

the reading room. At the time I bought into it, but later I missed the “warm,” wood chairs at La Sierra. But that’s my partiality.

The most serious mistake was the location of the Circulation Desk. Grover Star wanted a large lobby, and he pushed for the Desk to be on the second floor, where there would be ample room behind the Desk for reserve books and other activities.

As a staff we bought in to the idea. Grover proceeded with the plan. Later, after reflection, the circulation people pointed out to us that the students would have to come in the front door and climb up all the steps to check a book in or out. Also, the security system was located in the lobby by the front door. If the alarm went off, how could the staff race down the steps and apprehend the villain. I approached Grover and told him of the problem. The Desk had to be on the ground floor! I should have caught that at the beginning, and I take responsibility for the glitch.

One of the most pleasant aspects of the construction of the addition was my renewed friendship with Grover Star. We were classmates back in 1949 at Washington Missionary College (Columbia Union College). Grover’s father was Medical Director of the Washington Sanitarium and Hospital back in those days.

### **Graduate Work at USC**

Meanwhile, back in 1967 The School of Library Science of USC announced that six doctoral Fellowships would be available on a competitive basis. The Fellowship paid for two years full tuition, books, travel and housing near the campus. When I heard about it, Joan and I talked. It would mean that I would only be home weekends—in Los Angeles Monday to Friday.

I wondered if I could manage the academic regimen on campus at USC and be absent from my family during the week. I decide to toss my hat into the ring and wait and see what would happen. The process was competitive, but I won one of the Fellowships. Now the problems began. Would LLU grant me a two-year leave and what about the administration of the two libraries at Loma Linda and La Sierra?

I talked to Alice Gregg at Loma Linda and John Hardt at La Sierra. Both of them graciously agreed to the arrangement. Then I needed to request a leave from LLU through the Vice President of Academic Affairs. Bob Cleveland listened and agreed to take it to the Board.

The Board approved it! The arrangement was that LLU would continue my salary, and I would pay for all the other expenses from the USC Fellowship. I would be obligated to stay at the university for at least five years after graduation. I graduated in 1973, and Joan and I left LLU in 1980. Sometimes I would have to fly out of LAX for Riverside where Joan picked me up, because it was budget time at LLU, and the gurus of finance wanted to cut the libraries' budgets for the following year.

A sidelight to this challenge has to do with Keith Clouten. Keith was librarian at Avondale College, our SDA college in Australia. He wrote to me asking if he could come to LLU for two years and work for the Loma Linda library half-time. During this time he planned to work on his Masters at USC.

I didn't know him from Adam, so I talked to the Australians on our faculty and received favorable feedback from them. This is another one of those times when I took a chance. It worked out well! Keith, his wife and two little girls arrived, found an apartment and he started to work.

Other than his half-time salary I helped Keith with his lodging at USC. I had rented a motel room near USC with two single beds. We shared this room off and on while he completed his academic program. I would add here that Keith took first prize at the library school as the best academic student of the year.

Keith was a joy to work with. He was intelligent, experienced and congenial to everyone. Our staff loved him! After he left LLU he was hired at Canadian Union College as librarian and stayed there until he received a “call” to be Director of the library at Andrews University. He is now retired and living near Canadian Union College.

FOOTNOTE: When I was at East Stroudsburg University of Pennsylvania, Keith contacted me and asked if I would be willing to serve as chairman of a visiting committee of four librarians to come to the Andrews library. Keith was having trouble implementing changes in the library. He made a wise move. He asked the Andrews’s Vice President to invite me and the other librarians, who were from non-Adventist institutions, to come and evaluate the library.

The four of us submitted a report which supported Keith’s plans for reorganization of areas of the library. Our committee stayed three days. It was challenging and exciting to interview the library staff as well as a number of Andrews classroom faculty. It reminded me of the thirteen years I served on the WASC evaluation teams up and down the state of California.

FOOTNOTE: When Keith was working for me at LLU, I had been talking to directors of Adventist college libraries. We all had a burden to create an “Adventist Periodical Index” of the major articles in Adventist periodicals.

We wondered what it would cost, how many staff were necessary and how it would take. So, I set Keith and Marilyn Crane free from their responsibilities to tackle the project. They set to work with a vengeance and created a small sample “SDA Periodical Index.” I appreciated it, and I’m sure the other college librarians did, too!

