

Report of the Council

OCTOBER 20, 1993

BY LONG-STANDING TRADITION, the Annual Meeting of the Society has been a members' only event. Tonight our audience includes by special invitation, friends and Alliance members, colleagues and staff as well, and I welcome you all. Had our traditions not changed somewhat in the course of 181 years, you men might be wearing top hats and tails, and I for one certainly wouldn't be here at all. But I am and pleased to be so. By tradition again it falls to me as President of the Society to give the Report of the Council. This evening, I have chosen to abbreviate the traditional recounting of the year past with the assumption that you have read the details in our newsletters and publications. Thus I will be afforded more ample opportunity to explore with you the collective notions of staff and Council concerning the future of AAS and to announce some of the preliminary steps we are taking to secure the continued vitality of this great institution.

For me, the short year just past has been one of learning: of meeting many of you who make up the AAS community, of becoming aware of the richness and breadth of the Society's collections, and of coming to more fully appreciate the vitality and dynamics of this superb organization. I have much, much more to learn, but I could not ask for more generous teachers than the AAS staff. To a man and woman, I have found them to be dedicated and knowledgeable professionals, genial colleagues, unselfish individuals. The important role which our president emeritus Marcus McCorison has played in building and enhancing the AAS collections has been widely heralded. The staff which he assembled is a legacy no less wondrous, however, and one for which I have special reason to give him my renewed thanks.

The seeds of the successes of our 1992-93 year were planted and tilled by Marcus, the Council, and the staff long before my

arrival here, and yet the pleasure of recounting these successes for you tonight is mine. How I daily rejoice, for instance, over the fortuitous decision to divide Marcus's position as President and Librarian into two with Nancy Burkett as our Librarian. How is it working? The only disagreement that Nancy and I ever have is when we both claim to have gotten the better half of the deal. Having listened to her report and seen even these few of her acquisitions, you will surely agree with me that it is our library's readers who are profiting most in this two-for-one split.

In reviewing the successful year that the Department of Research and Publication has achieved, I am tempted to describe my colleague John Hench as being busy as the proverbial one-armed paper hanger, but the simile is hardly apt for he has dispatched his many responsibilities with seamless aplomb. This year, in addition to serving ably as editor *and* marketing director of the Society's publications, coordinator of our highly successful fellowship program for which he has secured another three years of federal funding, and director of our academic and educational programs, and impresario of our various series of seminars, colloquia, and public lectures, John has added two more feathers to his cap: an NEH grant to support planning and editing of a multivolume collaborative *History of the Book in America* and a contract successfully negotiated with Cambridge University Press to publish the *History* in partnership with us. The newest issue of John's newsletter, *The Book*, provides particulars, but an update is already in order. The challenge grant portion of the NEH grant was met the day the newsletter announcing it appeared, thanks to the quick-reading Donald Oresman and the generosity of the Colt Foundation.

Credit for the overwhelming success of our yearlong celebration of Thomas Jefferson at 250 is due not only to John Hench, but also to the promotion efforts of our director of development, Lynn Sodha, and her staff. Six events so far, six full houses. We were especially pleased by the outpouring of corporate support, local and national, for this lecture series and for the printed program

guide which accompanies it. Moreover, it has been rewarding indeed to see our audience for the series broaden as a result of our partnering—as presenters—with local cultural and educational institutions.

It is my further pleasure to announce that the 1992–93 AAS annual fund closed its books on August 31 with an all-time-record-breaking \$274,612 having been added to its coffers. My heartfelt thanks to all who did so much to make that happen. No resting on laurels for anyone, however, for in recognition of our reaching this new benchmark, the Council (responsibly enough) has raised the target for this current year's annual fund one more notch up.

