A History of Transformation: The Libraries of Washington University, 1853-2012
I HAVE BEEN REFLECTING—since this is my last letter as dean—on my almost 23 years here at Washington University. I am especially struck by the magnitude of the changes in librarianship and in our Libraries in those years.

In 1989, the library was simply a physical place and the collections were overwhelmingly printed books and journals. The tools of our profession were typewriters and telephones. The seeds of the coming technological revolution were germinating in our back-office operations and in publishing, but they were largely invisible to the university community. Two decades later, the library is a network of digital collections and services available to our community from wherever they may be.

People still come to our physical Libraries for myriad reasons, especially on a residential campus such as ours. But we also extend our services to people’s homes, their offices, and even to their handheld devices. We facilitate their access to our collections and to the collective collections of the nation and the world. And, as standard scholarly publications become widely accessible (granted, for a significant fee), we have doubled and redoubled our acquisition of the unique and distinctive products that are key to future understanding of the present.

In this issue of Off the Shelf we pause to consider how far we have come since Washington University’s founding in the 1850s, since Olin Library first opened its doors 50 years ago, and since my tenure here began. The thriving staff, technological advances, collaborative work, and events spotlighted in these pages are evidence that the Libraries I leave you are far different and significantly stronger than they were in 1989.

I’ve had the unusual luck to work for all those years under one very supportive provost (Edward Macias) who has strengthened the faculty and nurtured them as citizens of the university as well as key players in their disciplines. Under Chancellor William Danforth, I watched the university surge ahead. Since 1995, Chancellor Mark Wrighton has propelled the university’s steep ascent among exceptional institutions. Along the way, I’ve had the wonderful support of so many creative, diverse colleagues and engaged friends and donors. The Libraries remain in good hands, and it is with great confidence that I welcome my successor, newly appointed University Librarian Jeffrey Trzeciak. (For more detail on Jeffrey Trzeciak, see page 17.)

I have stayed on with Washington University Libraries far longer than the “eight-to-ten in St. Louis” that my husband Richard posited when we first moved here. Our children have grown up here and moved on, but Richard and I are now citizens of St. Louis and will stay here to enjoy the many friends and cultural resources we have come to treasure. May you enjoy this latest issue of Off the Shelf!”
ILLUSTRATION HISTORIAN EXAMINES WORK OF ROBERT WEAVER

Artist and historian Talen Grove, of Ontario, Canada, visited campus in September of 2011 to discuss the work of the influential illustrator Robert Weaver (1924-1994), whose collection is housed at WU’s Modern Graphic History Library. Coinciding with an exhibition of Weaver’s work in Olin Library, Grove’s talk was titled “Blind Spots: Robert Weaver and Juxtapositions of Art and Illustration.” Grove considered Weaver’s place in what she terms “the controversial middle between gallery and illustration worlds.” Just as commercial art was being held up by critics as illegitimate, Weaver introduced a painterly quality and immediacy to magazine illustration.

ITALIAN PROFESSOR HIGHLIGHTS BOETHIUS, DYNAMICS OF TRANSLATION

Michael Sherberg, associate professor of Italian, gave a book talk in the Ginkgo Reading Room in October, titled “Boethius in the Renaissance: What Recent Acquisitions Teach Us.” The event highlighted the library’s recently acquired first editions of mid-16th-century Italian translations of the *Consolation of Philosophy*. The event interspersed readings of Bishop poems by WU faculty writers with readings of correspondence between Bishop and her editors at The New Yorker over a period of more than 40 years. Joelle Biele, editor of the book Elizabeth Bishop and The New Yorker: The Complete Correspondence, published in 2013, joined Lorin Cuoco of the St. Louis Poetry Center in reading aloud selections from the letters. Poems were read by Mary Jo Bang, professor of English, William Cass, the David M. Distinuated University Professor Emeritus in the Humanities; Carl Phillips, professor of English and a finalist for last year’s National Book Award in poetry; and Catherine Rankovic, instructor in creative writing.

PROFESSOR GIVES LOOK INSIDE WILLIAM CLARK’S WORLD

Peter Kastor, associate professor of history and American culture studies at Washington University, gave a talk in November in Olin Library titled “Picturing the West in Early America.” Kastor, the author of William Clark’s World: Descending America in an Age of Unknowns (Yale, 2010), discussed ways in which Clark and other Americans shaped the imagination of the West in the late 18th and early 19th centuries. While researching his book, Kastor used maps, rare books, and other materials held in WU Libraries’ Special Collections.

ST. LOUIS POETRY CENTER, LIBRARIES, FACULTY WRITERS CELEBRATE ELIZABETH BISHOP

Together with the St. Louis Poetry Center, the Libraries organized a special tribute in October to Elizabeth Bishop (1911-1979), who is considered one of the United States’ greatest poets. The event interspersed readings of Bishop poems by WU faculty writers with readings of correspondence between Bishop and her editors at The New Yorker over a period of more than 40 years. Joelle Biele, editor of the book *Elizabeth Bishop* and The New Yorker: The Complete Correspondence, published in 2013, joined Lorin Cuoco of the St. Louis Poetry Center in reading aloud selections from the letters. Poems were read by Mary Jo Bang, professor of English, William Cass, the David M. Distinuated University Professor Emeritus in the Humanities; Carl Phillips, professor of English and a finalist for last year’s National Book Award in poetry; and Catherine Rankovic, instructor in creative writing.

EYES ON THE PRIZE PRODUCER RECALLS CHALLENGES, SUCCESS

”The Film & Media Archive hosted documentary filmmaker Jon Else in November for a discussion of his role as producer and cinematographer for the highly regarded *Eyes on the Prize* series. Else worked closely with *Eyes* creator Henry Hampton (1940-1998), whose archives comprise the Film & Media Archive’s Henry Hampton Collection. Else was in town to conduct research at the archive for a forthcoming book about Hampton and his documentary, which encountered multiple setbacks before achieving great success in the late 1980s. Else has since directed and shot numerous films and received many awards and honors, including four Emmys and a MacArthur Fellowship. He teaches at the Graduate School of Journalism at the University of California, Berkeley.

