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Fred W. Hanes

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UNIVERSITY OF TEXAS AT EL PASO

INSTITUTE OF ORAL HISTORY

INTERVIEWEE: Fred W. Hanes
INTERVIEWER: Sarah E. John
PROJECT: History of the University
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BIOGRAPHICAL SYNOPSIS OF INTERVIEWEE:

Director of Libraries, 1974-1985

SUMMARY OF INTERVIEW:

Discusses his career development, assesses the weaknesses and strengths of the UTEP Library, tells of his relationships with different administrations and the planning and construction of the new library building, which was completed in 1984.

Length of interview: 1 hour Length of transcript: 27 pages

Fred Hanes
Director of Libraries at UT El Paso
April 3, 1985
By Sarah John
History of the University Project

J: Okay. Mr. Hanes, first if you could just give us a brief biographical sketch of when and where you were born, your education and we'll go from there.

H: Okay. I'll try not make it too boring. I was born in Vandalia, Illinois, which was the first capital of Illinois. It's where Abraham Lincoln served in the Illinois Legislature before the capital was moved to Springfield. Father was a Lutheran minister. Mother died when I was six years old. Family moved to Anderson, Indiana. We were in St. Louis at the time my mother died. We moved from there to Indiana, Anderson, where my father had a pastorate. I went through the first year of high school in Anderson at which time we moved to Richmond and I finished high school there and was fortunate to attend a very fine liberal arts college, Earlham College. It's located near Richmond. It was depression times and my family didn't have the money to send me to school so if I were to go it meant that I had to get a job so I got a job with the U. S. Weather Bureau. When I was in my senior year the war came along and picked me up and I didn't quite finish my senior year. I wound up serving for three years, about half of that overseas. Returned, then instead of returning to Earlham, I went to Wittenberg College and finished the semester that I hadn't finished when I entered military service and transferred that credit back. I went to Wittenberg because at that time my

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father was on the board at Wittenberg, my next younger brother was going to Wittenberg, (he had just gotten out of the Air Force also) and so we decided to go there together. I married shortly thereafter and finished with the degree and we went to Minnesota on our honeymoon. Stayed on an island that her father and mother had owned. While we were there I met the Superintendent of Schools in the little Minnesota northwoods community and he desperately needed someone to teach. I told him I had no training as a teacher whatsoever. "Well, that doesn't make any difference if you have a degree in English." My degree was in English and Philosophy. So they got me a permit and I decided I'd stay and we had two great years. They moved the household goods from the island to a little unfurnished, two-bedroom house with outdoor plumbing and we stayed there for two years.

At that time, I felt I had to move on and get my graduate degree, so I went back to Indiana, Indiana University, intending to get a graduate degree in English. But I became interested in librarianship through a course called "Introduction to Bibliography," that included an introduction to research course taught by a very well-known English professor, and he'd have to be probably the foremost living authority on Shelley. I was introduced to analytical and descriptive bibliography and was so fascinated by it that I decided I'd change. I went to my professor and told him I wanted to change my graduate degree in English to one in Library Science. He tried to talk me out of it, saying "Oh,

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no, you really should stay in this field. This is just a sideline." But I made the change and went over to the Graduate Library School and talked to Margaret Rufswald who was Dean at that time, very well-known throughout the country and I think probably one of the most, you know, not only professional and sound, but I think one of the people who probably had the most influence on me. I left her office after an interview being absolutely certain I made the right choice. She wasn't wishy-washy. She was recruiting people for the field but not just anybody, and she somehow made me come alive and whetted my interest in the field and I never regretted it that she was my firm supporter. She put forward many of the good things that happened to me way back. She is now in her seventies and still as active as can be although retired.

I got the graduate degree, went directly into a position at Indiana University library graduate school, stayed with it for about nine years in a variety of roles. The director, Robert Miller, I think was also in a sense a mentor. I think probably the finest library administrator I've ever known and he gave me a great variety of opportunities. That was my first contact with Texas. I had touched down here in an airplane during the war a time or two and that's all I knew about Texas, but in 1958 I was close to entering my first professional job here at a University. I didn't know it at the time, though. The Modern Language Association decided to publish a book which would locate collections which are widely scattered. This was an effort to have libraries report their habits, so that a

