



Harvard's Library for Public Administration

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Mme d'Épinay made when working alone. They attest to a fine sense of French style but show no concern for the literary structure and sometimes disclose an inadequate grasp of the meaning of Galiani's ideas. Moreover, as already stated, her corrections had to be corrected again in a number of cases. There can be no doubt that Diderot played a major part in the revision and final shaping of the *Dialogues*, which were praised as much for their form and style as for their content.¹⁷

¹⁷ Voltaire worded this praise well when he wrote in the article 'Blé': 'M. l'abbé Galiani . . . trouva le secret de faire, même en français, des dialogues aussi amusants que nos meilleurs romans, et aussi instructifs que nos

The Galiani manuscript has still another and broader significance for the Diderot scholar. It is well known that Diderot revised the writings of several of his friends and it is said that he even contributed to them entire sections. For many years, the exact nature of these contributions has been argued. Only now, thanks to the manuscripts of the Fonds Vandeuil, and to the Harvard manuscript of Galiani's *Dialogues*, can we reach valid and verifiable conclusions in at least certain cases.

HERBERT DIECKMANN
PHILIP KOCH

meilleurs livres sérieux' (*Oeuvres complètes*, XVIII, 42).

Harvard's Library for Public Administration

THE Graduate School of Public Administration may be dated from the announcement of the Littauer gift in November 1935. The School and its Littauer Library are located in the Littauer Center building. This account deals primarily with the Littauer Library; but the special collections built up by the School are mentioned briefly because one of them, the Industrial Relations Library, has grown to such a large size under unusual financial conditions that it must be included in the total Littauer library picture. It should be emphasized at the outset that both faculty and students of the School are generally satisfied with the library. The library has, however, never been given a definition of its program; and, while some problems

have been worked with for years, others are now becoming evident.¹

On 27 April 1936, a Committee on Public Documents, of the Littauer Commission to Consider Plans and Policies for the School of Public Administration, rendered an interim report on the library needs of the new school. This committee, headed by Professor Arthur H. Cole, stated that there should be, so far as feasible, a unified document collection for the University, not physically separated from cognate materials in the social sciences, and with such duplication of current documents as might be necessary in view of the physical separation and overlapping interests of various

¹ Unpublished documents utilized for this account are to be found in the files of the Director of the University Library and the librarian of the Littauer Library.

schools in the University. In effect, the library of the new school, which was slated to be the center of document activity, could not be built from the ground up but rather on the foundation of the existing University libraries. Although this seems sufficiently obvious, it should be stressed as a continuing and pervasive factor in the history of the library.

Facilities for housing the collection in the new Littauer Center seemed required. The Committee on Public Documents, however, found it difficult to visualize the exact part which the new school itself could play in connection with documents, since at that time the scope and activities of the school were undefined. In the final report, the Littauer Commission recommended that the nucleus of a library be assembled and that it be closely articulated with the other libraries of the University, but it did not go into detail on matters of content or organization. Another report was made, 26 February 1937, by the Committee to the Faculty of the School, recommending that 'a separate library or collection of public documents be established' with a staff of high caliber and with strong financial support. This 'Memorandum' was in part based on several special reports to the Committee made during 1936 by Dr Frederick F. Blachly and outlining at length the documents and organization needed by a special library in public administration.

The library collection was begun on 1 February 1938; and one year and five days later the Littauer Center building was opened. An article by the first librarian has described these beginnings.² It seems clear that the public

document collections were of prime concern to the early organizers. As it has turned out, the lack of adequate funds and the desire that the bulk of the documents be 'not physically separated from cognate materials' have altered the solution from the recommended arrangements to some extent. In November 1939 the Document Division of the College Library was moved to Littauer in line with the plans for a document center; in the fall of 1950 it moved back to Widener, since special administrative overhead had not been financed and the processing could most efficiently be centralized there, although Littauer has housed and serviced the majority of the documents.

When the School was founded, there was an understanding between Dean John Williams and the Corporation that the School would not be responsible for the cost of maintaining the necessary library. There seem to have been two reasons for this. First, the new Dean felt that the demands of the library would increase to a point where they would have a serious effect on the School's budget. Second, at the time of construction an extra basement floor was included for library purposes at the request of the incoming Director of the University Library. Since Mr Littauer agreed to provide for this space, it was felt that his funds ought not to be drawn on further for the support of the library in the building. Thus the Corporation provided the funds for the operation of the library, as it did at that time for the Harvard College Library budget, and the funds were budgeted through the College Library.