LIBRARIES MEET WITH PROVOST

In December, WU librarians met with university Provost Edward Macias and Dean of Libraries Shirley Baker to review recent and upcoming collaborations among librarians and faculty. Ranging from data curation surveys assessing faculty needs to outreach efforts that draw new professors and classes to explore the resources available, projects led by library staff enhance learning and research at the university. Other efforts discussed at the meeting included alternative approaches to acquisitions, and the development of a digital repository for the university, geographic information systems, and more.

FACULTY EXCHANGE IDEAS AT 2012 ITEACH SYMPOSIUM

The university’s biennial ITeach symposium, sponsored by The Teaching Center and WU Libraries, brought together faculty, graduate teaching assistants, and librarians from across campus for one day of the winter break to share ideas on teaching and technology. Associate Professor of Education Keith Sawyer delivered the keynote address, titled “Fostering Creative Learning.” In the morning, with a series of breakout sessions and closing reception following.

RARE BOOK EXPERT WEIGHTS PROS, CONS OF THE DIGITAL WORLD

Michael F. Suarez, S.J., the director of Rare Book School in Virginia, drew a large crowd to Steinberg Hall in February for his talk, "Rare Books in a Digital Age." Made possible by longtime donors to the Libraries, the event included a lively question-and-answer session. In addition to directing Rare Book School—an independent, non-profit institute for the study of books, printing, and related subjects located at the University of Virginia—Suarez is Honorary Curator of Special Collections and Professor of English at UVA. He is editor-in-chief of Oxford Scholarly Editions Online and recently published The Oxford Companion to the Book (2010), a million-word reference work on the history of books and manuscripts, from the invention of writing to the present day. A Jesuit priest, he is co-general editor of The Collected Works of Gerard Manley Hopkins.

MODERN GRAPHIC HISTORY LIBRARY HOSTS JACK UNRUH CELEBRATION

Accomplished illustrator and Washington University alumnus Jack Unruh recently gifted more than 2,500 original illustrations, preparatory drawings, and tear sheets to the Modern Graphic History Library (MGHL), a unit of Special Collections. In March, the Libraries and the Sam Fox School of Design & Visual Arts hosted a reception showcasing the new collection at the MGHL and honoring Unruh, who attended. Already, MGHL staff have made several hundred scans of Unruh’s work viewable to current students, faculty, and staff through the library’s online image management system, LUNA, with more to come. Unruh’s work has appeared in Entertainment Weekly, Rolling Stone, Atlantic Monthly, Time, Sports Illustrated, Reader’s Digest, New York Magazine, National Geographic, and more.

FOLLOW US ON TWITTER

Our librarians tweet daily for your edification and amusement at twitter.com/WUSTLlibraries

FIND US ON FLICKER

Go to flickr.com/photos/wustllibraries for more images of events, activities, and life at WU Libraries

Our librarians tweet daily for your edification and amusement at twitter.com/WUSTLlibraries

FIND US ON FLICKER

Go to flickr.com/photos/wustllibraries for more images of events, activities, and life at WU Libraries

"This page (left to right): Historian Talen Grove with her audience in the Ginkgo Room; one of Special Collections’ 14th-century editions of the *Consolation of Philosophy*; Catherine Rankovic reading and Elizabeth Bishop poems; and students exploring early maps of the West.
In October, the Libraries hosted a film screening and discussion of Full Disclosure, a documentary by writer, photographer, and filmmaker Brian Palmer, who was embedded with a unit of U.S. Marines three times between 2004 and 2006. An exhibition of Palmer’s war photographs was also on display in the fall in Olin Library. Off the Shelf (OTS) editor Evie Hemphill sat down with Palmer to discuss his work. What follows are excerpts from that conversation.

OTS: I’m intrigued by the title of the exhibition here in Olin Library—“Improvisation as Strategy.” What’s your sense of how the American soldiers and the Iraqi people generally viewed what was happening?

PALMER: I chose the title only after I completed all my reporting and filming for this, because I felt like it describes what I saw, how I felt, what I lived—not just in Iraq but also after the fact. I think if you look at the way the war was unleashed—there was no planning per se. That was improvisation, ideologically driven improvisation, which I think is profoundly inhume. But as I was collecting my material and doing my witnessing, I felt I owed it to everybody to try to absorb the judgment that—I came up with is that the insolent overall, fundamental strategic issue, you’re not telling the story properly, and in the exclusion of that overall, fundamental strategic aspect—the inherent compromise of the military force on this country. If you get stuck looking at the individuals to the exclusion of that overall, fundamental strategic aspect, you’re not telling the story properly, and in the process that took place, I felt that I had to make that explicit because you lose sight of what really matters: the impact of the military force on this country....

OTS: The personal aspect of the documentary is striking. You disclose an internal conflict and your own vulnerabilities as well as the outer conflicts and stories around you in Iraq. That seems a unique perspective to include, in a war documentary. Can you talk about why you made that choice?

PALMER: So much war reporting/punditing is from this kind of faux-objective perspective, particularly covering U.S. troops, and I think that’s important for the audience to know the rules under which a journalist is working, particularly when there are severe limitations on what you can do. I’m not just talking about parts of the embedding agreement that say the journalist can’t carry weapons but the fact that you can’t report on intelligence gathering or security measures that aren’t visible to the naked eye. A commander has the right to request equipment as a condition of going on any sort of operation that he regards as sensitive. But back to the personal aspect, I felt that because of the structural aspect—the inherent compromise of being embedded—but also the psychological process that took place, I felt that I had to make that explicit because it affected how I reported. And for me to sort of hide that stuff, I wouldn’t be telling a fake story.
Open Access Gains Momentum at Washington University

The creation and dissemination of new knowledge has long been central to the mission of Washington University. But ensuring that such knowledge is within reach of people who want and need it has become increasingly difficult within the traditional scholarly publishing system.

The subscription prices of many academic journals have skyrocketed in recent years—reaching as high as $20,000 annually for certain journals. Yet these same profit-driven journals have maintained their prestigious reputations within their respective fields, and thus most faculty and researchers continue to publish in them for practical reasons such as prestige or tenure requirements, despite the fact that this may limit the audience for their work.