Now having heard in the Treasurer's Report that we are rolling in dough and from me that we need to raise more contributions, you in the audience who get begging letters from us constantly—and you on the staff who were told that a tiny raise in salaries was all we could afford this year—are owed an explanation. I'll try. In effect, we are in a critical period of adjustment in our financial health plan during which we must significantly reduce the number of dollars drawn from our endowment earnings to cover our current spending. Although we are doing all that we can administratively to curb overall growth in that spending and working to enhance our future capacity to attract a broadening donor base, we need gifts and grants now to help us bridge the gap. It's the 'starve now, thrive later' endowment-management plan at work. Our predicament is clear when one looks at the dollars we had drawn annually from endowment as a percentage of the market value of the corpus, that is, in the same terms in which total return on the investments is expressed, and when one then recognizes that inflation will gobble up a part of the total return each year on its own. Over the past twenty years, our total return on investments has averaged 11.2 percent annually. Our spending during that period has averaged 7.6 percent, leaving 3.6 percent—in theory—to be reinvested annually. Inflation, however, devoured at an annual rate of 5.9 percent during those years, and left us with a 2.3 percent hole in the earning power of our dollar. During this same

period, new endowment gifts came into AAS at an impressive rate of \$450,000 each year, but more than thirty-five cents out of each of those new dollars went to plug the inflation hole before they could even be invested.

To safeguard the earning power of all new endowment gifts, to reduce the ravages of inflation, and to see the endowment flourish as it should, we are doing two things. First, the finance committee is working diligently to assure maximum total return on our investments. Second, we have been bringing our annual spending draw steadily down from that 7.6 percent figure I mentioned earlier. Currently at about 5.5 percent, we are firmly committed to being at the expert-prescribed 5 percent level by next fiscal year (1994-95). Each year thereafter, we will be able to calculate our 'real' spending money as a 5 percent share of a pot that is growing even after inflation takes its unearned share. Won't that be nice!

Speaking of new endowment gifts—on which the 5 percent spending limit has already been imposed—the Development Office has just reported to the Council the successful completion of the first two components of our 1992 endowment challenge from the Andrew W. Mellon Foundation. Thanks to the generosity of 153 individuals and foundations who have made or pledged gifts totalling almost \$1,020,000—which will be matched at fifty cents on the dollar by Mellon—we have now *surpassed* our original goal to endow the position of AAS Librarian in honor of our president emeritus. In the second component of the four-part campaign, our initial goal was to raise \$520,000 in additional endowment for conservation. That goal was so quickly matched by seven *very* generous givers that we have increased it to \$670,000, and I am pleased to announce that today a single pledge of \$8,500—or even 100 pledges of \$85—will put us over the top in that component of the campaign as well. With half of the \$4.5 million total campaign goal now assured and half of the three-year period allotted for it expired, the Council has reexamined the remaining campaign components, about which I will have more to report in a moment.

So all in all, I'd say 1992-93 has been a successful year, yet another in a string of successful years at AAS. But it is incumbent upon each of us who has accepted responsibility as a steward of the Society and its rich resources, either as staff, Councillor, or elected member, to fix our gaze not from year to year, but from generation to generation. We must constantly reconsider what it is that we should be doing now which will have the best effect in years to come. It is a perpetual and complex process called planning, which has been a hallmark of the successful administration at AAS for many years. Whether the need driving the plan is to solve a problem or to make a good thing better, if progress is the desired result, change is some part of the answer.

I want to talk about the planning we have been doing, but having just mentioned that word—change—perhaps I would be wise to first set the record straight on just a few things that we have no intention of changing. Let me assure one and all of the unanimous commitment of Councillors and staff alike to hold firm to the founding principles of the American Antiquarian Society, to remain true to its mission as a research library of national scope and independent stature. As important, we believe, is our continuing resolve to foster here a lively community of learning, discourse, and understanding, a community which welcomes interested individuals with a variety of perspectives, academic and otherwise. In short, we are united in our determination to safeguard AAS—to borrow a felicitous phrase used by Marcus at last year's Annual Meeting—'as an irreplaceable agent for learning and pleasure.'

Having underscored these firm commitments, however, I am at equal pains to point out that our planning process is far from complete. In time, the Council and staff together will craft a working document to chart progress in all phases of our operations over the next five to seven years. The bits of late-breaking news I have the pleasure of announcing this evening are but a few strategic pieces in a jigsaw puzzle we are working on. There are many pieces that we haven't gotten out of the box even to look at yet. I know you are here tonight because you care about AAS. If your favorite

concern or interest isn't addressed here, mention it and then give us time. These first steps we are planning should stand us in good stead to make better whatever part of this great institution you want to see strengthened.