² Elmer M. Grieder, 'The Littauer Center Library: A Few Notes on Its Origin,' *Harvard University Library Notes*, IV (1942), 97-104.

² Elmer M. Grieder, 'The Littauer Center

Under date of 14 January 1939, Mr Metcalf, Director of the University Library, outlined the possibilities.

The expenditures required for this library will depend altogether on what the University wants to do in the way of developing a library in the field of public administration. . . .

[First] To provide a library in the new building and to pay the expenses bound to result from a new library establishment will cost at least \$10,000 a year. This figure might be called overhead resulting from decentralization. It would pay the salaries of the staff to keep reading room service available. It would pay for the duplicate books that would have to be purchased because of having an additional library. No attempt is made to go into detail in connection with this possibility. It is taken for granted that the University is obligated to it, even if nothing more can be done. . . .

A second, and certainly a much preferable possibility, would be to improve the collections gradually and bring them up in the course of time to the level which can now be found in a number of the better universities of the country. . . . This plan would bring results of which Harvard need not be ashamed, but of which it could not be particularly proud and it would restrict the fields covered to those in immediate use.

A third proposal, and one which it is hoped can be followed out, is to build up an outstanding library for research . . .

Mr Metcalf then proposed budgets for the very minimum basis, the 'respectable but undistinguished,' and the 'outstanding.' It was decided to start on the minimum basis. There were to be no reserved books, no undergraduate service, no subject catalogue, no serial cataloguing, little binding, and re-

stricted access to the stacks. An effort was to be made to find funds to make the second plan possible; however such funds have not yet been obtained. As time went on, the library costs increased because of reserved books, better cataloguing and binding, and inflation; and the budget increased at a more rapid rate than the budgets for the more mature parts of the University's library collections. This increased expense arose in part because the library's scope had not been defined, and the librarian felt it necessary to provide 'respectable' rather than minimum library services. The School has never formally sanctioned the improved resources, though its lack of directive to the contrary would seem to have implied approval; and in July 1942 it began to assume a part of the library budget, since the College Library could no longer maintain its level of support.

The Littauer Library has been administered by the following librarians with the title of 'Assistant Librarian' in anticipation of the day when expansion of the library would require an even more senior administrator who would have the title 'Librarian':

Elmer Grieder, February 1938-February 1943, January-September 1946
Joseph Wright, 'Acting,' March 1943-December 1945 (Lucy G. Hager and John Armstrong filling in briefly)
Hugh Montgomery, October 1946-15 August 1952
Ruth Hitchcock, 16 August 1952 to date ('Acting' the first two years)

The librarian, besides being directly responsible to the Dean of the School, is also responsible to the Librarian of Harvard College because of the financial arrangements made before the

transfer of the College Library from the University to the Faculty of Arts and Sciences in 1949. There has been no faculty committee on the library to help with policy matters and control. The School has been satisfied to leave the supervision of the library to the Librarian of Harvard College. This is peculiar to Littauer alone of all the libraries outside the Harvard College Library.

The allegiance of the library to the Faculty of Arts and Sciences, as well as to the Graduate School of Public Administration, is strengthened by three factors. First, the Littauer Library assumes the acquisition responsibilities of the College Library for certain classes of documents and some marginal material in government and economics. Secondly, it relieves the College Library of reserving books for most advanced courses in economics and government. Thirdly, it shelves and services the bulk of the College Library's foreign documents.

The current annual announcement of the School of Public Administration states:

The educational program of the School is carried out through its seminars and through the courses of instruction offered by other departments of the University. . . . The fields of inquiry covered by the seminars are broad. This enables each member of the group to pursue his own special line of inquiry and at the same time to relate it to the general field of study through his participation in the discussion of related problems. . . . In brief, public administration is regarded by the School as a subject too broad to be embodied entirely in any one course or definite combination of courses. Flexibility is lent the programs of study by provision for courses of reading and research in the

several departments of the Graduate Schools of Arts and Sciences.³

It is obvious that the School's library could not hope to cover adequately all the materials needed for instruction. It must be selective. The seminars have increased from eleven to thirty-one in sixteen years, during which time only two subjects have been abandoned. They now emphasize 'planning,' 'policy,' 'administrative problems,' and especially the theoretical side of government and economics, as contrasted to the early emphasis on the more practical side.