In May of 2011, Washington University formally joined a number of peer institutions and other organizations committed to changing this situation. The Faculty Senate adopted an Open Access Resolution that makes the university’s mission of broadly disseminating new knowledge a priority and asks WU faculty to seek out publishers who share the vision of broad digital access to scholarly information.

“The new resolution encourages faculty to consider open access options when publishing their papers, books, and even data sets,” says Erik Herzog, a professor of biology. “It asks faculty to think about where they publish and who has access to their work—to be thinking about new ways to share their work with the broadest audience possible.”

In addition, the resolution gives WU Libraries a clear mandate for spreading the word about open access and for establishing an institutional digital repository to make widely available—to anyone with an internet connection—the scholarly output of the university.

“Currently, there is no systematic university-wide coordinated program to assist faculty with managing the rights to their scholarly articles, nor is there any mechanism for facilitating the accessibility and dissemination of these works from within the university,” the resolution points out. “The faculty encourages the offices of the Provost and the university’s Libraries to establish digital repositories and to provide author support services to aid the faculty in providing greater access to their work.”

Librarian Ruth Lewis, a specialist in life sciences, mathematics, and scholarly communication, sees the resolution as an important first step in the right direction. Now, with the faculty resolution in place, the library is gearing up to move forward—not only with the launch of a Danforth Campus repository later this year but also by providing staff assistance to faculty submitters and educating faculty and students about copyright issues and the open access movement. Copyright and Digital Access Librarian Erika Cohn will play a key role in this effort.

“Many faculty have only limited awareness of open access publication and are just becoming aware of their rights to their intellectual output,” says Andrew Sobel, associate professor of international and area studies and chair of the Faculty Senate Council at the time of the resolution’s adoption.

“The University Libraries and the Office of the Provost have taken significant responsibility for raising the level of awareness on campus. For busy faculty members such as Professor of Biology Sarah Elgin, this comes as welcome news—particularly the promise of more guidance in dealing with journals and more coaching on copyright issues. Elgin, a senior editor for the open-access journal CBE Life Science Education, says she is strongly in favor of open access “if we can figure out how to do it, keeping the journals solvent, while meeting the needs of authors and readers.’”

In the meantime, university leaders have continued to make the institution’s commitment to open access more obvious, with Provost Edward Macias adding his signature in November of 2011 to the Berlin Declaration on Open Access to Scientific Knowledge, which states that the “mission of disseminating knowledge is only half complete if the information is not made widely and readily available to society.”

Sobel notes that open access publication will be a challenge for many faculty as they consider outlets for their publications and weigh the costs or benefits to their careers. But, “it is good that we have begun to move as change is taking place rapidly, and we need to keep up with the developments in academic publication,” he says.

Sandra Matteucci, a technical writing lecturer and assistant director of the Engineering Communication Center, adds that the stakes can be quite high when it comes to the issue of free and ready access. “It is vital that we are able to extend knowledge,” she says. “In this highly technical age, progress occurs even more rapidly due to greater access to breakthroughs, achievements, and inventions. Still, when it comes to treating disease, even the current pace is too slow. We need to know where another’s ideas intercept our own, and to what extent there is overlap in our efforts.”

Open access at Washington University is just one small part of a far-reaching debate among a variety of interested parties, including scholarly societies, commercial publishers, government agencies, faculty, and libraries. It’s an evolving topic with much yet to be determined. On the policy level, related public-access legislation continues to come before Congress. On the research level, the momentum tilts strongly in favor of open access. Across continents, countless scholars and institutions are sharing their work more widely than ever before thanks to open access journals, resolutions, and repositories.

“The movement is gaining momentum globally,” Sobel says. “Some significant funding agencies are requiring quicker access to research than is common with traditional academic journals. This is important in terms of heightening the visibility of our ideas and influencing the direction of research and discussions within society.”

The Libraries will be—and already are—an important partner for WUSTL faculty and students as the open access trend grows. In addition to providing individual assistance to those wishing to deposit journal articles and other scholarly information in the new repository at openaccess.wustl.edu, library staff will offer short sessions in the coming months to help members of the WUSTL community gain a better grasp of topics ranging from author publishing agreements and journal quality evaluation to Creative Commons and other helpful tools. For more information on open access at Washington University, see the research guide and frequently asked questions at libguides.wustl.edu or contact Ruth Lewis at 314-935-4819. To visit the School of Medicine repository that is already in place go to digitalcommons.wustl.edu.
A History of Transformation:

THE LIBRARIES OF WASHINGTON UNIVERSITY, 1853-2012

Prior to the renovation of the John M. Olin Library, the building featured an open-air courtyard (now enclosed) surrounded by a cafe and study space as well as a wrap-around upper deck known as “the beach.” With exterior staircases leading up to it. The student newspaper described the books as an “especially rich” collection of volumes that “are getting to be more and more used as students find out what we really have here.”

The Washington University Libraries trace their history back nearly to the university’s founding in 1853. Originally called Eliot Seminary, the university was soon renamed Washington University, in honor of the first president of the United States. For more than 50 years—from 1853 to 1905—Washington University was located in downtown St. Louis. In the earliest years, students made do without an on-site library, relying instead on the nearby St. Louis Mercantile Library and the St. Louis Public Library to meet their research needs.

In 1871, University Hall was built near 17th Street and Washington Avenue. Sometime around 1880, one room in University Hall was assigned to serve as a library. The university relied primarily on book donations for building the collection. The first significant gift of books came in 1880, when the family of the late Joseph Coolidge, of Boston, donated his collection of some 3,000 books.

It turns out that some of these books had belonged to President Thomas Jefferson late in his life. Joseph Coolidge was married to Jefferson’s granddaughter Ellen, and the couple bought some of Jefferson’s books from an 1829 auction after the President’s death. The Coolidges continued to acquire books over the next several decades, building a sizable collection for the time. By 1879, both the Coolidges had passed away. Responsibility for dispersing the Coolidges’ books fell to their daughter, Jefferson’s great-granddaughter. Whether Dwight knew the history of the books is uncertain, but he donated them to Washington University as simply “the Coolidge Library.” University records of the time describe the size and quality of the gift, but do not mention the crucial link to Jefferson.

