribution of the native languages of Mexico for \$8. (See Blake's Cat. no. 2103). Would you be interested in the *Nouvelle Carte du Mexique, du Texas*, etc. listed in Blake's cat. no. 1424?

I am on track of some of the old mission records from Bahia, and expect to stop on my way home at San Antonio to examine those for the San Antonio Missions which are at the Bishop's residence.

I should like to hear from you

Yours sincerely,

Herbert E. Bolton.

I am glad to know of your appointment as Librarian.<sup>7</sup>

A Bolton letter of ten days later brought more interesting Texas information. [This one was written on a letter head from the Medical Department of the University at Galveston. The first letter had been on a letterhead from the Registrar's Office. Both carried the name of William Lambdin Prather as President of the University. Dr. Prather died in 1905. Winkler was not the only person around the University circle who was saving of paper. Old letterheads could be put to use.]

My dear Mr. Winkler:-

Did I never tell you of my discovery, made last year, that Father Manzanet appears unquestionably to have been "Father Massanet." I found a number of his papers among the Theran (Teran) documents. The whole bundle are originals I am convinced. The best evidence on this point with respect to the Massanet papers is the fact that two or three of them (the "Pavecet," e.g.) are signed by all the padres who were with Massanet, and the signatures are clearly in the hands of different persons. Among these papers is the original of Massanet's Diario. In all cases he signed his name "Damian Massanet." I may say that the copists who compiled vols. XXVII and XXVIII of *Memorias* took many liberties, such as abbreviating the titles of the documents (leaving out whole clauses, or even improvising to suit themselves) and modernizing the spelling. I cannot account for the "Manzanet" of the *Carta*.

I wish to ask your advice with regard to the copying. Mr. Clay has copied perhaps two thirds of the Theran autos, among other things; but I find that the last thirty folios are very largely made up of testimony contained almost *verbatim* in earlier folios. You know the Spanish habit of propounding the same *interrogatorio* to a dozen witnesses, the answers all being written down by the examining officer, and the main variation being in the names of witnesses. This seems to be the case with the remaining folios of the testimony in question. We have copied the testimony of several witnesses in the last *interrogatorio*, and it occurs to me that little if anything would be lost by simply stating that So and So made statements

practically identical with the foregoing. On the other hand, two day's work by Mr. Clay would finish the documents, and we could feel that we have "The Whole Thing." It is also true that a very slight variation in the subsequent testimony might establish some important point that I do not see at present. To illustrate, in the last testimony thus far copied, which in the main was similar to previous testimony, a point of great importance to me was established. I leave the matter to your judgment: meanwhile I have set Mr. Clay at the Mendoza Diary. When he finishes that I will examine the St. Denis material.

An examination of the maps in "Fomento" confirms Mr. Beer's<sup>8</sup> report, and reveals a number of other important things which I will tell you about in Austin. Do you wish to bear the expense of a first-class photograph of the Austin map? I cannot afford it.

Sincerely,

Herbert E. Bolton.

On September 10, 1906, Bolton wrote that a draftsman said he could make a tracing on fine strong cloth, with exact reproduction of the colors and lettering of the Austin map for 20 pesos. He was planning to leave Mexico on the last week in September.

Back in Austin Bolton's duties included editorial work on the *Quarterly* and handling *Quarterly* correspondence, including a letter from Mrs. Annie Jones of Montgomery, Texas, whose first husband had been Memucan Hunt, an important figure of the period of the Texas Republic. Mrs. Jones hoped that the Historical Association would purchase a marble bust of Hunt, modelled in Washington by Hiram Powers when Hunt was a commissioner from the Republic to the United States. The Association was not in the art market; so Bolton wrote to the State Librarian: "Dear Winkler: Enclosed you will find a letter from Mrs. Annie Jones concerning her bust. I refer it to you, to whom the matter will be, perhaps, of special interest. I am writing to her that I have passed the question to you, as the person best situated to consider the question of this purchase."<sup>9</sup> Winkler secured more information as to price and condition of the bust and passed the data on to members of the Legislature. The purchase was eventually made, but not until the wheels had been grinding for some time. The Library and Historical Commission,



in its Second Biennial Report, dated after August 31, 1912, contained the statement that the bust was offered for sale.