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scholar could simply check manuscripts and discover where they were. They needed a bibliography, so I worked with libraries and Joseph Jones, a professor of English at UT Austin was chair of the Modern Language Association. It was called the American literature group of the Modern Language Association and he was the principal in this project. He had contacts with people at Indiana University. David Randall, who was then Director of the fine Indiana University Rare Book Library, and Robert Miller told [Jones] about me. He was searching for somebody and I was young and had no experience with manuscripts whatsoever but they said, "Look, you can do it," so I had the opportunity to do it. That I think developed part of my personal philosophy because when they said, "We want you to go out and work in manuscript collections," I knew nothing about manuscript collections. I didn't know how they were organized, I didn't know where they were, I didn't speak the language. Of course, the fear of failure is the greatest stimulator that there is and I didn't want to fail at any rate but I did take the job.

I travelled for six months on foundation money to practically every major academic library in the United States, learned how to study manuscript organization, and I was able to make spot grants with foundation money to libraries which had such large collections that they simply could not afford the staff to check the format that was required for publication. But I think the thing that came out of that, that was most important to me, is the fact that if you put on a pair of shoes

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that are really too large, you tend to grow into them. And I think the greatest stimulator in the world is the fear of failure. So I learned a great deal. I learned a great deal about manuscripts but I think I learned more about how to approach difficult tasks. I was just finishing that job for the Modern Language Association when a position at Indiana State University was made available, Director of Libraries, and I was nominated and offered the position and accepted it and was there for 17 years as Director of Libraries and Dean of Library Services. I was sidetracked a couple of times.

I went out a few years on a job and taught and developed library services at the University of Punjab, Pakistan, with my family. And then a little later on, having been at Indiana State for, let's see, I guess about 10 years, [I began] feeling that we were making no progress toward a new library building. It was urgent [because] the old building was built in 1905 and it was outmoded and about the same sort of situation they had here. Feeling I was making no progress, I decided I would leave and I accepted the position as Director of Libraries at Humboldt State University, but at the end of six months I knew I wasn't going to stay there. I loved it, I loved the countryside, they had a fine faculty and a good administration, but no decisions were made in our interest either at the Chancellor's office in Los Angeles or the Governor's office (who happened to be Ronald Reagan) in Sacramento and there were so many things that needed to be done but couldn't be done that I was just terribly depressed. It was a bad situation, good

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building, wonderful staff, a countryside that was [as beautiful] as anyone could ever dream of, and the job was frustrating to the point that I just couldn't stay there. So I disproved the old maxim that you can't go back because at this point I was still in close contact with the College of Indiana State and they were aware of the fact that I would not stay [in California] and they mentioned this to Alan Rankin who was President of Indiana State who picked up the phone and called me and said, "You get back here." But not much [was said about] getting the building and he said, "Well, that's why I called. Will you come back if we plan our building?" I said, "Yes, under these circumstances, I will." So I spent a lot of my second half of that year in California, my leisure time, writing a program for the building and lying back thinking. So I had the experience of writing the program and seeing a new building being constructed. It was completed in 1972 and by 1974 I felt I had [done all I could] for Indiana State. Two out of three books in the collection were purchased during my 17 years there. I built the new building. Everything was running well and I decided to leave and I came to [UTEP].

J: How did you find out about the job here?

H: I'm not sure I remember. Someone mentioned it to me or someone sent me a notice of the thing. Initially I was interested because the Southwest sounded so attractive at that point. I had almost reached the last decade in my professional career. I was 54 and I wanted a new challenge. I felt that I had stayed and had seen the new building through all the little

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glitches that happen with every new building. It was working well and I thought that although it's a little late for me, a lot of people say, "Why do that and have to do everything all over again?" But I really wanted to get involved in a new building. I understood that the situation here was such that a new building probably was in reach and when I came here for the interview, that was confirmed. One of my great disappointments in the early years was that nothing was done about it. We planned the annex which was supposed to be just a patch. It was supposed to give us time to plan and to open solutions to the facilities problem. But former president, Dr. Templeton, had the annex built in 1974.

J: When you came to El Paso, did you come as Director of Libraries?

H: Yes.

J: Can you think about any particular accomplishments, tracing them in the years you've been here, obviously ending in this new library building?

H: Yeah, things that stand out.

J: Yes, things that you would consider important to your career or your personal life.

H: Some of them happened so gradually.

J: You came here in '74?