My first announcement is that the Lila Wallace-Reader's Digest Fund of New York has awarded us a major grant to strengthen our ongoing efforts toward two critical goals: first, to broaden public awareness, appreciation, and support of the Society, its collections and programs; and second, to enhance our ability to discharge the dual responsibility of making our collections accessible and useful to a growing audience of readers and visitors today, while preserving them as well as a national library of record for future generations. The grant, which will cover new programs, staff, and capital expenses over the next three years, is in the amount of \$750,000. The grant presents both a matchless opportunity and a significant challenge for the Society. It is worthy, therefore, of a more complete examination.

Let me begin by telling you how the grant came about. For more than twenty years, Marcus has maintained collaborative relationships with colleagues at other independent research libraries around the country, a tradition I am pleased to be continuing. Most significant has been the informal confederation he formed for AAS with four other libraries of national scope and stature: the Folger, the Pierpont Morgan, the Newberry, and the Huntington. The directors and senior staff of these five libraries for many years have generously shared their insights, their expertise, and, on several occasions, their opportunities with national funding sources.

So it was through the good offices of our sister institutions in Washington and New York, who were the first in our group to receive funding from Wallace, that AAS came to the attention of the foundation staff and to be invited by the Wallace board in October 1992, to submit a grant proposal of our own. The invitation to each of the five research libraries was the same: submit plans which will advance *significantly* what Wallace called 'the public dimension of your activity.' The Wallace grants to research

libraries were—at least for now, they told us—a one-time offer. We had nine months from the day I took office to get the proposal devised, honed, approved by our own Council, and negotiated through staff review at Wallace. Yes, we *all* know of these miracles that happen in nine months, but they don't involve committee work. And this committee member had hardly yet learned enough about AAS to negotiate the route from her office to the coffee-break room without assistance. You now begin to see how the staff came to earn my above-mentioned words of praise.

Wallace admonished the libraries to involve a diverse range of individuals inside and outside of the institution in planning and execution of proposals. Our planning, therefore, has been informed by listening carefully to AAS members, readers, and colleagues, to the institution's defenders and to its critics. With the help of outside consultants, we conducted more than seventy formal interviews to seek candid assessments of our perceived strengths and weaknesses. Many of you here tonight were interviewed, and we thank you for your suggestions. Experts in publishing, in media programming, in the new technologies of digitized and networked information were consulted, as were those knowledgeable in the promotion of historical organizations and in current needs in humanities research and teaching. Moreover, the Council and staff held various discussions of the challenges and opportunities which lie ahead, of our dreams for the institution, and of possible schemes and strategies for seeing them realized in this time of constrained financial resources.

The most challenging part with the Wallace proposal for us, however, has stemmed from the fact that we are so different from our sister institutions, the Folger and Morgan, Newberry and Huntington. We couldn't merely mimic their example. We are not part of a museum, a theatre, a public garden; AAS is nothing less than a great library; and Worcester is a wonderful place, but it bears only slight resemblance to New York, Washington, Chicago, or Los Angeles. As we considered our own goals for access, the question of our role in precollegiate education came up time

and again, and the specter of school buses loomed in our heads. Isaiah Thomas established us in Worcester to keep us out of harms' way. I imagine that an unsupervised bus load of twelve-year-olds has destructive power equal to that of several British gunboats from 1812. Not that we're not committed to doing all that we can to improve education of twelve-year-olds, mind you. (I'm wondering at this moment if my own has even started her homework, but I'm getting ahead of myself. . . .)

Our first goal of the Wallace initiative, you'll recall, is one of promotion. Our resources for the study of early American history and culture are the best in the world. Americans *should* be as familiar with AAS as they are with the Smithsonian or the Library of Congress, and while we haven't set that as one of our measurable goals for the three-year project, we hope that we have planned our first steps in ways which will lead toward that distant goal.

Awareness is the doorway through which access begins, and so we plan to mount a promotion campaign to make people more aware of the library, locally, regionally, and nationally. AAS is a vital and relevant institution, with a fascinating history and an exciting future, and our campaign will depict it as such. Few who see the promotional materials or see the media coverage they engender may ever actually use the library, but all will better understand the Society's role in the educational and cultural infrastructure for our nation. Well-designed and -executed publicity materials and print products, drawing upon the rich legacy of American printing in the collection, enlivened for today's audiences, are planned. For a campaign of this scale, we need to marry the appeal of letterpress with the effectiveness and economy of desktop publishing.