The policy of this graduate school library has been to offer efficient service in an atmosphere of informality. The stacks were not 'open' at the beginning and page service was available; but these arrangements did not last many years. Students now obtain their own books in the stack, with occasional help from the staff when needed. The stacks are open to all users, and there is ordinarily no check of books at the exit of the library. This is inevitable with such a small staff and is a natural attribute of a personalized department library. Although losses of books occur, the number is not large. Just after the Second World War, the number of losses seemed high enough to warrant creation of an 'Office Reserve' collection of titles in current economics and the classics that seemed to disappear. This reserve is not guarded, but the student must go to some trouble to obtain a volume. The Dean has been firmly against a system of fines for overdue reserved books, and against any barriers to the stack. Certainly

³ *Official Register of Harvard University*, Vol. LI (1954), No. 18, p. 17.

the informality has kept the cost down, while harm to the service of the collection has been slight.

Who uses the library and how much? An incomplete registration in the fall of 1953 showed the following distribution of users:

School of Public Administration	79
Harvard College (undergraduates in the Faculty of Arts and Sciences)	60
Graduate School of Arts and Sciences	116
Radcliffe undergraduates	8
Radcliffe graduate students	16
Graduate School of Design	6
Law School	39
School of Business Administration	5
School of Public Health	2
Massachusetts Institute of Technology	7
Others	29
Total	367

The continuing heavy use probably comes from some 200 graduate students, nearly all of them in the School or the Graduate School of Arts and Sciences. Their attendance in the reading room sometimes goes as high as fifty at one time. Typical use of the 56 seats in the reading room and 28 seats in two adjoining rooms would be 55 persons.

Stalls in the book stack have relatively little use. Although some 114 students signed up to use the 42 stalls in 1953/54, only a dozen used them consistently for studying; the remainder used them, if at all, as a place in which to leave their papers. Smoking is allowed in the reading room and that is an attraction for some students. Further, stale air in the stack has for over fifteen years driven a few persons to the reading room who otherwise would prefer the stack area. One pro-

fessor has reasoned that the stalls are not more used simply because the type of student coming to the School is too gregarious for stall-living!

Concerning the card catalogue, all users agree that the more subject and title cards placed in the catalogue the better. Bibliographical information is not particularly necessary; a title-a-line entry would certainly please 99 per cent of the users as long as they were given enough access points for locating their references. Since there is no book numbering, a considerable proportion of the questions asked of the staff relate to the use of the card catalogue and location of material in the stack. To help with this work some guides have been issued and a couple of charts prepared. Students have expressed a definite preference for charts and signs—as graphic as possible—over handbooks and pamphlets.

Circulation figures to some extent show the use made of the collection. It is significant that reserved books account for about 75–80 per cent of all outside circulation. Total outside circulation averages about 100 volumes a day, while closed reserves alone account for 90 more during the day. Faculty use of the collections is not on record, but an estimate might assign 5 per cent of the use to faculty members, 90 per cent to students, and 5 per cent to others. The faculty member is primarily interested in having certain books reserved for students; faculty research seems largely to be done in the Widener, Langdell, or Baker libraries. Both faculty and students do not mind going to other Harvard libraries for their materials and do so frequently.

If the type of library service were altered to any great extent (such as changing reserve-book emphasis to research emphasis), there would have to be many major changes in the library. In the meantime, given the clientele, the necessity of supporting a broad instructional program, the physical location of the building, and the financial support, it can be said of the Littauer Library, as of so many special libraries, that it provides very creditable service considering the conditions imposed upon it.

Personnel provision for the Littauer Library may be characterized as on the shoestring level even more than the library as a whole. For many years the library was staffed with three professional librarians, three clerical assistants, and a few student assistants. In 1953/54 a fourth professional librarian was added to help with cataloguing. With so small a staff, each member fills in at many places, only the essential work is done, and the supervision of work is less than is desirable. Yet salaries and wages at present amount to 73.6 per cent of the total library budget, and book funds only 13.9 per cent. The relatively small amount for books may be explained by the fact that a very large part of the acquisitions are gifts, which the library staff must locate in publication lists, write for, and catalogue, just as if they were purchased.