Some 130 years passed before a Google search alerted present-day Jefferson scholar Ann Lucas Birke to the fact that the Coolidge Library—and possibly some of Jefferson’s unaccounted-for books—had gone to the young Washington University in St. Louis. This first gift to the library was treasured in 1880, when it had almost no books, and is, if anything, even more treasured today, when the collection stands at well over four million items.

In 1882, the university was 25 years old, and had grown to 1,480 students and 87 professors. That growth was not reflected in library holdings, which remained modest and were clearly not meeting the needs of the university community. In 1889, the faculty reported to the university board of directors that the library had only 8,063 books, and, of these, 1,000 were public documents, more than 3,500 were gifts, and the rest had no value. Things had to change.

THE MIDDLE YEARS: 1900 TO 1950

Indeed, the library’s fortunes were about to turn. Stephen Ridgley, a local businessman, transferred real estate holdings valued at $66,000 to the university, stipulating that the donation be held until funds accumulated sufficiently to build a fireproof library building. By the end of the century, the building fund reached $110,000.

Today, the 12 libraries of Washington University in St. Louis exemplify an academic library system serving a top-tier private university while pioneering new paths in sharing resources with a global community. How did this come to be?
In 1940, the university was facing serious problems. For one, the building was shared with St. Thomas University. The need for a new main library building was critical.

The campus style would be Collegiate Gothic, and Pennsylvania architects, Shepley, Rutan & Coolidge won a competition to design the building. This design was built with Missouri pink granite on the exterior, brick—to interrupt the sprawling horizontal expanses. Though the building was modernist in design, Missouri pink granite on the exterior made it visually compatible with other campus buildings.

The building created room for existing and future collections, greatly improved staff space and working conditions, and gave faculty and students a library suitable for the 20th century and worthy of a university on the move. In the 1950s and 1960s, the university upgraded its curriculum and earned an ever-stronger national reputation. It was imperative that collections be strengthened in many subject areas. For new programs, that could mean starting from scratch.
The size of collections—the number of volumes—was traditionally a key measure of a library. The Libraries had 580,000 volumes before Olin was completed. Expansion of collections proceeded well in the 1960s, when the economy was strong. Runaway inflation in the 1970s meant collecting had to be scaled back for a time. By the end of 1984, the Libraries had two million volumes. The three million mark was passed in 1992, and volumes exceeded four million by 2009.

If, in addition to sheer numbers, a library has rare and unique collections, all the better! such collections can be a distinguishing factor.

The University Libraries’ Rare Books department was a precursor to what is now the Department of Special Collections. In 1964, Modern Literature & Manuscripts and University Archives were established as units of Special Collections.

In 1974, the University Libraries took the first steps toward automating the library; a complex and costly process. In 1982, the Danforth Foundation made a $4 million grant to complete library automation and establish an endowment for library technology that may well be unique among academic libraries.

The Danforth Endowment continues to fund most of the Libraries’ technology needs.

As beautiful and transformative as Olin Library had been in 1962, it was becoming worn and tired—looking by the mid-1980s, the effect of constant and heavy use. Modifications to the building had blocked much of the natural light that had flowed into the building. Technology was clearly the way of the future, but the buildings housing Olin Library and the school and departmental libraries were not technology-ready.

What’s more, worries abounded over how much capacity remained in Olin Library. An unexpected solution came in the form of a shuttered department store building just a mile west of the Hilltop Campus. In 1990, Washington University acquired it and assigned the lower level to the Libraries. In 1993, West Campus Library opened.

TRANSFORMATIONS, 2000 TO 2012 AND BEYOND

As the turn of the century approached, the moment was right to address what was needed in a 21st-century academic library. Kallmann, McKinnell and Wood, a Boston architectural firm, was hired; money was appropriated; and the remodeling of Olin Library commenced in May 2001, at least a decade after the first plans for renovation had been made. During the three-year renovation process, Olin Library never varied from its normal hours of operation. Floors were cleared out and redone, one or two at a time. Collections shifted. So did staff. The Shelving unit relocated five times in three years, a record.

Meanwhile, efforts to improve collections and services moved ahead. Special Collections acquisitions led to the establishment of two new units: the Film & Media Archive in 2001 and the Modern Graphic History Library in 2006. Both are housed at West Campus, as is University Archives, though heavy use raises pressure to reunite all of Special Collections on the Danforth Campus.

Digital projects accelerated, with libraries around the world playing a major role. Washington University Libraries, whose participation in establishing a new digital partner—Digital Library Services—in 2006 that has taken on ambitious new projects.

And through all these changes, the renovation continued apace. Valuable space was gained by pushing the perimeter walls of the main level out to the exterior column lines. An outdoor courtyard on the building’s southeast corner was enclosed to house a long-desired café and 24-hour study space. Today, that café is among the busiest in the metropolitan area.

Every level was redone, and the building was earth-quake-proofed. Library functions were rethought, with functionality and convenience in mind. The new small-group studies became perennial favorites. Reading rooms and quiet studies provided comfortable, diverse options on multiple levels.

The building was upgraded to accommodate current technology, and every effort was made to build in flexibility to meet future needs. A technology center offered a central place to work, meet, or conduct training in a technology-rich setting. Special Collections gained better visibility by moving to the main level.

The Libraries continue offering traditional library services while adding remarkable capabilities and services. Recent employees bring new capabilities, while senior staff provide continuity and institutional knowledge. To its massive print collections, the Libraries have added even more massive electronic collections, available to faculty and students 24/7, wherever they happen to be.

At the Washington University Libraries, change abounds, often breathtaking in its speed and scope. In this exciting and often unpredictable time of transformation, the Washington University Libraries remain an indispensable player in supporting research at Washington University while contributing to the wider world of knowledge.

“One of the reasons our collections have gotten so much better over the last 20 or so years is that we have secured endowments that continue to grow. Endowed collections are to the libraries what scholarships are to the schools.”