Meanwhile, before becoming State Librarian, Winkler had prepared his third Annual Report as State Archivist and had listed 1906 gifts to the State Archives including: "From Herbert E. Bolton, Austin, Texas; Transcripts from the Archive General y Publico de Mexico. These transcripts cover about 410 typewritten pages (8½" x 11"). Their receipt so near the end of the year precludes a detailed description of them in this report."<sup>10</sup>

During the Christmas break of 1906 Bolton had a busy time in the East. He finally worked out with J. Franklin Jameson the financial arrangements for the Carnegie-sponsored research in Mexico and on June 20, 1907, left Austin for a fifteen-month Mexican stay. It was punctuated by attendance at the American Historical Association meeting at Madison, Wisconsin, in December, 1907, when he presented a paper on "Material for Southwestern History in the Central Archives of Mexico." He was back in Austin for the opening of the University in September 1908, but on December 26, 1908, accepted a position at Leland Stanford University in California, where his work began in September, 1909.

Winkler and the Texas State Library had experienced changes also. Winkler had succeeded Raines as State Librarian and was continued in the position when R.T. Milner replaced W.J. Clay as Commissioner of Insurance, Agriculture, Statistics, and History early in 1907. Milner, however, took over the newly created Department of Agriculture in September 1907, and Winkler went with him as his chief clerk. He willingly took a cut in salary to return to his "Element" in January 1909, when Thomas B. Love asked him to return as State Librarian. That job became even more attractive when the Texas Library and Historical Commission was created in 1909 and Winkler became the first librarian under the new agency. George P. Garrison, as chairman of the History Department of the University of Texas, was an ex-officio member of the Commission.

Winkler took on the editorship of *Texas Libraries* as one facet of his new position and was probably assembling Volume I, Number 1 when he received a request for a loan of books from the Texas State Library for the new professor at Leland Stanford. The Winkler answer to the request ran:

I take pleasure in lending you the books you name,  
and forwarded the Texas Almanac for 1866 to you by

mail on the 27th. The Cronica Serafica I forwarded to-day by Wells Fargo to Palo Alto; the agent stated that they had no office at Stanford University. I do not like to fix a time limit on them as I have no idea how long you can use them to advantage. Take good care of them, make use of them as soon as possible, and then send them back.<sup>11</sup>

Bolton's answer, on the letterhead of the Department of History of Leland Stanford Junior University, must have been of keen interest to Winkler on several scores:

Let me thank you for your prompt attention to my request. I have received the *Texas Almanac*, through the mail, and suppose that the Arricivita is at the express office. I greatly appreciate this favor, and hope that I shall be able to reciprocate in some way.

In all probability I shall be able to return both of the books in a very short time, since they are wanted for single items, in each case. I can have the paragraphs copied out and the books returned promptly.

The item in the *Almanac* which I desire is that concerning Nolan. I found the bundle from which Quintero, the author, got his information, and I wish to see how much he omitted and how well he handled his materials.

I have been to the Bancroft Collection, and find it a mine. But one finds queer things there; for instance, I went to look up the Salvatierra letters which he cites, and I found that they were all *to* Salvatierra, and not *by* him. I also find plentiful evidence of B's stealing, directly or through agents, from various Mexican archives. I wish you could take a peep at the Collection. When you come this way, I will take you to it.

Yes, I think the people of California are as proud as the Texans of their early history, and probably less well informed. Here they have "Native Sons," there, "Native Texans."

Stanford life is somewhat provincial, but not so bad as it might be. My first impression was that I had gone "back to the farm," but I have become somewhat adjusted to things and find more points of contact with

the world than I could discover at first. The University is nearly a mile and a half from town, and the town cannot come any nearer. The result is that the faculty is divided into two groups. About half live on the campus and half in Palo Alto. Those who live on the campus live either in houses rented from the University, or in their own houses built on University land. In Palo Alto some own and some rent their houses.

Palo Alto is a growing city of about 6000 inhabitants. When the University started the depot was a box car, and there was no town. The city now has fine pavements nearly throughout, and almost uniformly pretty houses, and well kept yards. I suppose that there are more good houses and well-to-do upper-middle-class people in town than in Austin, although the population is only a fifth as great. You see, it is a University town and a suburb of the city.

We have just now acquired the convenience of a street car between the University and Palo Alto, and soon we shall have interurban connection with San Jose, the City, Los Gatos (in the mountains) etc. Withal, the place is not so bad as it might be.

Well, I must close, and tell you the rest in my next.

Yours very sincerely,

Herbert E. Bolton

Winkler's response to the Bolton description of his new surroundings was as a member of the Executive Council of the Texas State Historical Association and the spokesman for George P. Garrison.