Acquisition policies are highly important in any library and they have affected the growth of the Littauer Library to a very large extent. The Littauer Library was begun with the amalgamation of several small tutorial collections and was soon vastly augmented by the transfer of large groups

of pertinent material. The rapid growth was encouraged by the wide scope of the School's interest, the space available for some 280,000 volumes, the ambitious program outlined by Dr Blachly's report on publications needed by the new School, and the acute space problem in the Widener building.

The Littauer librarian went ahead as best he could within the budget provided. Thus, in October 1948, the librarian could write:

Apparently there has never been any very definite statement either by the Graduate School of Public Administration or by the University Library as to exactly what position the Littauer Library should hold in the [United States and foreign] documents acquisition program for the University. . . .

As for the state documents field, it has been felt that the Littauer Library has been considered by the University Libraries generally as the chief repository for publications at this level of government. . . . Certain key states have been concentrated on by the Library. . . .

Serials and periodicals other than federal, state, and municipal publications, have been selected primarily on the basis of current need. . . .

The book purchases which were made for the fiscal year answered only the immediate demand for course reserve. . . . The policy of the Library is to buy only those books necessary for course reserve, plus such other books as appear to be of considerable importance. This holds for the field of economics as well as for that of government.⁴

No formal revision has ever been made or approval recorded of the aims of

⁴Hugh Montgomery, 'Brief Report on the Organization and Operation of the Littauer Library,' October 1948, leaves 13, 16, 18, in typescript.

the acquisition program that the librarians have themselves developed; faculty opinion has been in some disagreement as to the need for developing certain subjects. The Dean has felt strongly that for financial reasons the library should service the graduate students with the required current literature in the fields of economics and government, and it should be the province of Widener, within the College Library, to gather and house historical and supplementary material. On the whole, it has been his feeling that the library is proceeding at such an acquisition rate that it will not be long before the cost of operating the collection will greatly exceed any figure that the College Library and the School will be prepared to meet in the near future. The library adds close to 8,000 volumes and pamphlets each year, the bulk of which are serials, or requested material that can be received gratis.

Processing of its material is required of any library. Littauer has probably kept this more simple than has any other Harvard library. The material is catalogued by author and subject, it is assigned to one of about ten locations (such as 'State Documents,' 'Miscellaneous Serials,' or 'Book File'), and it is generally sub-arranged alphabetically or by volume number. The stack arrangement of documents is alphabetical, first by the parent organization and secondly by the office or agency, with monographs following serials; unfortunately the card catalogue does not indicate locations within the general groups. In May 1951 the librarian wrote:

It must be thoroughly understood that the type of material which the Littauer Library collects is extremely difficult to

locate for the uninitiated. . . . It is practically impossible for untrained student assistants to direct the reader to the proper sources, much less locate material in the library stacks. We are not dealing with purely book materials in the Littauer Library as is done in Lamont Library. We are dealing with literally hundreds of special Government series which even to the initiated are not easy to use. . . .⁵

This puts a premium on reference assistance, guides, and a carefully planned catalogue even if it is constructed on the most simple scale. The students feel that shelf classification is not essential, but that a more complete subject catalogue is definitely needed. (The present subject catalogue, covering current acquisitions only, was not started until the year 1947/48.) Complications have developed, though the system itself is regarded as sound. The lack of book numbers within the group has proved very troublesome in locating a book, keeping circulation records, and shelving. (This lack of book numbers necessitates accurate and complicated lettering on all document volumes.) However, even with notation, the collection would be difficult to handle. The various shortcuts in the processing of material have resulted in economical cataloguing. The cost figures worked out in October 1948 by Mr Montgomery show that the average monograph title cost 30.8 cents to process and that 'checking in' of a serial piece cost about 4 cents, though these costs have increased somewhat in the last few years. On the whole, filing by number of the series or by

⁵ Hugh Montgomery, 'Survey of Operational Costs of the Littauer Library 1950/51,' 25 May 1951, p. 2.

the author has proved an adequate and inexpensive way of obviating classification in a library of this type.

Binding is one of the major problems in a collection of public documents. At a guess, some 80 per cent of the material coming into the library is unbound, and an effort is made to bind the bulk of it. Despite the financial help of the College Library, experiments with less expensive pamphlet covers without lettering, and experiments with simpler lettering, items for binding keep accumulating, because of insufficient professional personnel for the preparation.