The major problem was how to fund the Index on an on-going basis. I volunteered to start it at La Sierra library with Grace Holme and later Aletha Fletcher. The burden of funding fell to my budget for a few years. We tried to get each college to contribute and then the publishing houses. It was a great struggle. Later after I left, Andrews took it over, and the Index is now on-line via Internet. I wish Andrews success in funding it. It was a service of love for me.

In 1988 LLU asked me to go to Hong Kong and conduct an evaluation of our Adventist College there. The college wanted to graduate their students with a LLU degree. I was recruited especially to look at the library. Joan went with me. We were gone a month and we became addicted to Hong Kong, the shopping center of the world, as well as the Chinese culture. While I was there the Hong Kong Library Association held its monthly meeting. I was asked to give a paper on on-line searching, which I did. It was a pleasant evening with colleagues of another culture and authentic, delicious Chinese food. Such a small British colony with too many people! We came back home and realized that we had abundant room in Los Angeles, compared to Hong Kong.

### **Postlude**

Staffing the libraries on both campuses with library faculty was a serious on-going problem during my administration. When I traveled around the country to library conventions, I was on the look-out for Adventist librarians working in non-Adventist

institutions. I found a cataloger for La Sierra at the university in Columbia, Mo. Kathy Dunn came to us at La Sierra from the University of Wisconsin in Madison. Some years later She went on to earn her doctorate in Library Science

Carroll Westermeyer came to Loma Linda from the University of Denver in Denver, CO. Fred Anderson, our first African American, came to La Sierra, and I sent him to USC to earn his Masters. Lee Johnston came to us at Loma Linda from Lynwood Academy We sent him to USC for his Masters.

Elle-Belle Groves was at Walla Walla where her husband was killed tragically in an accident. She moved down to live in Loma Linda, because her sister and family lived here (Mrs. Roy Jutzy). She asked me for a job at the library, and I hired her. Later we sent her to USC for her Masters.

I learned about Maynard Lowry from my sister in Worthington, OH. Maynard had graduated from Kent State University in Ohio with his Masters. I invited him to come to Loma Linda. Later we sent him to the University of Buffalo to earn his Ph.D. Carlene Drake and Jerry Daly went to USC for their Masters.

So, why so many sponsored people at library expense? “Sheep Stealing” from another Adventist library only left them in the lurch, and none of them were medical librarians.

In those days there were only two places in southern California to earn an ALA accredited Masters, accredited by the American Library Association—UCLA and USC. UCLA’s program was a two year one, but the university would not accept part-time students.

On the other hand, USC was the private university, like Stanford, who welcomed career students to earn their degrees while working. All our librarians at USC were in this category. Martha Boaz was the Dean of the Library School, and she ran a tight ship. Some students disliked her high academic standards.

To give you an example. When USC started the doctoral program in library science, she insisted that the degree not be granted through the School of Library Science, but through the Graduate School. At the time other library schools in the country were offering a DLS degree. Martha said, “No, I only want the Ph.D. program, and I want the students to meet the Graduate School standards—qualifying exams along with a reading knowledge of two foreign languages, the dissertation as a piece of serious research and defense of the dissertation.”

So, my doctorate is through the Graduate School with a major in Library Science. It took me two years down at USC to complete all the classes, and then four more years, part-time, doing the research (I was back on the job at LLU).

USC only allowed a student five years to complete the requirements for the degree. It took me six years. I petitioned the Graduate School for another year, and it was granted. (I started at age 37 and graduated at age forty-three.) I believe I was the second Adventist to earn the Ph.D. in Library Science. If my memory serves me, Miss Lucile Lewis, Director of the Library at Oakwood College was first. She was a graduate of Columbia University in New York City.

Enough of that. I would like to add something about my philosophy of administration for what it might be worth. I am an admirer of David Packard of HP

computer fame. Packard is credited with the concept of, “Management by Walking Around,”

What Packard was pleading for was a manager who got out of his office in the corporate suite to come down to the lowest level on the shop floor to talk to the employees, and let them talk to him. Maybe that’s why HP hardware and software have continued to enjoy such wide acceptance.

I divided the employees on both of our campuses into Departments with a chairperson for each department. Once a week I tried to practice Management by Walking Around. I expected each Chair to run his/her own show. I was available for advice, money-talk or problems, but I still walked around!

### **Automation, Bibliographic Control and Other Such Trappings**

I heard through the grapevine that Xerox had come out with a photocopy machine. I called them to register my interest. Why would a library be interested in a copy machine? After all, it was designed for business use. The long and short of it is that we leased the original 914 model. It was a beast of a machine—huge and heavy with a flat glass. We put it in the lobby for the public to use.