H: '74. Uh huh. And the thing that immediately struck me was the fact there was a tremendous imbalance between professional staff and classified staff. The library was far too short on professionals and far too long on very high-level, fairly high

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paid paraprofessionals in the upper levels. Well, to make a long story short, we almost doubled the number of professionals and it was done in the style in which I liked to go. We didn't fire anybody; we didn't pressure anybody to leave. As funds became available we created some new positions at both classified and professional levels. But one after another of the high-level, classified paraprofessional people either retired or went elsewhere and as that happened, I was able to use those same dollars to get professional positions. I know a couple of the vice-presidents thought some of these things got so complicated that [they] were amused by it but nonetheless, we got it done. I'm very proud of that. It hasn't gone far enough, it's an ongoing process. Our greatest need at this point is for a tremendous emphasis on collection development and that should be done. What I would do, what I had done before I came here at another institute, was to develop positions for subject specialists. I think personally it is our greatest need. My thought would be that we probably should start with two positions initially: bibliographer and social sciences bibliographer. I think we're pretty well covered by staff specialists in the sciences. That's one thing, I think, which has given me a good deal of satisfaction, the fact that it's been possible, moving very slowly and incrementally, to build the staff, not to the level that it should be but to a far more adequate level.

J: Um hm. Are there other things that stand out?

H: You can couple every success with a failure too. So we're only

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talking about one side of the coin.

J: Well, we'll talk about the other side if you'd like to, also.
(Chuckles)

H: (Chuckles) I'm almost reluctant to state something that I've felt, [for fear that it might be construed] that I'm being critical of my predecessor, but it is not my intention at all. We were engaged in some very archaic systems and operational methods, almost as if things that the previous 30 or 40 years of American librarianship had never occurred. Instead of using methods of organizational materials and so forth that were more or less universal in this country, there were a lot of local systems that had been developed in part because there were so few professionals, and consequently some of these intelligent, well-educated but untrained people in high-level paraprofessional positions were not aware of many of the processes that were almost universal. They even developed their own process that had to be undone and that's an awful long process. The method of organizing the periodicals was incredible. We're only now approaching the point where we're going to get the backfiles [straightened out] and that's arousing some opposition on the part of the faculty.

J: Well, they're so used to using it the old way.

H: It's a method that would be fine for a high school library, a very small public library. We're under pressure, for instance, from some of the faculty to keep the bound periodicals in an alphabetical arrangement. They seem totally unaware of the kinds of problems it causes. Whenever a backfile was fifty

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years old, that periodical may have had five different titles and so they consequently labeled five different ways. It is a little too much to expect the college student who does the shelving for us to pick those things up and know that even though it says this on the spine, that's not where it goes. It goes somewhere else and a call number, of course, fits it into the collection with absolute precision.

J: That's right.

H: Well, these are the sorts of problems that librarians deal with and it's one of the reasons that we have to exert some patience.

J: I'd like to ask a little bit about your relations with the different administrators here, presidents and so forth that you would have to work with perhaps, getting support for different projects for the library, getting support for a library building, funding and so forth. If you could just talk a little bit about the different people you've worked with and your view on how you got along with them and so forth.

H: Kenneth Beasley was Vice-President for Academic Affairs. I report to the Vice-President of Academic Affairs so when I worked with the three in eleven years, of course you have a very profound reaction to the Vice-President because the relationship is so close. For better or for worse, we're tied together. Arleigh Templeton was President. There were a lot of things we didn't get done in Templeton's time because he just was not a library person. On the other hand, in a general sort of way he knew that libraries were important. I

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don't think he really knew why, but he accepted the popular reasoning that libraries are important and so he did some pretty good things for us. He didn't go ahead with the new building which I think indicated a tremendous blind spot as far as the real mission of the university is concerned but he did allocate to the library, for collection development largely, substantial appropriations of local money and he was encouraged to do this by the Vice-President, Ken Beasley. He, too, was a supporter of the library in some ways.