I mentioned awareness as a doorway. Our interviews around town revealed a (to me) surprising number of people who find the handsome façade of this building to be austere, and even inscrutable. Yet, those who 'dare' to enter extol the beauty and serenity of this luminous room. But first impressions are lasting. To counter even the impression of Antiquarian Hall as 'unwelcoming,' we will

have tasteful banners designed for and installed on the façade. They will herald to the public the program changes afoot within our walls, and an attractive, lighted signboard at curbside will announce library hours and current offerings.

Even now we try to keep the outer doors open so that visitors are free to enter directly into the reception area, but it is a problem on bitter days. We'll now have funds to install a plate glass partition between the lobby area and the reading room to reduce drafts and noise distractions. That will even help, we're assured, to improve acoustics for our lectures, as will a properly installed and customized projection and recording system. Back out in the expanded lobby area, visitors and first-time readers can converse freely with the receptionist, view an orientation exhibition on the collections and their use, or—while waiting for their library tour or reference consultation with the staff to begin—view an introductory video tape, peruse library publications and guides, or purchase postcards and small gift items. And at last, we now have the funds for our long-needed handicapped-access improvements.

I mentioned video and sound recording facilities a moment ago because we hope to capture public presentations to be broadcast to a wider audience via public radio and TV. WGBH-TV, for instance, is launching Horizons TV, a new cable channel described as 'MTV for fans of heavy reading' and featuring university lectures and debates, museum symposia, public readings, and forums on the arts and humanities, C-SPAN style. If the world can't get to Worcester, we'll take AAS to them.

Our Walter Cronkite video has been a highly effective tool. And we will now have the resources to create a second video that explores more of the 'why' as well as the 'what' of the library. 'Why is history important today?' 'Why should AAS collect, preserve, and encourage study of our nation's history?' 'Why and how has its doing so made a difference?' AAS member David McCullough has volunteered his talents as narrator and, along with member Ken Burns, will help us select a first-rate production company. We are also looking to add an experienced publicist to coordinate the

awareness campaign, so spread the word if you know of good applicants.

We will have the ability to take the 'AAS show' on the road more regularly. Beginning next year, the speaker at each annual meeting in October will be a noted historian, author, journalist, or other public figure well-known to our potential audience (not me again, rest assured) who will make the question of 'why is history important today?' the sub-text of his or her remarks. Each speaker will give two encore performances in cities around the country, thus affording us an opportunity not only to promote institutional awareness among potential new friends but also to strengthen our ties with many far-flung old ones. A similar strategy will be followed to multiply the success of our annual book-history lectures named in honor of our esteemed member James Russell Wiggins, who is here with us tonight, I'm pleased to note.

Our local series of lectures for a general audience (like the Jefferson at 250) and our scholarly programs of seminars and colloquia will continue with renewed vigor, as John Hench—who runs these programs almost single-handedly—will now be able to afford a new program coordinator to help. We always have more good ideas for programs than we have staff time to properly develop them. Wallace will also buy us staff time to find continuing streams of support for future offerings.

Among the treasures of the library are collections of American music that are among the finest anywhere. In order to increase awareness of these significant holdings and of the kind of fascinating cultural history that can be gleaned from them, we will expand our occasional musical offerings to a series of three events annually for these Wallace years. We propose to add a master class to the schedule (to benefit music students) as well as an outdoor summer performance at Institute Park. We play host next spring to the annual conference of the Sonneck Society for American Music, and so will have the benefit of consulting with noted colleagues in the field of American musicology and music history as we plan these events. Public funds for summer cultural programs and for

music in the schools have sadly diminished in Worcester in recent years. Our sponsorship of this annual series will respond in a small but concrete way to that void.

I mentioned earlier that we want to begin experimenting with use of broadcast and cable media to multiply the audience that can benefit from the fruits of research in the Society's collections. In collaboration with WICN, Worcester's National Public Radio affiliate, for example, we will work with James David Moran and a professional advisory group to produce two pilot episodes of a one-hour variety program *The History Show*. Each will focus on a single year in American history and convey the events and the culture of the time through contemporary music, songs, jokes, and stories. Each production will feature professional actors and musicians and will be taped live before an audience in historic Mechanics Hall. The success of *A Prairie Home Companion* has helped revive the old radio variety program. We believe that *The History Show* can capture something of Keillor's ensemble form and nostalgic spirit while more directly conveying a sense of the American past.