Those were the days when the color of paper was important. Later Xerox came out with a curved glass. Not good! How could you copy from a book with that arrangement! Librarians around the country complained, and to Xerox’s credit, they withdrew it, and I have never seen it since.

In the 60s Congress appropriated funds to establish a National Library of Medicine on the Campus of NIH. Those were the days before PCs when large mainframe computers dominated the scene. NLM decided to automate bibliographic control of the

medical literature. It wasn't long before we were invited to request literature searches from the National Library of Medicine.

The mechanism for doing this was the famous teletype machine. It was tape driven, so we punched the medical problem onto the tape. Then we took the tape, turned on the machine and fed the tape into it via telephone line to NLM in Washington. The computer there did the search and mailed us a printout on paper and later on 3 x 5 card stock. Today you sit at your PC and through Internet have immediate access to PUBMED and NLM GATEWAY, both of which give you access to millions of citations from the medical and allied health literature. How times have changed!

You probably have sensed by now that the medical library community was first into serious automation. It probably has something to do with the urgency of medicine. Time now for the rest of the library profession to awake.

His name was Fred Kilgore. He was the medical librarian of Yale University. Fred was alert to what was going on. He began to "fiddle" around with mainframes and computer programmers. Ohio State University discovered him and asked him to come. The university library found him a small warehouse near the campus and gave him a staff of librarians and programmers.

The Library of Congress had begun to put the bib records on tape. Fred bought the tapes, and he and the staff were ready to experiment with online distribution of bibliographic records to remote libraries in Ohio. And thus was born OCLC, Ohio College library Contortion, a monolithic bibliographic utility which, today, churns out bib



data to most libraries in America and resides in a multi-story building just north of Columbus, Ohio.

Enter Pat Barkey. Pat was Director of the state University in Toledo, Ohio. Pat, of course, was a part of OCLC and worked with it. About that time he was appointed Director of the Claremont Colleges libraries. Pat and I became acquainted and invited Larry Marshburn of the University of Redlands, the Librarians of Occidental College and the California Institute of Technology to a meeting. Pat wanted us to help him “pull” OCLS across the Mississippi River to the wild and wooly West.

As a result, all of us had access to OCLC which changed our opus operinde. At the time, I was also director of the library at La Sierra College. The migration to a new way of cataloging books was taking a toll on older staff in cataloging. We were concerned about Florence Marvin, who was close to retirement. I believe Kitty was Chair of the Cataloging Department. To our complete amazement Florence took to the computer as a duck takes to water!

Well. OCLC soon spread around the Southwest and beyond, so much so that OCLC had to open a Western Regional Office on the campus at Claremont. It was a real pleasure for me to be in on the OCLC migration West. The rest of it is history. What would we do without it?

### **Hong Kong, Pearl of the East**

The Adventist college in Hong Kong wanted an affiliation with LLU so that the Chinese young people could graduate in Hong Kong with a degree from Loma Linda. Different faculty went over for a while, and I was asked to go and give special attention to the library. My wife and I went over for a month. We went everywhere on evenings

and weekends and, frankly, fell in love with this exciting city with its teeming millions of people, skyscrapers and shopping.

While we were there, I became acquainted with the two university library directors of the University of Hong Kong and The Chinese University of Hong Kong. In fact, I was asked to speak at a meeting of the Hong Kong Library Association. So, I had made some contacts in addition to getting around the city on public transportation.

When Joan and I came home, I thought that was a good experience and thought no more of it. One day my Bulletin of the Medical Library Association came in the mail, and I saw an ad for a Medical Library Director at The Chinese University of Hong Kong. The Hong Kong Government wanted to start another medical school at The Chinese University. They were advertising world-wide for a medical faculty including a medical librarian.

I had been Director at Loma Linda for 17 years, and felt as if I needed a change. I talked to Joan about it, but she did not want to go. She had a classroom of students at Loma Linda Elementary and was enjoying the experience. I said to her, "Let me toss my hat into the ring and see what happens. We can decide later what to do." She agreed, I think!

Two or 3 months went by and nothing happened. I erased the whole dream from my mind. But, one day I received a telegram asking me to fly to San Francisco to the offices of the Asian Foundation and be interviewed by Dr. Gerald Choa, the new Dean of the Medical School in Hong Kong. Dr. Choa had been Head of all the government's hospitals and facilities. He was about to retire, but the government asked him to stay on a few more years to get the Medical School up and going. He agreed and there we were.