On the other hand, some of the things that I thought were extremely important got short shrift from some of the administrators [who] were here at the time I came here. One was improving the status of professional librarians. So that was a long, hard battle. It had the support of the faculty and the faculty senate but ran into a stone wall when it came to the administration with Arleigh Templeton primarily. He just wouldn't let me have it. Once again, I can't be too harsh with him because he was reflecting the attitude of the UT System which is, of course set in concrete as far as the definition of the faculty. It's still true today, still bumping our noses against that philosophy. My relationship with Kenneth Beasley who has been deeply interested in my work over the years. (It's an area in which he has done some research as a political scientist.) Started out fairly well but it was all downhill and I want to be fair to Ken Beasley. I think his interest in libraries is genuine, largely theoretical and tempered almost exclusively when he was an administrator by the political

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requirements. I found it very hard to get him to take the position based on a sound evaluation of the problem, and it seemed to me that [what] influenced his decisions were political factors rather than the realities that the needs of education dictated and for this reason a gulf developed between us which was literally uncloseable. Had he not resigned when he did, I would have. But I had another from another offer from another university. At the time Dr. Beasley resigned I was within two weeks of going out for an interview. But I didn't want to leave here. I wanted to stay.

Well, when Joe Olander came in as Vice- President, to me it was a totally different ballgame. He was supportive. I don't think I ever went to Olander asking for his assistance or his understanding or his support that I didn't get it. He has I'm sure, in his new role as President of Evergreen, been called upon for that same kind of sensitivity. I think Olander had understanding of the needs of academic programs. He was spread too thin by the nature of his office and he tended to single out administrators that he felt could do the job and then just let them do it. We had a good close relationship. His door was always open if I wanted to come over, but because I think he was spread too thin, I don't think he could spend as much of his time on library matters as I feel a Vice-President should.

Haskell Monroe came along. The first week he was here he came over to the library. He has an interest in libraries, interested in everything that pertains to libraries. I showed

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him through the old building, what its inadequacies were, and his first address to the faculty, he said that his number one priority would be a new library building, and he approached it with considerable skill. He was wise enough to take advantage of the fact that a new president always has a honeymoon with the Regents, with all of the people he deals with, and he very skillfully used that period when they wanted to please him to get something that he knew, as a fine university administrator, was probably closer to me. He's been supportive of the library.

My principal, I don't want to call it a disagreement, but I think my principal disappointment as far as Haskell Monroe is concerned, is the fact that very early on, he suggested to us that we resurrect this matter of the status of the librarians. He had been involved in that movement at Texas A & M and had been a prime mover in getting that through the Senate there and the administration had suggested that although we had done this before and had the full support of the faculty and senate and had run into a stone wall with the administration, that he would support it. We did that at considerable effort. In the meantime, he learned that it was not popular with the System administration, so when we finally worked through that whole process of developing a proposal and putting it through the faculty library committees during the support of the Senate, he did not support it. And I think there was a lot of misunderstanding. He did not say, "I cannot support it. I support you and I believe in you but I cannot help you because

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of policies with the system which I did not understand." I think that was a major strategic mistake, and I think there was a lot of resentment, some of it I must admit I felt very keenly myself. I have since come, I think, to have an understanding of that problem and the position he was in. We all make strategic mistakes. I think that's one of the strategic mistakes he made but that does not mean that there was a failing on his part as far as his attention was concerned. And he has been totally supportive. [We have] a wonderful, informal relationship, and I'm sure it's the kind of relationship where I could walk into the office and sit down over there on the sofa and chat with him and that does good things in a variety of ways. Not only are you able to discuss problems informally and say exactly what you feel, but I think he has that flair of showing that he is interested.

Those are the principal ones. Now I've worked with a lot of other university administrators that I admire enormously. Bill Erskine was Vice-President of Business Affairs and the library had a big, large business operation and we spent lots of money, so we had close ties. Many of the academic deans have been deeply involved in faculty library committees which should be a very strong influence, sometimes is and sometimes isn't. I have experienced lots of satisfaction of working with library committees in some years and then other years they are filled with people who needed something on their record under the heading, "Service to the University," and they really didn't want to do anything. They just wanted it on the record.

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[PAUSE]

J: We'd like to know if you consider that there was some good luck that came into some of the good things that have happened here as opposed to your hard work or things that just sort of fell into your lap.

H: Well, I guess I feel that most of the things that turn out well do so not by chance. The really big, important things in libraries I think is half and mainly because people have a sense of direction, have the technical skill to accomplish their goals and somehow have the ability to mobilize resources, but there's no question that good fortune enters in. I think it was our good fortune to get Haskell Monroe as President. I don't think it was luck but some people who were involved in the selection process showed genuine perception. There were five finalists. As a matter of fact, of those five, Haskell Monroe was not my choice, although I was deeply impressed by him. Now I'm even more impressed by him. Perhaps because I was asked to sort of be the sponsor one day and I took [another finalist] from place to place and introduced him to people and met his wife and sort of squired him around all day, and I don't think I better mention the name, but I was deeply impressed with him. But certainly I think Haskell Monroe is one of the good ones, the right person at the right time, and that was good fortune for the library because we wouldn't be sitting in this office in a brand new library building, (make no mistake about that) had a bigger name gone after the word President. It was his doing and his skill and his know-how.