That idea we got from Jim Moran. This one came from John Woodbury: Why not offer programs for retired professionals and history buffs to involve them more closely in the life of the society? After all, we get our best volunteers from the ranks of the retired-in-name-only. So we've already scheduled a course on AAS through the Worcester Institute for Senior Education, with John Woodbury himself as facilitator. We're in touch with the Night Life program sponsored for adults by the Worcester Public Schools about a genealogy course they're teaching and are exploring with the Craft Center the possibility of a letterpress printing course. . . . (No, no, not on Isaiah Thomas's old 'No. 1'; we have another press in storage.) The hosting of a history reading group also has been suggested; let us know if you'd be interested. And as John Woodbury can attest, we'll probably put you in charge.

If this is beginning to sound like a three-ring circus, do recall that we are phasing the new programs in over the three-year grant

period. We try to recall that too, when we get overwhelmed at the exciting magnitude of it all.

Let's get back to those school children though, and more specifically to their teachers. Through the National History Day organization, AAS will award a \$1,000 college scholarship for the best individual project or paper on early American history and culture—nationwide—by a high-school student. We'll present certificates of merit to the best ones in Massachusetts and Worcester-area competitions as well. Get those future Pulitzer winners thinking about AAS early on, we figure. Promotion and selection of the awards will be handled by National History Day, Inc., and their state and local affiliates, as we intend to remain ill-qualified for that task.

Moreover, in keeping with our general strategy of creating programs that bring the mediators and multipliers of historical knowledge into contact with the AAS collections, we feel that providing enrichment opportunities for teachers at AAS will—over the long run—have the most positive influence on the teaching of American history in the schools that we can offer. In cooperation with the Worcester Alliance for Education, therefore, we will run an institute here next year for classroom teachers. This is a volunteer effort by eight scholars from around the country who wish to honor their own fine teacher Alden Vaughan upon the occasion of his retirement from Columbia University. Each will illuminate in his or her presentation various aspects (or key topics) of early American life in such fields as political history, the history of religion, women's history, Native American-white relations, and the history of African Americans as they are now understood in light of the latest scholarship. The scholars' presentations will be closely linked to the kinds of primary source materials (abundant at AAS) that underlie that new scholarship. And we are at work already on the notion of hosting a national institute for college teachers in Summer 1995, presenting new scholarship in the history of the book, a field of study in which AAS has long been a pioneer. Generating a lively discussion among the academics, the staff, and

participating teachers, and paving the way both for future collaborations and increased use of the AAS library by teachers will be the principal goals of these institutes.

With Wallace funding, we will initiate a program of visiting fellowships to enable classroom teachers to be in residence at AAS for a month or two in the summer to do research on a project of their choosing. We know from experience with fellowships for professional scholars how enriching residence at AAS can be for them and for the staff. In fact, we will now be able to run two new nationwide fellowship competitions: one for school teachers and another for creative artists, who could benefit from a period of sustained research in the collections and the mutual interaction with academic historians. We are targeting artists and writers out of our recognition that the historical novel and the historical documentary, to take but two examples, are able to reach far larger audiences than even the best-selling works of conventional historical scholarship. Filmmakers who have shied away from early American history, thinking that authentic and interesting images from the period were just too impossible to find, have found themselves happy as pigs in clover with our unique on-line catalogue of 17,000 individual engravings and book illustrations issued before 1821, all catalogued by what's in the picture.

We know that the programs for new audiences should enhance and not compete against those offered to traditional readers. Our attention to the former will afford AAS staff opportunity to see the library through the eyes of the uninitiated and inexperienced reader in a continuing effort to remove access barriers and improve services. Praising the level of detail and the wealth of historical data provided, even experienced readers find our card catalogue puzzling and arcane, and the size and variety of the collections overwhelming. While the readers' services staff is known for its uncommon helpfulness, some readers are uncomfortable having to seek such a high level of assistance, and for them we will prepare a series of loose-leaf handouts—how-to guides on the use of the card catalogues, the on-line catalogue, bibliographies, and elec-

tronic reference databases for instance—to provide backup to the information each new reader receives as part of his initial reference interview. We'll also offer a few public open houses to introduce new readers to the collections and the basics about how to use them. All the while, of course, we have almost half of our staff involved to one degree or another in getting records for our holdings into our user-friendly on-line catalogue system.