Dr. Choa and I spent about an hour together. Before we parted he said to me, "George, if we should pick you don't sell your home. Just rent it out and have a home to come back to." In retrospect that was good advice and we took it seriously.

Meanwhile, back at the ranch Joan and I had goose pimples. Something serious was going on here! I had worked for the Adventist Church for 27 years and had misgivings about going out of denominational work. Joan did not want to leave her school children.

For quite some time we heard no further word and thought someone else had been chosen for the position. I settled down to the routine and cleared my mind. But one day I received a packet of materials from the Chinese University. In it was a contract to be signed if I was still serious. Misgivings again. This is serious stuff!

Joan finally agreed, and we began to make preparations. Our two daughters were engaged to be married in August after we left the end of December. Joan came back in June and I came back in August to witness a double wedding ceremony in the University Church at Loma Linda

I had been hired two years before the medical school opened. The Dean and the Hospital Planner had also been hired early. The 3 of us had a head start before the students came. I was to order current medical books in all the specialties. I was also to order about 1500 current journals and backfiles, back 15 years. I worked with a budget of US\$1,000,000 to do all of this.

The first language of The Chinese University was Chinese. The second language was English. But the first language of the Medical School was English. It had to be

because the faculty came from England, Australia, US, Scotland, Germany. The students were all Chinese from Hong Kong.

The pre-clinical courses were all on the university campus. All of the clinical courses were to be in the new hospital—The Prince of Wales Hospital. It was to be a 1400 bed facility. I settled in. I had a fine Chinese assistant, a librarian educated in the US, who was a great help to me—especially with the language. His name was Kai –Sum Young.. All of the books and journals were in English.

After a couple of years, the Dean called me in and asked me if I knew anything about television. I told him I had had some experience. He wanted an educational CCTV system in 38 locations within the new hospital with two-way communication. (No patient rooms) He also did not want the students in the 5 operating theatres. They were to sit outside in a conference room and see on TV monitors as well as talk to the surgeons. How was I going to pull that off?

Anyway, the Dean said , “Do it, George.” And I did. Some time later he called me in and asked if I knew anything about photography The faculty wanted slides for teaching purposes and other photographic goodies. I told him I had had some experience. “OK, George, do it.” So, I hired a young Chinese photographer who knew what he was doing. His name was Thomas Fung—a great fellow.

For the third time the Dean called me in and asked if I had any experience with medical art and illustration. “I said, “Dean I don’t know a thing about that!” And he retorted, “That’s OK, George. Just do it.” What do you do when you thought you were going to be just a medical librarian. You roll with the punches, and Kai-sum and I

learned a lot! We hired a young Chinese artist and bought all the equipment he would need.

The exciting thing about my job was the availability of money. Money was not a problem! I got what I asked for, within reason, and I was able to create something out of nothing—namely a medical school library which included CCTV, a photographic unit and medical art and illustration.

The first 6 months in Hong Kong my wife had nothing to do except shop in the “Shopping Center of the World.” But then they found her. She is an authority on young children and childhood education. She has written a book about it. Joan got a job in a large Chinese kindergarten. She was hired to teach English as a second language. She was responsible for teaching good American English as a second language to 10 Chinese English teachers and to the children.

When we were not working, Joan and I traveled all over the Orient. Fortunately, Hong Kong celebrates all of the Chinese holidays and the British ones—about twice as many as we have here in America.

As you can probably guess, we had the capstone experience of our lives—shopping downtown, struggling with the language, enjoying the transportation system, eating in restaurants—with chopsticks. Now you know why the Disney Corporation is completing “Hong Kong Disneyland” early this spring (2005).

### **East Stroudsburg University of Pennsylvania**

1986 was the year. Joan and I had just come back from Hong Kong after six years there, and I was casting about for a director’s position. I sent out resumes to several institutions over several months time. I received five invitations to come for interviews.

Nothing happened until one day I received a phone call from East Stroudsburg University of Pennsylvania.

ES is located in the Pocono Mountains of northeastern Pennsylvania. This is vacation land—resorts, skiing and heart-shaped hot tubs. The institution is one of fourteen campuses as part of the Pennsylvania State System of Higher Education. I was to be interviewed on April 19, but the day before I came I received a phone call from the Search Committee chairman asking me not to come, because they were snowed-in and couldn't move!