Space problems plague most libraries. Except for an interval (May 1942–February 1946) when the reading room was vacated, the library has occupied its present quarters since the building was opened on 6 February 1939. These quarters consist of one reading room, a work room, three small offices, and two large stack areas beneath this main floor. The various Littauer collections now number about 265,000 volumes and pamphlets. Nearly all of these volumes are on the two stack levels and occupy some 35,000 of 37,500 feet of shelving. When the projected shelving has been installed on the third (the lowest) stack level, where supports are already in place, there will be room for 21,100 feet more. Since the stack areas were designed with some extra space, there is flexibility for later years. For example, the stalls could be nearly doubled in number if the need ever arose, and some seventy or eighty sections of shelving could be added. Plans exist for an underground stack to be built on the north side of Littauer at some future time.

Reading room space is one of the

problems that the School and the library must face, now that reserved books have changed the original character of the library operation. The reading room fills with readers, and is further congested by the reserved-reading shelf area, which is crowded into an area between the stack entrance, the circulation desk, and the entrance to the library. Every possible last foot of shelving has been added; in the future the reading-room collection must be reduced or else some expensive physical rearrangement will be required.

Much of the space problem is a matter not so much of quantity as of quality and arrangement. This situation exists because the planning of the library portion of the building had to be done at a time when the organization and operation of the School were not yet fully developed. The Littauer Library is but one of many libraries where a half-dozen differing shelf lengths, difficult areas for staff supervision and work, poorly controlled air supply, and so forth, have been minimized only by the existence of ample space in the early years of use.

The amount of financial support is a prime factor in the health of a library. Support for the Littauer Library has been steady but unplanned, and on a minimum basis. Each year since 1942 the College Library has stated what support it could give and the School has attempted to cover the balance of necessary funds. The School's portion has gradually increased to 47½ per cent in 1954/55. Because of the arrangements made at the time the School was established, the School of Public Administration alone among Harvard graduate schools does not pay its own building charges

for heating, electricity, cleaning, and maintenance. In the Littauer building, 40 per cent of the space is devoted to library purposes.

The library budget has grown from \$10,000 to \$32,300 in sixteen years, which is still minimum support considering the library growth and monetary inflation. The Littauer Library collections and services are standing credit to its librarians, but provision of adequate support must be a concern to the responsible administrative officers.

The School of Public Administration has four separate collections, three of which have been built up as special facilities for research seminars. A fifth was absorbed by the Littauer Library last summer. All but one are small in volume and have been kept under control by factors of space and money, emphasized by the increase in the number of seminars from eleven to thirty-one. Whereas the seminar acquisitions accounted for half of the School's annual book increase in the early years, they now account for around 10 to 20 per cent, and practically all of this is in the Industrial Relations Library. The rules for use are few, and care of the collections is spasmodic; book losses naturally are large. From the nature of the seminars, these collections overlap each other and the main Littauer Library to some extent, and book selection is not coordinated with the Littauer Library. One professor has recently stated the case well:

I have no such collection but I'd like to put in a word about them. It may well be that such collections make sense for some purposes, but in some instances they reduce the value of the Littauer library as a whole. . . . It often occurs

that when a particular item is wanted it turns out to be in a seminar room; the room is locked; or a seminar is in process; by which time one is more or less out of the mood to hunt the book. For materials that are used only in research and where a seminar consists of a number of people working on the same stuff, a seminar library may make a good deal of sense. Under those circumstances it ceases perhaps to be a library problem. Where the rub comes is when materials of rather general interest are to be found only in the seminar room rather than in the general Littauer collection . . .⁶

This clear-cut statement suggests that in most instances, but not necessarily all, the seminar collections are examples of over-decentralization. The waste of space, books, and service energy must before long make them an especially troublesome operation.

In Littauer one seminar collection has grown to such a size that its future is of very real concern: this is the Industrial Relations Library. This collection was begun late in 1939 by the Collective Bargaining Seminar; and its growth has been accelerated by the establishment of the Trade Union Fellowships, the transfer of labor material from Baker and Widener, and strong support from the relevant faculty members. In February 1946 it was agreed that the Littauer Library would take over administrative control of the collection, which was then moved to a room on the first floor adjacent to the Littauer Library reading room. It is an anomalous situation that this section of the library should be staffed by persons paid from another source, and therefore, to a degree, subject to a control outside the li-

⁶V. O. Key, Jr, letter to Dean Mason, 29 May 1954, p. 2.

brary. The understanding was explicit when the move was made that the Littauer Library could not provide greater financial support or more assistance than it was then providing the collection through some small help in the processing of materials. The Industrial Relations Library forms a sizable part of the holdings of the School, and contains much material collected nowhere else in the University; ultimately the question of regular support will have to be decided. The faculty members interested in it prefer that it be considered a part of the main library, rather than the collection of the seminar; the School itself has held that the collection must not be associated with the Littauer Library more closely than at present, since it cannot assume responsibility for maintaining it at anything like its present activity. If the School should take charge now it would feel forced to curb the collection materially in the interests of economy, and such action would damage the collection. Because the Industrial Relations Library now occupies a large room plus 10 per cent of the Littauer stack shelving, and because of the hand-to-mouth precariousness of its support, a lasting solution is being sought.