My dear Dr. Bolton

Your letter of November 4 has just come to hand, and I hasten to reply because of the near approach of the meeting of the Pacific Coast Branch of the American Historical Association at Stanford, November 19 and 20. You recall the discussion at the last meeting of the Council of the Texas State Historical Association concerning the rechristening of the Quarterly. All appeared fairly agreed upon the subject at that time, except that Dr. Garrison thought it advisable to wait until you could canvass the

situation in your State. As I understand it, and I have just conferred with Dr. Garrison upon the subject, the proposition is to transfer the publication of the Quarterly from the Texas State Historical Association to the Universities of Texas and California (Stanford and California), or to Texas and Stanford, if the Univ. of Cal. will not join, and let the rechristened publication be issued jointly by them. The members of the State Historical Association to receive the new publication through an arrangement made by the Council with the publishers. The assembling of the Pacific Coast Branch I presume will bring together the men most concerned in the arrangement, and give you an opportunity to determine at an early date the feasibility of such a plan. Dr. Garrison would write you about that matter himself, except for the fact that he is greatly pressed by the work of getting the second volume of the diplomatic correspondence into final shape.

I am much interested in your impression of the Bancroft Library; I shall avail myself of the first opportunity to visit California—that is yourself and the Bancroft collection. It strikes me just now that it would be a very nice and at the same time profitable thing to do for some of the Texans to attend the meeting of the Pacific Coast Branch. The building up of closer relations between the students of History in California and Texas ought to be given more thought than it has received in the past. There could be no more effective way of giving due prominence to the history of this section, and making all who essay to write it more careful in the use of the sources.

Under separate cover I send you a little pamphlet, entitled "Texas Libraries"; in it are noted two items of interest that were recently acquired by the State Library. The pamphlet as a whole stands for a line of work that will take up a good deal of my time, but being a school master I anticipate a good deal of pleasure in the missionary work entailed. California is much more advanced along library lines than Texas.<sup>12</sup>

THE  
SOUTHWESTERN HISTORICAL  
QUARTERLY

Vol. XVI\*

JULY, 1912

No. 1

*The publication committee and the editors disclaim responsibility for views expressed by contributors to THE QUARTERLY.*

THE SPANISH OCCUPATION OF TEXAS, 1519-1690

HERBERT E. BOLTON

I. INTRODUCTORY

For a century and a half before they made definite attempts to occupy the region now called Texas the Spaniards gradually explored it, proceeding step by step from the borders toward the interior, and slowly formed ideas concerning its geography and its suitability for settlement. Viewed in this light, the final occupation of Texas at the end of the seventeenth century was by no means the sudden event, brought about by the chance settlement of the French on the Gulf coast, which it was once thought to be.

Though it is not commonly known, Texas had its share in the romance, and myth, and fable which everywhere attended the Spanish conquest in America. In Florida the Spaniards sought the Fountain of Youth; in South America the Gilded Man (El Dorado); on the west coast of Mexico the Isle of the Amazons; in Arizona and New Mexico the Seven Cities of Cibola; on the California coast the Strait of Anian.<sup>1</sup> Likewise, in Texas they searched for the Kingdom of Gran Quivira, where "everyone had their ordinary dishes made of wrought plate, and the jugs and bowls

\*Volumes I-XV published as THE QUARTERLY of the Texas State Historical Association.

<sup>1</sup>Bandelier, *The Gilded Man*, *passim*.

Because of his interest in the success of the *Quarterly*, which was the vehicle for much of his monographic output and would be the outlet for the studies in Texas history of the students who followed him from Texas to California, Bolton immediately tried to interest Leland Stanford to cooperate with the University of Texas in financial support of the *Quarterly*. The name might have to be changed and the scope of the magazine enlarged to embrace more Southwestern history, but Bolton personally favored an east-west axis uniting Stanford and Texas rather than attempting to fit into the Bancroft Library and University of California emphasis on Pacific Coast history. This was the theme of a Bolton letter to Garrison which ended: "We are all well and enjoy the fine climate. Scarcely a day passes, however, when I am not caused to wish for one reason or another that I were back in Texas. This does not mean that I am dissatisfied, but I am strongly attached to Texas and do not wean easily."<sup>13</sup>