The worlds of libraries, education, publishing, and entertainment today are being revolutionized by digital technology. The proliferation of personal computers and laptops, the rapid development of the Internet, and the growing emergence of electronic publishing is changing society's expectations for how 'purveyors of information' like AAS serve their audiences. Long considered pioneers in the use of computers to make historical research materials more accessible, we are eager to maintain that position. But the frontier is moving away at an accelerating pace. Unlike colleagues at larger institutions and universities who rely on on-campus computer expertise, it is increasingly difficult for us to keep abreast of these important technological developments or to find time to plan for their implementation. With Wallace funding, we will begin to take these steps by establishing an active link between our own computer network and the Internet, the country's superhighway of electronic communication. We plan to become an active presence there through the new 'H-Net,' a computer service by and for historians which supports e-mail, bulletin boards, electronic conferencing, and data and text access for all historians, especially those in smaller schools and historical organizations. Through 'H-Net' and other networks of Internet users, our staff will be able to respond to queries, receive fellowship applications, maintain contact with members and readers, publish collection guides and texts of papers presented at AAS, and even provide access to researchers around the world into our own 'in-house' computer catalogue. In the not-too-distant future, I am confident, we will be able to create digitized copies of materials from the collections and to transmit them over the network, thus

saving the historic originals from continuing wear and tear. Much of this work will be done in collaboration with leading university and research libraries, but Wallace funds will also make it possible for us to shift staff responsibilities and to obtain outside training to insure the effective uses of these new technologies.

Throughout this planning process, we have tried to focus on those steps which will bring the most certain return for us. But we want to remain open to better suggestions and opportunities which are still yet unknown to us. Almost ten percent of the Wallace grant, therefore, has been earmarked as a Program Development Fund and will be used by staff to explore model programs, to attend essential meetings, to visit with collaborators, to bring outside experts to AAS. It will also help staff and Council to conduct an effective evaluation of our progress as we seek this broader public dimension and as we must face the inevitable questions of how expanded services can and should be continued after the grant.

This brings me around to the final point I wish to make and to my other announcement. A key factor in making research at AAS so productive is the presence of an expertly skilled, dedicated, and caring staff able to guide readers to the most useful materials. Among the thirty-one individuals now working full- or part-time in library departments, there is vested 227 years of experience with AAS collections. They share their knowledge generously and work continually to understand the pertinence of that material to new lines of historical inquiry; hence they often become active participants in the research of our readers. They maintain the highest standards of professional reference service by connecting the diverse resources of the library to the specific needs of the reader. A sampling from the letters of three recent readers best describes the close collaboration between library service staff and researchers. Mary Kelley, professor of history at Dartmouth College and a Peterson Fellow at AAS, wrote of the staff, 'Without their skills, their commitment, and perhaps most unusual, their sense that we are engaged in a common enterprise, our research would be much

diminished.' Stephen A. Marini, professor of religion at Wellesley College and a National Endowment for the Humanities Fellow at AAS, remarked, '... there is one rare and indispensable element that lies at the heart of all these AAS achievements—a superbly trained and dedicated staff. . . . [Theirs] is a style and standard of performance that can only be generated by a staff genuinely excited by a common mission to take personal interest in the researcher's needs and to be able not only competently to meet those needs, but successfully to anticipate them.' And Sharon Moore, an undergraduate student at Worcester State College and a participant in the Society's American Studies Seminar, commented, '... my fellow undergraduates and I have discovered that the AAS possesses an additional resource which eases the research process considerably: the Readers' Services staff. Their interest and encouragement, exhaustive knowledge and inexhaustible patience have contributed enormously to our research efforts. . . . It is the Readers' Services staff which makes the AAS a living, working library; they are its heart and soul.'

In recognition of this very fact, I am pleased to announce that this afternoon—and with the full endorsement of the Mellon Foundation—we voted in Council to launch fundraising for the final two components in our current endowment challenge campaign. We now seek to secure grants and pledges totalling slightly in excess of \$1.5 million, to be increased again by half via the Mellon match, to establish and expand endowments to provide (1) an ongoing stream of support for maintenance and development of our computer systems—in whatever form they may take in the future—and (2) a dependable and growing base of funding for the essential work of our Readers' Services staff. Special grants—large and small—come and go, but the value we assign to providing the highest quality of service for all readers should never waver. For without our ability to fund that critical component, our claims as one of the greatest research libraries in the land would ring hollow indeed.

Ellen S. Dunlap

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