The Littauer Library is, at sixteen years of age, still without an accepted definition of just how it can and should fit into the University Library organization. In view of the perennial pressures for space in the College Library, it might be thought logical to place in the Littauer building the research materials in the central fields of government and economics, to service required-reading materials in the Lamont Library, and to house the peripheral material in Widener, Baker,

and Langdell. But this is just about the opposite of what is now done; and such a disposition would inconvenience the greater number of students and faculty members who work in Widener, since they use its resources in these fields in close conjunction with its other materials. Another conditioning factor has been the necessity to keep service costs in Littauer at a minimum. This in itself makes it preferable to handle highly specialized material in the central fields rather than generally used research material. The Littauer Library must hold material that will not draw a crowd of users; yet at the same time it can give considerable service to its School and can supplement the Widener book stacks by housing some College Library material that is germane to its interests.

Littauer Library is an example of over-decentralization because of the fact that there is great cross-pollination of research within the various social sciences. The luxury of library service right at home is supported by the School of Public Administration; the convenience of book stack space for its overflow represents the interest of the Harvard College Library. To go one step further, the Littauer Library's acceptance of certain College Library responsibilities (some graduate and undergraduate service and some areas of acquisition coverage) is a service for which the College Library stands in debt; but on the other hand it is an assumption by which the School benefits, and the University expects each department to provide full financial support for any function it assumes.

At present a special faculty com-

mittee of the School of Public Administration is attempting to formulate a definite library program with particular attention to the problems of an acquisition policy, reserved books, and

financing. Although the library operations are satisfactory now, the considerable problems of the future are evident.

DAVID C. WEBER

The Lucien Howe Library of Ophthalmology

THE Lucien Howe Library of Ophthalmology opened its doors for the first time on 27 August 1928. It was, and still is, located in two rooms on the first floor of the Massachusetts Eye and Ear Infirmary, 243 Charles Street, Boston. The initial contents of the Library were made up of a collection of books and journals belonging to the Infirmary and to the large personal library of Dr Lucien Howe. Later, items of ophthalmic interest were transferred from the Harvard Medical School Library and the Widener Library. The total holdings at the time of opening numbered about 600 textbooks, 1,100 bound journals and society transactions, and over 1,000 pamphlets. This Library was unique in that it was the only library in the Harvard library system given over to a single medical specialty.

Ophthalmology, devoted to diseases of the eye, is one of the oldest and best documented of the many branches of medicine. Its earliest records can be traced back at least to the Old Kingdom of Egypt, as preserved in the Edwin Smith Surgical Papyrus, now owned by the New-York Historical Society. Later ages made notable advances, and contributed numerous treatises. It was not, however, until the middle of the nineteenth century that ophthalmology definitely emerged

as a specialty and began to produce journals of its own. There are now eighty-two ophthalmic journals and society transactions, and well over a hundred textbooks are issued each year. It was evident even twenty-five years ago that such a vast quantity of literature needed a home—a library. Dr Lucien Howe, although not the first to realize this, was the first to take positive action.

In 1926, after a long career as an ophthalmologist, Dr Howe gave a large part of his fortune to Harvard University to be used to endow a laboratory of ophthalmic research. Knowing that research should not be done without literature, he asked that a library be established as a part of the laboratory. Two years later an agreement was reached between Harvard Medical School and the Massachusetts Eye and Ear Infirmary. The Laboratory and Library were to be housed in the Infirmary; Library costs were to be met by the Infirmary and from the Howe endowments. This agreement proved to be mutually satisfactory; the Library still operates under it. Thus, the Lucien Howe Library is a joint project with two sponsors: the Massachusetts Eye and Ear Infirmary and Harvard Medical School; its holdings are jointly owned and both institutions formulate its policies.

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