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I think we've had good fortune in other ways. One of the things that I think I'm most grateful for has been the people that I've worked with right here in this library. I've worked with library staffs for 35 years. I have never worked with a library staff to which I became as deeply attached as this one, for a variety of reasons. I've become deeply attached to them as human beings, as individuals, whereas in many libraries there's a friction. There's envy and friction and strife and so forth and so on. Still, I've never in my professional experience worked with a group of people who worked together as well as the people here, who were willing to extend credibility to the administrators. Very often administrators are just automatically the enemy. You suspect that they're out to get you. If you don't watch them, they'll take advantage of you. I'm sure that most of the people on the library staff felt that way, but predominantly I've trusted them and I really sincerely believe that, to the extent possible, that made it possible for both of us to go about our work without spending time on things that occur because of suspicion and so forth and so on. They not only have worked well with me; they worked well with each other. I think I had good fortune. How did I choose UT El Paso to spend the last decade in my professional career? I couldn't have chosen better. It would have been miserable to wind up my career amidst the kind of bickering and strife that you find in some institutions and I feel blessed to have had a climate in which I could devote myself to constructive work.

J: Are there any mistakes or misfortunes or disappointments that

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you can think of that you'd like to recount?

H: Thousands. (Chuckles)

J: Any big ones? (Chuckles)

H: I might dig out my desk calendar and go back. I could just do almost day by day. The disappointments, I think they're always disappointments because most of us set our goals at a level that represents an ideal, perhaps not attainable. I think maybe disappointments is too strong a word but when we don't achieve those goals for whatever reason, of course there is a sense of disappointment. But realistically we tend to set goals that are perhaps unattainable and we achieve the percentage of those goals.

H: You had mentioned that when you first came here not getting the new library building as soon as you had thought you were going to get one. I guess that would be one disappointment.

H: Yeah, it was. That was a real disappointment and I felt that I'd been employed in part with that experience, something that I knew how to do, that I think I was good in, that I enjoyed doing, and I don't think I've ever seen a university that needed a new library more than UT El Paso and that was a big challenge.

J: Right.

H: So we planned a patch and constructed that and of course it wasn't a very satisfactory solution. There have been many, many others. We haven't made as much progress in collection development, but I think we stand right on the threshold. We don't know what's going to happen now that permanent university

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funds are going to be more readily available, but one of the areas of support will be library collections. We have an enormous [plan] which we have outlined in a series of documents that we have been asked to prepare over the last few years: What would you do if...if you had all the money you needed?

J: The main problem with the collection development has been the lack of funding?

H: Yes. There are, I think, two things and we touched on the lack of funding and the lack of people whose time is dedicated to the collection development.

J: What are some of the important areas of expansion of the collection that you are proud of?

H: In the area of Special Collections we've made great progress. The Military History Collection came along in my time although the negotiations had been started before I came here, but I completed them by working with General Marshall. He was still alive at that time and his wife still lives here. That collection has gotten tremendous publicity, and I think it's added considerable respectability to our institution. I can't point to spectacular developments except in such things as, oh the purchase of a tremendous set, extremely expensive, but if used properly, a research source that will be an even more potent resource a hundred years from now than it is now and not valuable only to the field of political science but to the broad spectrum. I think my assessment of our needs here are quite simply this: either the funds weren't available or for whatever reason when many of the major compilations,

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major sets, major research resources, such as the the microprint edition of early American influence, the publications catalogs, all of those things that became available, for some reason, either the funds weren't available or people weren't willing to commit large sums of money. So these things were not purchased at the time, and I find tremendous gaps in our collection in the area of major sets. In my time here we purchased a few of those but we had not had the money to put \$50,000 or \$100,000 in on sets and I think that's what we're going to do. We can get the major compilations of research resources if we get funding. We'll be able to go out and simply purchase these things that are lacking. Well, early American Influences covers everything published in this country. Well, those things are simply not available in any other form that here, in one major purchase, research in every field that is covered by American publications could have been secured for this institution and were not. And we still don't have that set.