—Shirley K. Baker

EDITOR’S NOTE: This article was assembled by Jo Lawry, relying on a brief history of the Libraries by former University Archives Curator Prueitt, circa 2000; on Ralph Morrow’s 1996 work, Washington University in St. Louis; and on Candace O’Connor’s Beginning a Great Work. Washington University in St. Louis, 1853-2003. This article provides only a very brief summary of some 160 years of efforts towards building truly great libraries at Washington University. We hope over time to provide more detailed information about library history. We invite our readers to help. If you used or worked in our Libraries and would like to share your memories, photos, or other information, contact the editors of the magazine using the information listed at the back of this issue.
IN 1965, when Shirley Kastler (now Baker) graduated from Muhlenberg College in her native Pennsylvania, with a bachelor’s degree in economics, she wanted something different. Working in computing at AT&T in New York was a great start. She became comfortable with technology in a way that would serve her well in coming decades and discovered her interest in supervising as a way of making things happen through others. But something was missing. A stint in the Peace Corps in India increased her interest in that culture but convinced her that she wasn’t cut out for social service. She realized that the atmosphere of daily learning that college embodied was what she wanted from life—to combining that with her nascent technology and management skills, she launched into the graduate work necessary for librarianship at the University of Chicago and picked up a master’s degree in South Asian studies while she was there.

Baker thrived as an academic librarian at a series of prestigious institutions—Northwestern, Johns Hopkins, and MIT—with increasingly responsible positions. In 1989, she came here as dean of University Libraries and was later also designated vice chancellor for scholarly resources. Baker will retire at the end of June 2012, having led the University Libraries through almost 23 years of remarkable change and progress. To say she leaves the library a better place than she found it is an understatement, for in many respects the library has transformed during Baker’s tenure, due in equal parts to the technological revolution, vision, hard work, and persistence. Some of the positive shifts are more obvious than others—the development of the online catalog, the total renovation of the John M. Olin Library, the evolution of the library system into a networked hub serving users on and off campus, and continual efforts to improve library services and strengthen staff skills. Change has been a constant in Baker’s tenure.

“When Shirley came, we were at a very low point in financial support and staff morale,” recalls Judy Fox, associate dean for access, bibliographic, and information services. “Shirley worked to address both of these issues quickly. The resources for materials have increased tremendously, and she has continually broken down silos and gotten staff to look beyond their individual responsibilities and see the big picture.”

For Baker, taking on the challenges facing WU Libraries two decades ago was a logical next step in her career. She’d spent a combined 13 years in leadership roles at the Massachusetts Institute of Technology and Johns Hopkins University libraries, working to refocus staff efforts on university priorities, automate systems, and solve an array of procedural and personnel problems. “Solving problems is what I do for a living; it’s what motivates me,” Baker says. “I only got hired for challenging jobs. I must exude a willingness to address conflict and foster change.”

During her first five years at Washington University, she turned a strategic plan into concrete progress. The Libraries secured major increases in funding for collections and staff. Soon, library staff members were equipped with networked desktop computers and email accounts, and were constantly developing new skills. The card catalog, previously stored in sprawling wood- en cases, was placed online, freeing up valuable user space on the main level of Olin Library. And the university responded to a known need for additional space by assigning the library 60,000 square feet at West Campus. These early years were good ones, Baker recalls; “the staff were really ready for growth and change.”

Baker has been instrumental as a local, regional, national, and even international collaborator, developing software improvements and best practices for interlibrary loan and giving members of the university community easy and speedy access to a wealth of materials extending far beyond the library’s limits as an individual organization. She helped create and lead MOBiUS, a network of more than 60 libraries in Missouri whose purpose is to share library materials quickly and inexpensively. MOBiUS now includes more than 23 million items, serving over 750,000 people. A courier service for interlibrary loan and giving members of the university community easy and speedy access to a wealth of materials extending far beyond the library’s limits as an individual organization. She helped create and lead MOBiUS, a network of more than 60 libraries in Missouri whose purpose is to share library materials quickly and inexpensively. MOBiUS now includes more than 23 million items, serving over 750,000 people. A courier service delivers library materials to member libraries five days a week, at a fraction of the time and cost associated with other resource-sharing systems. Baker’s success with MOBiUS and other collaborative efforts speaks to her gifts as a leader focused on making things happen. Several of her Washington University colleagues describe Baker as unself-centered, caring, and involved. “Shirley has consistently focused on providing high-quality services to library users, whether undergraduate students, graduate students, or faculty and staff,” observes Bill Fryman, head of library systems. “She cares for those around the library—patriots, staff, and the larger university community. She has always tried to make time to talk to everyone, to listen to their ideas, and to make them feel like they are being heard.”

A key component of Baker’s approach has been strategic planning, with participation by scores of library staff members.

“That sort of involvement and regular planning have been a hallmark through the years,” Baker says. “We decide where we need to go and get everyone pointed in that direction.” She’s also worked to create a climate where staff members feel free to experiment, and it has proven effective, according to her colleagues.

Judy Fox says, “One of Shirley’s favorite sayings is, ‘Ask forgiveness, not permission,’ to encourage staff to take risks and try new things. She has urged us to jump at opportunities for improved services to our users.”

“I appreciate her willingness to let her staff do what we think is best,” adds Anne Posega, head of
Jeffrey Trzeciak Named University Librarian

BY JESSICA DAUES, SENIOR NEWS WRITER & ASSOCIATE EDITOR, WASHINGTON UNIVERSITY RECORD

Jeffrey G. Trzeciak, university librarian at McMaster University in Hamilton, Ontario, Canada, has been named university librarian at Washington University in St. Louis, effective July 1, 2012. Trzeciak replaces Shirley K. Baker, vice chancellor for scholarly resources and dean of University Libraries, who will retire after 23 years of service to WUSTL, on June 30, 2012.

“Libraries are critically important to Washington University’s mission in supporting our strong programs of teaching and scholarship,” says Provost Edward S. Macias, PhD, executive vice chancellor and the Barbara and David Thomas Distinguished Professor in Arts & Sciences. “Library materials and the library’s role in our work are changing rapidly today. A strong search committee of faculty and staff chose Jeff Trzeciak, who is very well positioned to move our library in new directions needed to meet the challenges of the future.”