The next month Bolton wrote Barker that he was planning "to put together something on Texas as a Spanish province" and

advised Barker to stay on at Texas, where he would eventually succeed Garrison.<sup>14</sup> That problem of succession came upon them unexpectedly when Garrison died on July 3, 1910. Dr. S. E. Mezes, President of the University, had Barker take temporary charge of the History Department and begin the recruiting of new faculty members to care for increasing enrollment. Interest of graduate students was indicated in a letter from W. E. Dunn, working for the summer in the archives in Queretaro, when he wrote to Barker on July 14: "I suppose Dr. Garrison's death will cause considerable change in the Department. I suppose it lies between you and Dr. Bolton and you are on the ground."...<sup>15</sup>

In Austin there was also much mention of Bolton. Less than a week after Dr. Garrison's death, Winkler was writing to his friend to emphasize his special concern as State Librarian. The Chairman of the History Department was an ex officio member of the Texas Library and Historical Commission. So Winkler wrote to Bolton:

From what has appeared in the newspapers and from conversation with friends I conclude that an effort will be made to bring you back to Texas to take charge of the school of History. I hope you will come, and the object of this letter is to urge you to come this year if the opportunity presents itself in such a way. I do not know whether you have given any attention to the law creating the Texas Library and Historical Commission. (Enclosed find a copy of it.) You will observe that the Commission is composed of five members—three appointed by the governor, and two ex-officio. The Supt. of Public Instruction and the Head of the School of History are the ex officio members. While the State Library has been greatly handicapped during the past year by want of funds, still we made progress. Think that the legislature will be able to see that good work has been done. Now, we want to ask a liberal support from the next legislature, which assembles in January 1911. For instance, an effort will be made to begin publication of the Archives. It means everything to have the next legislature to act favorably upon these measures. You are needed to help carry these measures through. The opportunity ought not to pass, and we don't mean to let it pass if hard work will count.

I trust that the relations you would occupy toward the Texas Library and Historical Commission and toward the Texas State Historical Association as Head of the School of History will not be lost sight of when they call you to return to Grandoldtexas.<sup>16</sup>

But things could not move as quickly as Winkler desired. President Mezes wrote Barker on July 20 that nothing could be done about Bolton for the present; so Barker in temporary charge of the School of History set about trying to secure a Spanish American historian for a temporary position. Bolton regretfully declined a Texas offer on July 30, but Dr. Mezes tried to keep the door open for his reconsideration by working for a better salary offer for Bolton in the 1911-1912 budget.<sup>17</sup> Before the Texas financial problem could be resolved, Bolton was offered a full professorship at the University of California. He accepted the place on September 21, 1910, and began his work at Berkeley in the summer of 1911.<sup>18</sup> The California school's library was also interested in the Mexican aspects of Southwest history. Soon the Texas State Library, the University of Texas, and the University of California cooperated in having three copies made of all of the material that had been copied in Mexico.<sup>19</sup>

Bolton's *Guide to Materials for the History of the United States in the Principal Archives of Mexico* was published by the Carnegie Institution in 1913. Although the *Second Biennial Report of the Texas Library and Historical Commission* covered the years 1911-1912, it was not published until 1914. Appendix 3 (pp. 46-63) of that report was a list of "Transcripts from the Archives of Mexico," with each item bearing the Bolton *Guide* number.

At California, Bolton was still interested in the Texas *Quarterly* and volunteered to cooperate both editorially and financially if its content could be expanded to include articles covering a wider field and its associate editors, enrolled as members of the Texas Historical Association, could come from other areas. With Barker as managing editor of the *Quarterly* and Winkler on the Association's Executive Council, he had sympathetic correspondents in Texas. At the March 2, 1912 meeting, on recommendation of the Council, the Association voted to change the name of its publication to *The Southwestern Historical Quarterly*.<sup>20</sup>

For the next three years the Bolton-Barker correspondence was primarily devoted to editorial problems on *Quarterly* articles,

while Winkler was absorbed in the publication program of the Texas State Archives and the extension program of the Texas State Library. Then James E. Ferguson became governor of Texas, and Winkler wrote Bolton that he was out of a job:

The Vandals have invaded the State Library and have elected one Rev. Cunningham, who is entirely unknown in library circles, state librarian. And this was done despite the heroic efforts of Dr. Barker and Supt. Doughty. In anticipation of such a catastrophe, Miss West, the archivist, accepted the position of librarian of the San Antonio Public Library and tendered her resignation on the 1st. The Governor does not believe in "going hog wild over higher education" nor in efficiency in the State Library, but he is a great believer in taking care of his political friends.