J: I'd like to change the focus a little bit now and talk more about the new library. Are there any particularly memorable events in either getting the library started or putting together the plans for it or the actual construction that you can think of? You already said that you were just getting joyful when Haskell Monroe finally went out and got the funding and so forth but anything else in particular that stands out in your mind?

H: I guess the thing that stands out most clearly is the day that

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I was told that program development went through and I sat down with a sheet of paper and started the plan. That began a period of four months. I should have had a year to do it, I did it in four months.

J: When did you begin the plans for it?

H: Let's see, four years ago. The groundbreaking was another thing that's memorable, and that was April 17, 1982. I guess I started in '81, writing the program, and it usually takes the better part of a year to figure out how every square inch of space in the building will be used. It's very complicated but we did it in four months. I had a lot of help. The staff were working with me on a large committee. The groundbreaking was the culmination of all the planning process and the approval of the building. I think one of the most memorable things that happened was when the Board of Regents met here [to hear the] feasibility study that I had written and gotten cleared, which expressed to the regents exactly what it was we wanted to do and how much we thought it would cost, and they met on this campus to consider that. Two new regents were among that group and were very negative about the proposal.

J: Were there any particular reasons that you know of?

H: They felt that the project was too large, too lavish, that the cost projections were too high. They wanted us to scale it down and so forth and so on. They were brand new. I think both were attending their first meeting of the regents. I began to get worried and I wouldn't have been worried had I known what was going to happen. They asked a lot of questions.

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They aired a lot of ignorance about library needs for institutions and obviously were airing that ignorance to their fellow regents because after they were all through, , who had been on the Board of Regents for a number of years, who distinguished herself by always doing her homework, who had studied that feasibility study and knew it from one end to the other, made a very brief little speech after they had talked themselves, all of their negative comments out, she made a very beautiful, little speech in which she said that she felt this institution had been deprived long enough and they had to have facilities and she had studied the proposals, thought it was a good proposal, that the system owed it to this institution to give us an adequate library, not a scaled down version of what we really needed and she moved the feasibility study be approved in its entirety and that it be funded as required. That was seconded and it passed, with only two negative votes.

J: And then you started breathing again, right? (Chuckles)

H: Well, I think a lot of us did. We were all just I think in a state of mere exhaustion. I had a pretty good idea of what as ahead of us, all the problems. But the planning was behind us. Construction was [ahead of us] with all the intricate details. and so forth, could you think of any general advice that you would give to someone who would be in your position, about trying to plan a library ?

H: Actually, this is my fourth. I did a new library in Pakistan working with a very well-known international outfit and that was an interesting project, more primitive. And then the annex

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here, I wrote the program for that new building. Yeah, I do give advice. In fact, I do consulting work on library buildings and that's going to be my principal way of staying in touch professionally. I don't really plan to hang out a shingle but I plan to let it be known that I'm available. More people have asked me to consult on new buildings than I've had time to, actually. I've been too busy and I've turned more down than I've accepted. There is a lot of advice that you can give. I think people have to work in their own way and as you approach a goal, there may be different roads that go through different countrysides to get to that goal but both will get you there.

Usually, the person in my position is not really involved in the structure, with the architect. I think that's unfortunate but it's the way it works. In our case, let me add a little aside, we were just tremendously close to the architect. Jose Gomez is just a tremendously talented architect. Had never done a library building before, that is a major library building, was delighted with the building program, said that it was so rare that people knew what they wanted. That made this case easier but from the very outset wanted to give us a building that would be functional. Very often there is conflict between people in my position [and architects]. They want something that represents them to the world as a, as a sort of sculpture. So there are architects' buildings and librarians' buildings and the best building lies somewhere in between. If you want a functional building,

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function is the most important aspect of a library. But then you want to build that into it somehow, the aesthetic qualities, and Joe Gomez sensed that and I think he did an excellent job. The building is functional. After we had determined how we would arrange the building and make it functional, he was able to add to it. I think you have to have, you have to immediately establish a good rapport with the architect if you want a successful project and the strongest piece of advice I can give anyone would be to work very hard at that and to do your homework which is to hand to the architect a document which highly detailed. It's called a building program which tells the architect not what it should look like but exactly what it is you want, what it should contain, what the space relationships are, how much space should be devoted to each function and which then permits him to carry out the function of the requirements. And when you hand that to an architect, it saves him so much time that you make a friend immediately and I think that sets up the working relationship.