As university librarian at WUSTL, Trzeciak will manage the University Libraries’ $25 million in annual expenditures, more than 135 professional and support staff, and collections and service points in nine locations on the Danforth and West campuses. Trzeciak will provide leadership and implement strategic plans that continue the integration of the University Libraries into the intellectual life of the university. He will collaborate with others throughout the university to help the University Libraries meet the constantly changing needs of the academic community.

“I am very excited about joining Washington University, an institution with an international reputation for academic achievement and innovation,” Trzeciak says. “Beyond that reputation, however, what drew me to the university was the collegial environment of support I encountered among its various faculties and staff. Clearly Washington University not only encourages excellence but also provided the means necessary to achieve it.”

Trzeciak brings more than 20 years of experience working in academic libraries. As university librarian at McMaster University since 2006, Trzeciak was responsible for the management of all operations of the library and oversaw a staff of more than 100 full-time employees. He served as a member of McMaster’s Senior Management Team, the Provost’s Senior Staff, Undergraduate Council and Graduate Council, and as an adjunct professor of multimedia and communications. He also managed Classroom Audio/Visual Services, a staff of 10 audio-visual specialists who support classrooms, lecture theaters, and other non-traditional learning spaces.

In 2011, under the leadership of Trzeciak, McMaster began development of the Lewis and Ruth Sherman Centre for Digital Scholarship, a $2.5 million project funded by the Lewis and Ruth Sherman Foundation to support and promote research and scholarship. The centre will open in 2012.

Before joining McMaster, Trzeciak served as associate dean of the Wayne State University Library System in Detroit from 2004 to 2006. He provided senior-level leadership and oversight for library system operations, assisted with strategic and annual planning processes, and led an initiative to improve customer service. He coordinated external programs and outreach to the urban community and led a number of community-based library projects, including collaborations with the Detroit Symphony Orchestra and Michigan Opera Theatre. Also at Wayne State, Trzeciak held the positions of director of library computing and media services (2001-2004) and assistant director for systems (1998-2001).

From 1990 to 1998, Trzeciak was head of systems at Wright State University Libraries in Dayton, Ohio. He was a member of the Automated Library Systems Office at the Dayton Metro Library from 1986 to 1990.

Trzeciak earned a bachelor’s degree in secondary education at the University of Dayton in 1987 and a master’s degree in library sciences from Indiana University-Bloomington in 1991.

<Jeffrey Trzeciak>
Thomas Jefferson: A Life Formed by Books

by David Thomas Konig, Professor of History and Professor of Law

“I cannot live without books,” Thomas Jefferson lamented after he had packed his personal library of nearly 6,500 books for shipment to Washington in 1815. The books were to serve as the basis for reconstructing the Library of Congress, whose collection had been destroyed by the British in the War of 1812. Proud of his collection, he had boasted of it in 1794 as “a collection now certainly possessed of nearly 6,500 books for shipment to Washington.” The new collection refilled his library at Monticello, and in its importance. Andrea Palladio (1508–1580), for example, is represented by his book on the five orders of architecture—Doric, Ionic, Tuscan, Corinthian, and Composite—that formed the basis of Classical architecture. In the course of his lifetime Jefferson owned seven editions of Palladio. If we seek to understand why the attraction was so strong, we need only note the importance of the symmetry, balance, and harmony that Jefferson sought in all his endeavors. Unlike most architects, who began their careers as artists, Palladio began as a stonecutter, which allowed entry alone. Despite his trade as well as its principles. So concerned was he that such principles be made known and understood as the basis of design that he used it to the margins of the book to calculate proportions strictly according to Palladio’s rules. The influence of classical principles is evident in the final results we see in his “academical village,” but also in their planning as well. Among Jefferson’s papers can be found architectural drawings with measurements to seven decimal places: one, for “18991666 inches,” an unattainable practical goal but a message revealing the thought and purpose behind it. What we see in these books, then, is a Thomas Jefferson interested in the science of architecture and not just the skill of building. He demonstrates this, too, in his assemblage of architectural materials on the five orders of columns, since he wanted all five to be represented in the construction of his “academical village.” Some have criticized the eclectic nature of its architectural components, but such criticisms miss the mark: the university’s student pavilions, he insisted, must show “no two alike, so as to serve as specimens for architectural lectures.” We can be confident that Jefferson would have been pleased to know that the books that taught him architecture—and, for that matter, medicine, law, and history—would later wind up in a university library on the edge of the vast western territory that would be part of his “empire of liberty.”

David Konig  •  SPRING 12
Neureuther Competition Marks 25 Years

When Carl Neureuther, a 1940 graduate of Washington University, set up an endowment in 1987 to support library collections, he was also ensuring support for something more: a lifelong love of reading.

Neureuther had several unique stipulations for his gift, most notably that the funds should be used to encourage students to read for pleasure, not just for class.

“In other words, Mr. Neureuther didn’t want us to buy anything that was required reading,” says BJ Johnston, associate dean for collections. “Our rule of thumb has been, ‘Do you think that someone would read that just because they want to—not because they have to?’”

In addition to growing the Libraries’ store of fiction, poetry, biography, and other types of non-fiction by literally thousands of titles, Neureuther’s gift has funded an annual essay contest for undergraduate and graduate students to share stories of their own passion for reading and collecting books.

That contest—the Carl Neureuther Student Book Collection Essay Competition—celebrates its 25th anniversary this spring.

For a number of past participants, the contest has been a highlight of their time at Washington University and an inspiration to continue collecting books. Tanya Roth, a first-place winner in 2011, submitted a new essay each year as she pursued her Ph.D., ultimately winning the contest her last year—just weeks after turning in her dissertation.

“I learned about the competition before I even finished applying to the university,” Roth says. “I was on campus to visit the director of grad studies for my department and saw the banner outside the library. As someone who has collected books all her life, and been around book collections all her life, too, it felt like a sign that this was the place for me … I liked the sense that I wasn’t alone when it came to book collecting.”

Attractive cash prizes, made possible by the Neureuther fund, have proven a good draw over the years. With four prizes ranging from $1,000 to $500 each, there is seldom a shortage of entries. Steve Pijut, one of the 2003 winners and now the associate director of The Writing Center, admits to being “very excited” after looking through the entries from the past 25 years, visit library.wustl.edu/neureuther.