It now becomes necessary for me to look about for a position where my past experience and training may be of use. If you will keep a lookout for me, I shall greatly appreciate it.<sup>21</sup>

Others had alerted Bolton concerning the Texas situation, and he was quick with sympathy:

Our letters must have crossed on the way. Yours, which I received last night, tells us that the worst has happened to you and to the State Library there. Words cannot express my disgust at the ignorance and littleness of the politician who has deprived an important part of the state's administration of the services of an expert. I do not intend to convey even the suggestion of flattery when I say that you are the only man qualified for the important position which you held, which is the same as saying that you are the best qualified person for the position in the world. From what I have heard, your successor has no other qualification than that he helped the governor get his job. This, to politicians, is perhaps enough.

Accept my sincere assurance that I am sorry that you should thus ruthlessly be thrown out of your employment, and that I shall do whatever I can to help you to get something which may be worthy of your qualifications. I feel certain, however, that it can be



only a matter of a short time before the state will demand that you be restored to the position which so greatly needs you. I am at this moment about to write to the State Library at Wisconsin, telling them that you are available.<sup>22</sup>

Cunningham decided to decline the library position, but Winkler was definitely out, and Barker reported to Bolton: ...“Winkler, as you may have heard, has been removed from the State Library, and things are in a fair way to go pretty much to smash down there. We think our only hope is that the new men sit still and do no damage in the way of upsetting what has already been accomplished.”<sup>23</sup>

That was in the spring of 1915. By the opening of the school year in the fall of 1915, Barker and other friends had assured Winkler a place in the University of Texas Library, where he handled reference, acquisitions, and applied his expertise to building the Texas Collection, the Littlefield Collection, and the Latin-American Collection before he became University Librarian in 1923.

Bolton's interest in the University continued. On March 2, 1923, he was the speaker for the Texas-exes in the San Francisco area, and in 1924 he was chosen by the Regents to become President of the University. He visited Austin to confer with his friends and to ascertain conditions as to policy and salary and after a couple of weeks declined the position. Had he returned to Texas, with his stated condition that he be able to continue his historical research, he would doubtless have worked again in the Texas State Archives.

### References

1. John Francis Bannon, “Herbert Eugene Bolton: His Guide in the Making,” *Southwestern Historical Quarterly*, LXXLLL (July, 1969), 371.
2. Bannon, “Herbert Eugene Bolton—Western Historian,” *The Western Historical Quarterly*, II (July, 1971), 270.
3. The E. W. Winkler Papers and the E. C. Barker Papers are located in the Archives Collection, Barker Texas History Center of the University of Texas at Austin.
4. Winkler to C. W. Raines, September 16, 1905, and Raines to Winkler, September 20, 1905. Winkler Papers.
5. Bolton got back to a busy fall semester at the University but

had to send a hasty note to Winkler: "I left in room 75 at Grand Hotel my razor strap and shaving brush. If you find them there, and have room in your grips, please put them in and bring them along when you come. I hope you are having a good time." Bolton to Winkler, September 24, 1905. Winkler Papers.

6. W. J. Clay was Commissioner of Insurance, Agriculture, Statistics, and History, a department in which the State Library was one division.

7. Bolton to Winkler, August 17, 1906. Archivist's Papers, Texas State Archives. Winkler was made librarian after the death of C. W. Raines.

8. William Beer was director of Howard Memorial Library in New Orleans.

9. Mrs. Annie Jones to Bolton, December 10, 1906; Bolton to Winkler, December 20, 1906, Archivists's Papers, Texas State Archives.

10. "Third Annual Report of Texas State Archivist," p. 23. The Report appears in the 31st Annual Report of the *Commissioner of Insurance, Agriculture, Statistics, and History*.

11. Winkler to Bolton, October 30, 1909. Librarian's Correspondence. Texas State Archives.

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13. Bolton to Garrison, March 2, 1910. George P. Garrison Papers, Archives Collection, University of Texas.

14. Bolton to Barker, April 15, 1910. Barker Papers.

15. Dunn to Barker, July 14, 1910. Barker Papers.

16. Winkler to Bolton, July 9, 1910. Librarian's Correspondence, Texas State Archives.

17. Mezes to Barker, July 20, 1910; Barker to Mezes, August 10, 1910. Barker Papers.

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20. Winkler to Barker, February 20, 1912, Winkler Papers; "Affairs of the Association," *Southwestern Historical Quarterly*, XV (1912), 360.

21. Winkler to Bolton, March 5, 1911, Winkler Papers.

22. Bolton to Winkler, March 11, 1915, Winkler Papers.

23. Barker to Bolton, May 3, 1915. Barker Papers.

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