J: How about working with builders and movers, anything in particular you would give advice on in reference to those?

H: Well, we don't work very closely with people who do the construction. Once the contract is let, within the UT System, the relationship with the builder, the architect maintains a very close relationship to be sure that his intent is carried out and there's usually on any construction project the person who goes under various titles or construction coordinator, "clerk of the works" is a common term, that person represents

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the owner and that person watches the work every day. He tests the concrete to be sure that it's of the proper consistency and won't collapse. He takes a look at the reinforcing steel to be sure that the contractor is not shorting it. He makes sure that every wall is where it's supposed to be, every item is of the quality it's supposed to be. In our case, that person is appointed by the UT System. And it's a most important position but we don't get involved except when problems arise that have to be [solved]. And then we are asked to meet with the builder, with the contractor, with the clerk of the works and okay, here's a wall that for some reason or another is going to have to be moved six inches, some duct work has to go through there. All sorts of things happen during the course of construction. Then we are called in and we work with them but we don't, we don't direct the work.

J: Right. Were there any particular problems in the moving of the collection that were devastating or did it all go pretty smoothly?

H: I think it went very smoothly. There are a lot of problems but we had a firm that had moved 125 libraries previously. They had their own method, an excellent method, and they came here and worked with us. They helped us train our staff in the method that was to be used. They were good supervisors. They had the equipment. They were hard workers and we had, we had the usual array of problems. But in terms of other moves that I know about, it went like clock-work.

J: So you would advise someone perhaps in your position to find

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people who have done this before and many times before.

H: Always. Write a good set of specifications that require that they have moved libraries of a comparable size and perhaps at least four or five because when moving, if you use local movers with no experience whatsoever, despite the fact that your specifications say that they must have experience, you have the problems. They've had no experience, they've had no equipment.

J: Do you feel that it's important to get the input from staff, faculty and maybe students sometimes when you're putting together a new library?

H: Oh yes. We had that in a variety of ways. We had what was called the library building advisory committee consisting of faculty, alumni, people from the local community, students, graduate and undergraduate, and I chaired that committee. We met frequently and as I completed sections of building program, I would have them duplicated and send them to the committee and we would meet and review them intensively. They had a very clear understanding of what we were doing as far as what we were asking the architect to do.

J: Do you find that this kind of input to be essential to the planning of a new building?

H: I think it's vital for a variety of reasons, some of which are political. But first of all, you do get some excellent suggestions. Secondly, you get support for what you're proposing by the time it's been carefully reviewed and digested and I think that's extremely important. But things come out of these discussions that even some of us that have had prior

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experience, [haven't thought of]. I think it's sometimes quite surprising the insights that some people with their variety of perspectives bring to the planning process. And then working with the library staff is an absolute requirement. I sat down during the planning of each area--the reference department for instance. People who had worked there came in and discussed the arrangement of the collection, the number of spaces we would need for stands and book spaces, the relationship of the spaces to each other. Absolutely vital, couldn't do it without the staff.

J: Do you have any final comments? When are you leaving us? I don't know exactly.

H: Well, let's see. In two months. I'll be leaving the 1st of June.

J: Are you staying in El Paso or are you...?

H: No, my wife and I've bought a... I have a daughter, granddaughter and son-in-law in East Texas and (we're not native to that area) but in visiting them, we came to like it so well that while we were trying to decide where we would spend our retirement, we decided that we'd settle in that area. We had some strong urges to come to the family and be there.

J: Sure.

H: So we bought a home and I've already moved my wife there, about three weeks ago, and I'll be joining them the 1st of June.

J: Any final comments? We have a couple of minutes, I think, left on the tape if you'd like to.

H: Ohhh. I don't have any words of wisdom.

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J: I think you've just given us about an hour of that.

H: Yeah. I guess my concluding comment would be that I don't think everybody's as fortunate as I am to wind up a career on such a high note. I don't take any credit for that. We spoke about good fortune awhile ago. I've been in my business as a professional librarian since the late '40s and here right at the very end I have a project as exciting as this one to walk away with that good taste, so I think I, I've been very fortunate.

J: Thank you. That's great. I really appreciate your comments.

H: Well, thank you.

J: Thank you very much. I appreciate it.

END OF INTERVIEW