Contest organizers and judges, who are volunteers chosen from among the WUSTL community, often remark on the range of collections described by their essays and the difficulty of choosing a winner, as well as the fascinating stories behind the students’ connection to the books.

“It was always interesting to see the origins of why students began to collect books and the particular books they collected,” says Librarian Deb Katz, who helped organize the contest for several years. “Some were very expensive specialized art books, but many collections were also made up of simple and worn-out books from childhood or adolescence.”

Katz also remembers that a constant feature of the contest is the fact that nearly all of the entries come in on the last possible day. Without fail, students line up in the Special Collections area of Olin Library that final afternoon, loaded down with their essays and sample books. A few weeks later, after the judges have come to their decisions, the winners are notified and invited to a celebratory lunch with the library dean, the contest committee, and the judges.

“I felt like I was among my kindred spirits,” says Sunny Pervol, one of the library’s National Council members who recently served as a judge. “These people are the people who keep our libraries going. They see what a difference books made in their lives and want to make sure others have that opportunity.”

Dean of Libraries Shirley Baker has always looked forward to reading the winning entries. An avid reader herself, she says she always finds some connection with each of the collections. She credits Carl Neureuther for so enriching the library and campus community with his love of good books.

“Years ago, when making remarks about Mr. Neureuther and his intentions for the contest,” Baker says, “one of the winners exclaimed, ‘That is why all the interesting books in the library have the Neureuther bookplate!’”

To learn more about the Neureuther Book Collection Essay Contest and to read winning entries from the past 25 years, visit library.wustl.edu/neureuther.

People with large collections of books are generally happy except when moving. I have to admit that moving books is painful, but can be inspirational. Recently when moving to a new apartment, I happened to put Dr. Pol’s Computational Intelligence: C. F. Ody’s, How to Solve It and Kuhn’s classic The Structure of Scientific Revolution next to each other in a box. When I unboxed them, I read the titles from left to right and realized that it was just like a conversation given a computational intelligence problem: how to solve it? Using structure. A light bulb suddenly lit up in my brain—I could use structural information in one of my research problems. This idea derived from a random glimpse of my books finally became a research paper.”—Hou Xu, graduate category winner, 2009.
Joel Minor
LIBRARY ASSISTANT, MODERN GRAPHIC HISTORY LIBRARY
In September, Joel Braun joined the Modern Graphic History Library (MGHL) as an assistant. Braun provides technical support, including processing and preserving archival materials, assisting with reference needs and exhibitions, expanding online access to MGHL holdings, and helping with other digital efforts. She also supervises student assistants. Braun was formerly an assistant at WU’s Medical Library. She did her undergraduate work at the University of Massachusetts, Amherst, where she double majored in American and English literature and gender studies. She went on to earn a master’s in American and English literature from the University of California, Davis, and a master’s in library and information science from San Jose State University.

Andrea Johnson
ART & ARCHITECTURE DIGITAL LIBRARY ASSISTANT
In November, Andrea Johnson joined the staff fulltime, in a position split between Digital Library Services (DLS) and the Art & Architecture Library. In DLS, she does digital imaging, image processing, and XML encoding. In the Art & Architecture Library, she works with reserve materials and provides technical support. Johnson has two degrees in art history: a bachelor’s from Beloit College and a master’s from the University of Connecticut. She is working on a master’s in library science at the University of Missouri, Columbia.

Andrea Degener
LIBRARY ASSISTANT, KRANZBERG ART & ARCHITECTURE LIBRARY
Andrea Degener began work as an Art & Architecture Library assistant in October. She has responsibilities in circulation, interlibrary loan, and MOBiUS: works at the service desk, and helps train and supervise student workers. She processes new books and periodicals, helps preserve existing materials, and monitors collections. A recent graduate of WU’s Master of Fine Arts degree program, Degener worked as a student assistant in the Art & Architecture Library, Modern Graphic History Library, and University Archives. She has a B.A. in Arts Technology from Illinois State University, Bloomington.

Guy Gray
LIBRARY ASSISTANT, DIGITAL LIBRARY SERVICES
Guy Gray joined the Digital Library Services (DLS) staff in early November 2011. Contributing to DLS development of digital collections, Gray performs image digitization, encodes documents in XML for online searchability, and creates and edits web pages. He hires student assistants, assigns them work, and monitors progress. Gray has a B.A. in English from Washington University. He is working towards a master’s degree in library science from the University of Missouri, Columbia, and has interned at the Mercantile Library and the St. Louis Art Museum.

Jessica Klingler Cissell
LIBRARY ASSISTANT (TECHNICAL SERVICES), GAYLORD MUSIC LIBRARY
As an assistant in the Music Library since October, Jessica Cissell catalogs music books, scores, and recordings, and manages permissions and subscriptions. She is responsible for the physical processing of music items, and for training and supervising the student workers who assist in that activity. In college, Cissell studied vocal performance, earning a bachelor of music degree from Webster University and a master of arts from New York University. She has directed choirs at East Central University and has a master of arts from New York University. She has directed choirs at East Central University and a master of arts from New York University.

Joel Minor
CURATOR OF MODERN LITERATURE COLLECTION & MANUSCRIPTS
The Department of Special Collections welcomed Joel Minor as curator of the Modern Literature Collection/Manuscripts, effective January 1. He will administer and promote the library’s remarkable collection, which includes original drafts, correspondence, and ephemera from more than 175 prominent American authors. He will work to expand the collection. Minor was an archivist of Texas State University’s Wittliff Collections, working with materials from Southwestern writers like Cormac McCarthy, Sam Shepard, John Graves, and Rick Riordan. Minor earned a B.A. in English from Dakota Wesleyan University and an M.S. in library and information science from the University of Texas, Austin.