I left Loma Linda the following week and presented myself to the committee. The first question they asked me was why I wanted to leave sunny California for snowy Pennsylvania. I was nonplused for a few minutes, but soon collected my composure enough to tell them that Joan and I had lived not far down the road for nine years at Blue Mountain Academy and loved the area. Also, my students in the academy were now grown and many of them lived in the area.

One other thing that I did was to prepare a small brochure outlining a procedure for computerizing the university library. I wanted the committee to know where I stood in relationship to the new technology. Something did the trick, because I was chosen for the position of Director of the University Library.

I knew that the campus was unionized. The library faculty were members of the classroom faculty. The clerical staff were members of a union. The grounds people were in a union. The nursing faculty had a separate union. In essence the whole campus was unionized! I had never worked in an atmosphere like this before. When the Search

Committee had asked me how I would relate to this. I naively told them I would simply call the aggrieved person into my office and talk it through.

Well, it didn't work that way. I told my staff shortly after I was encased in the Director's Office, "If you have a problem with me, please come and let's talk. The few times I allegedly caused cause a problem, the staff member went to the Union Office, and I received a letter in the mail outlining the charges. I yawned for the days when I could call a staff member into my office to discuss the problem and then have prayer with them.

But that was the way it was. I was part of the Administrative Staff of the University. As such, we were not allowed to join a union. The campus atmosphere was always the Union verses the faculty. We administrators met with the President every Monday morning to arm for battle, because the Union officials and the President met on Tuesday.

In spit of all of that, I enjoyed the six years I was at the university. I prayed often and had the satisfaction of hearing answers to my prayers.

That brings us to the subject of automation. I had become friends of the Director of the Computer Center on campus. In those days the PC and Apple had not yet taken over the power of the IBM mainframes. Our computer center was using Unysis computers, and the Director knew of my interest in computerizing the library.

He was about to buy a new mainframe from Unysis. The company had just come out with a library integrated system. After talking with me, he pulled off a deal with Unysis by telling them he would buy their mainframe if they would "throw in" the PALS library integrated system. It worked! We were the owners of one of the early Integrated Online Library Systems.

Now the problem was to find a library-computer person to set up PALS and get us all into it. I ran an add in local newspapers and library journals. We had a few responses (In the late 80s this new breed was rare). One of the responses came from a young Chinese girl who was at the University of Illinois. She was responsible for the computer systems there in the Library School. Yun and her husband were here from China on student visas. They left their little girl in China with grandparents, because the Chinese government wanted to make sure the parents returned.

We hired Yun and she was a jewel! Intelligent, pretty, co-operative, good computer savvy and had just completed her library degree. Her husband was working on a Ph.D. I took a conference room on the first floor of our library and turned it into a mini computer room. How times have changed! The mini has been replaced with powerful PCs that do all the work.

To make a long story short, we brought eager and reluctant library faculty into the electronic age of libraries. Classroom faculty? Well that is another story. Suffice it to say that at the point where the card catalog was “dead,” my faculty begged me not to remove it for two years (especially the catalogers). I reluctantly agreed knowing that the students and classroom faculty would probably have to look in both places—the CC and Pals.

Once a month the library directors of all fourteen campuses met in conference. These were challenging and fun times traveling all over the state of Pennsylvania and hosted by a different Director. Overall I enjoyed the experience at East Stroudsburg University. I adjusted to the unionization and the struggles between university administration and the union. I never could see what good the union did for the



institution, except every four years when the state legislature was deciding what the faculty were going to receive in compensation. Then the fight was between the Union and Harrisburg, and the salaries were good for both faculty and administration.

**DISCLAIMERS:**

I know that I have missed names that should be in this paper and also specific dates. I am sorry for that. Have things always been rosy? No, but they have been challenging. There have been a few serious problems along the way. I have chosen not to include them. “Forgive and forget” is an exercise that clears the mind and saves friendships. That concept has always been important to me.

Sixteen years service to LLU have taught me to cultivate my personal relationship to Jesus Christ and my appreciation for the University. One of the events that I cherish the most happened to me after I retired and moved back to Loma Linda. The library faculty at Loma Linda recommended to the Board of Trustees, through the Vice President of Academic Administration, that I be given the honorary title of “Emeritus Librarian.” My membership card reads, “Loma Linda University Faculty, valid for life”