Will Soll
JUDAICA CATALOGER FOR SPECIAL PROJECTS
In November, Will Soll started his job at the library, cataloging a large number of rare and unique Judaica books, part of the Shimeon Brisman Collection in Jewish Studies. His background prepares him well: he knows Hebrew, Yiddish, Greek, and Latin; has a master’s in library and information science from the University of Missouri, Columbia; and a Ph.D. in religion from Vanderbilt. Soll taught college for 15 years, has worked as a reference librarian, and directed Eden Theological Seminary Library during the transfer of that library to Webster University.

Laaker Explores 24-Hour Library Access, Publishes Article
Circulation Librarian SARAH LAAKER published an article titled “Keeping the Doors Open: Exploring 24-Hour Access at Washington University in St. Louis” in the December 2011 issue of Research Library Issues. In it, Laaker describes the library’s response to recent user survey data indicating students’ strong desire for extended hours at Olin Library. Laaker and several other staff members formed a committee to learn more about late-night study space needs, conducting head counts in the library, gathering hours information from peer institutions, and finally submitting a recommendation to the library leadership to experiment with offering 24-hour access Monday through Thursday in order to gain a fuller understanding of when and how students use Olin Library’s spaces and services. That trial period is expected to begin in the fall of 2012.

STAFF ACCOMPLISHMENTS
Oltmanns Co-Chairs University Leadership Initiative
GAIL OLMANN, the library’s associate dean for organizational development, plays an integral role in developing leaders across the Danforth Campus. Oltmanns co-chairs a steering group for the Professional Leadership Academy & Network (PLAN), an innovative effort created in late 2010 by Provost Edward Macias as part of the university’s diversity initiative. PLAN builds leadership skills among current high- or mid-level staff. Participants come together regularly for a year-long curriculum of presentations by established university leaders, Olin business school faculty, and corporate and cultural leaders from outside the university. Drawn from departments all over campus, participants forge new relationships or strengthen existing ones, thereby building a stronger campus network of leaders that will have an impact for years to come. The inaugural group included 26 participants, selected from a strong field of some 100 applicants; that group concluded their curriculum in late 2011. Several of those inaugural PLAN “graduates” have already been appointed to serve on university-wide committees, a sure indication, says Gail Oltmanns, that PLAN is a success. The advisory group has started work on a second PLAN group to begin in fall 2012.

Sarah Laaker
Sarah Laaker publishes an article titled “Keeping the Doors Open: Exploring 24-Hour Access at Washington University in St. Louis” in the December 2011 issue of Research Library Issues. In it, Laaker describes the library’s response to recent user survey data indicating students’ strong desire for extended hours at Olin Library. Laaker and several other staff members formed a committee to learn more about late-night study space needs, conducting head counts in the library, gathering hours information from peer institutions, and finally submitting a recommendation to the library leadership to experiment with offering 24-hour access Monday through Thursday in order to gain a fuller understanding of when and how students use Olin Library’s spaces and services. That trial period is expected to begin in the fall of 2012.
Hone Passes Archival Certification Exam

**JIM HONE**, film and media digital archivist, passed the Academy of Certified Archivists’ professional exam in August 2011 after many hours of study beginning in March of that year. While most of his time is spent in the digital realm, Hone says the exam preparation gave him an excellent grounding in archival theory and practice. Topics covered by the test include everything from selection, appraisal, and acquisition to outreach, ethical and legal responsibilities, and access services.

Clay Appointed to Two University Committees

Head of Library Outreach, **RUDOLPH CLAY** was recently appointed to two new Washington University committees. As part of the Gephardt Institute for Public Service’s Social Change Grant Review Committee, Clay will help students pursue innovative social change ideas and community projects. He hopes to promote library resources as an integral component of these efforts. Clay is also serving on the Staff Recognition Program Committee, which will guide the creation and development of Danforth Campus staff recognition programs and activities.

Tuomala Publishes Article on Archival Principles and Practices

**MEG TUOMALA** published an article by Digital Archivist, **MARC TUOMALA**, along with co-author Erin O’Meara, in its Spring 2012 issue. Titled ‘Finding Balance Between Archival Principles and Practices in an Institutional Repository,’ the article explores the intersection of theory and real-life practice in professional archival duties. It is based on the authors’ experiences working with the Carolina Digital Repository at the University of North Carolina at Chapel Hill.

Hudson Takes On Digital Data Outreach

**CYNTHIA HUDSON** was promoted to a new position as Digital Data Outreach Librarian in January 2012. Previously the subject and instruction librarian for engineering, Hudson will now work closely with faculty, librarians, and offices across the university to develop services relevant to the changing nature of research conducted on campus. Much scholarship is now conducted or collated in the digital realm, resulting in data/results files that must be organized and curated to document intellectual inquiry and to ensure their discoverability, potential reuse, and preservation. Hudson will be assessing faculty needs and developing pertinent initiatives related to this area.

Scharff Named to the Music Library Association Board

**MARK SCHARFF** was elected to the Music Library Association’s Board of Directors—a two-year term that began in February 2012. In this role, Scharff helps manage the affairs of the Music Library Association, which provides a professional forum for librarians, archivists, and others who support and preserve the world’s musical heritage. Founded in 1931, the association has a broad international membership and publishes the quarterly journal *Notes*. 
OLIN LIBRARY TURNS 50

The John M. Olin Library first opened its doors 50 years ago, in 1962. At that time, the Washington University student newspaper Student Life noted that the new library “meant much” to students seeking isolated areas for study and easy access to materials—and that the “physical facilities, including the air-conditioning, comfortable furniture, and interesting art and literary displays create an atmosphere in which studying is ‘almost’ a pleasure.” Forty-some years later, at the conclusion of a major renovation of the library in 2004 to meet the needs of the 21st-century academic community, Student Life raved again that Olin was “now among the most pleasing buildings on campus” and “well worth the wait.” Olin Library continues to be a hub of campus activity and intellectual inquiry, tallying nearly 800,000 visits to the facility by students, faculty, staff, and other community members in the last year alone.

“THIS INSTITUTION AND THIS LIBRARY ... SHALL ALWAYS BE A BEACON FOR THE DEVELOPMENT OF AND DISSEMINATION OF FACT AND TRUTH, THE KEYSSTONE OF ALL EDUCATION.”

– John M. Olin (1892-1982), businessman, former university trustee, lead donor